

Q PRINCE2®

The PRINCE2® Foundation Examination

Sample Paper 2

Answers and Rationales

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Q	A	Syllabus Ref	Rationale
1	A	P2-7_FND_1.1	<p>A. Correct. "Each of the delivery steps to create the products occurs in sequence, and the product is made available during or at the end of the project (for example, in a construction project where requirements gathering and design occur before construction starts)." Ref 1.5.3</p> <p>B. Incorrect. A hybrid approach is where "Some elements of the project use a linear-sequential approach, and other elements use an iterative-incremental approach. For example, a linear-sequential approach can be used for the development of the infrastructure for a service. Then, an iterative-incremental approach can be used for the development of the customer service portal for users to access the service." Ref 1.5.3</p> <p>C. Incorrect. An iterative-incremental approach "is often, but not exclusively, for product development where requirements gathering, design, development and/or coding and testing occur iteratively through the life of the project. This approach is often referred to as an agile approach" Ref 1.5.3</p> <p>D. Incorrect. Event-driven is not a delivery approach it is a type of control. Event-driven controls "occurs when a specific event occurs. For example, this could be the end of a stage, the completion of the project initiation documentation, or the creation of an exception report. It could also include organizational events that might affect the project, such as the end of the financial year." Ref 11.2.2</p>
2	A	P2-7_FND_1.2	<p>A. Correct. Projects are cross-functional. "Projects often work across the usual functional divisions within an organization and sometimes span different organizations." Ref 1.3</p> <p>B. Incorrect. "Every project is unique. An organization may undertake many similar projects and establish a familiar, proven pattern of project activity, but each one will differ in a certain way." However, "projects often work across the usual functional divisions within an organization and sometimes span different organizations." Ref 1.3</p> <p>C. Incorrect. "Projects are temporary in nature. When the desired change has been implemented, business as usual resumes (in its new form) and the need for the project is removed". However, cross-functional "projects often work across the usual functional divisions within an organization and sometimes span different organizations." Ref 1.3</p> <p>D. Incorrect. "Change: Projects are the means by which we introduce change." However, cross-functional "projects often work across the usual functional divisions within an organization and sometimes span different organizations." Ref 1.3</p>

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3	A	P2-7_FND_2.1	<p>A. Correct. The 'ensure continued business justification' principle definition states that "A PRINCE2 project has business justification sufficient to warrant investment to initiate the project and ongoing investment through to successful completion. If it does not, it should be stopped." In addition, PRINCE2 requires "there to be a justifiable reason for starting a project and the justification must remain valid, and be revalidated throughout the lifecycle of the project." Ref 2.1</p> <p>B. Incorrect. The 'learn from experience' principle relates to incorporating lessons through the life of the project. "A PRINCE2 project team actively seeks, records, and implements improvements as a result of relevant lessons learned from prior projects and throughout the life of the project. It applies them in future projects, and shares them for others to apply." Ref 2.2</p> <p>C. Incorrect. The 'manage by exception' principle relates to establishing limits of delegated authority. "A PRINCE2 project establishes limits of delegated authority by defining tolerances for performance against its plans." Ref 2.4</p> <p>D. Incorrect. The 'tailor to suit the project' principle is when "PRINCE2 is applied and tailored to suit the project environment, size, complexity, importance, delivery method, team capability, and level of risk." Ref 2.7</p>
4	A	P2-7_FND_2.1	<p>A. Correct. The 'define roles, responsibilities and relationships' principle relates to defining roles and responsibilities within a structure that engages the business, user and supplier interests. "A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests." Ref 2.3</p> <p>B. Incorrect. The 'manage by stages' principle relates to planning, monitoring and controlling a project on a stage-by-stage basis. "A PRINCE2 project is planned, monitored and controlled on a stage-by-stage basis." Ref 2.5</p> <p>C. Incorrect. The 'manage by exception' principle relates to establishing limits of delegated authority on a project. "A PRINCE2 project establishes limits of delegated authority by defining tolerances for performance against its plans." Ref 2.4</p> <p>D. Incorrect. The 'tailor to suit the project' principle relates to adapting project controls to suit the scale and complexity of the project. "The purpose of tailoring is to ensure that: Project controls are appropriate to the project's scale, complexity, importance, delivery method, team capability and risk." Ref 2.7</p>

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5	A	P2-7_FND_2.1	<p>A. Correct. The 'manage by exception' principle reduces time burden for senior management without removing control, by ensuring decisions are made at the right level in the organization. "The implementation of 'manage by exception' provides for efficient use of senior management time as it reduces senior managers' time burden without removing their control. This ensures decisions are made at the right level in the organization." Ref 2.4</p> <p>B. Incorrect. The 'ensure continued business justification' principle ensures the project aligns with business objectives. "The business justification drives decision-making to ensure the project remains aligned with the benefits sought and contributes to business objectives." Ref 2.1</p> <p>C. Incorrect. The 'define roles, responsibilities and relationships' principle ensures project roles and responsibilities are clearly defined. "A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests." Ref 2.3</p> <p>D. Incorrect. The 'focus on products' principle defines the products to be delivered. "A PRINCE2 project focuses on the definition and delivery of products, in particular their user quality expectations and requirements." Ref 2.6</p>
6	C	P2-7_FND_2.1	<p>A. Incorrect. The 'learn from experience' principle relates to incorporating lessons through the life of the project. "A PRINCE2 project team actively seeks, records, and implements improvements as a result of relevant lessons learned from prior projects and throughout the life of the project." Ref 2.2</p> <p>B. Incorrect. The 'define roles, responsibilities and relationships' principle focuses on defining roles in the project management team. "A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user, and supplier stakeholder interests." Ref 2.3</p> <p>C. Correct. The 'manage by exception' principle sets tolerances for the respective level of plan. "A PRINCE2 project establishes limits of delegated authority by defining tolerances for performance against its plans." Ref 2.4</p> <p>D. Incorrect. The 'focus on products' principle relates to the definition and delivery of products, in particular their quality requirements. "A PRINCE2 project focuses on the definition and delivery of products, in particular their user quality expectations and requirements." Ref 2.6</p>

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7	B	P2-7_FND_2.2	<p>A. Incorrect. "The project manager is responsible for tailoring and will make recommendations having consulted relevant lessons and standards." It would not be documented in the project plan which is "a high-level plan showing the major products of the project and when, how, and at what cost they will be delivered." Ref 7.2.2.1, 2.7</p> <p>B. Correct. "How PRINCE2 will be applied and tailored for the particular project is captured in the project initiation documentation." Ref 2.7</p> <p>C. Incorrect. "The project manager is responsible for tailoring and will make recommendations having consulted relevant lessons and standards." It would not be documented in the stage plan which is "a detailed plan used as the basis for project management control throughout a stage." Ref 7.2.2.2, 2.7</p> <p>D. Incorrect. "The project manager is responsible for tailoring and will make recommendations having consulted relevant lessons and standards." It would not be documented in the business case which is used "to document the business justification for undertaking a project, based on the estimated costs against the expected benefits to be gained and offset by any associated risks." Ref 5.5, 2.7</p>
8	A	P2-7_FND_3.1	<p>A. Correct. The definition of leadership includes "motivating people to achieve a project's objectives" and "persuading, influencing, and co-creating with a focus on managing key relationships." Ref 3.3</p> <p>B. Incorrect. This is the focus of the 'manage by stages' principle. "The focus on managing by stages ensures that the project is properly initiated before work starts on delivery of the project's outputs." Ref 2.5</p> <p>C. Incorrect. This is a focus of the 'manage by exception' principle. "PRINCE2 enables appropriate governance by defining distinct responsibilities for directing, managing and delivering the project and clearly defining accountability at each level: delegating authority from one management level to the next." Ref 2.4</p> <p>D. Incorrect. This is a focus of the ensure continued business justification principle. "The business justification drives decision-making to ensure the project remains aligned with the benefits sought and contributes to business objectives." Ref 2.1</p>
9	A	P2-7_FND_3.1	<p>A. Correct. The definition of collaboration is the process of "people from across the project ecosystem working together to achieve the project's objectives." Ref 3.3</p> <p>B. Incorrect. Plans is a practice "to facilitate communication and control." Ref 7.1</p> <p>C. Incorrect. The definition of change is "a modification to any of the approved management products that constitute the project baseline." Ref 10.1</p> <p>D. Incorrect. The definition of co-creation is "collaboration involving users and key influencers in the design of products and agreed ways of working to ensure they are adopted by the project and organizational ecosystems." Ref 3.3</p>

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10	A	P2-7_FND_3.1	<p>A. Correct. The definition of a stakeholder is “Any individual, group, or organization that can affect or be affected by (or perceives itself to be affected by) the project.” Ref 3.2.2</p> <p>B. Incorrect. The definition of a risk action owner, not stakeholder, is someone who "owns an action to address a risk." Ref 9.2.3.2</p> <p>C. Incorrect. The project board, not stakeholder, is defined by being "responsible for the overall direction and management of the project within the constraints established by the commissioning party." Ref 6.2.2 tab 6.2</p> <p>D. Incorrect. The definition of a reviewer, not stakeholder, is "person or group responsible for assessing if a product meets its quality or acceptance criteria." Ref 8.2.1.5</p>
11	B	P2-7_FND_3.2	<p>A. Incorrect. The team manager is responsible for "delivering the products to the agreed specifications" and is within the project management team not outside it. "... people within the business who are affected by the project, but do not work within the defined project team" may contribute by "integrating new products into their area of the organization." Ref 6.2.4.6, 3.3.1</p> <p>B. Correct. "... people within the business who are affected by the project, but do not work within the defined project team" may contribute by "integrating new products into their area of the organization." Ref 3.3.1</p> <p>C. Incorrect. "The senior user is responsible for: the successful handover and adoption of products into the business and continued realization of benefits after the project has closed... The senior user must ensure sufficient ongoing commitment from people in the user community to support these activities, in particular where there is a longer-term commitment beyond the lifespan of the project, such as the realization of benefits." The senior user is within the project team, not outside it. Ref 6.2.4.2</p> <p>D. Incorrect. "The project executive secures funding for the project" and is within the project management team, not outside it. "... people within the business who are affected by the project, but do not work within the defined project team" may contribute by "integrating new products into their area of the organization." Ref 6.2.4.1, 3.3.1</p>
12	D	P2-7_FND_3.3	<p>A. Incorrect. "These stakeholders are the key influencers, who may be the following: senior executives; those found in the user, supplier, or wider operational communities within the organization undertaking day-to-day tasks and decision-making." Ref 3.2.2</p> <p>B. Incorrect. "Stakeholders at the interface with the ability to influence a project may change over time as the project evolves". Ref 3.2.2</p> <p>C. Incorrect. "Most communication within organizations occurs outside of formal channels. Therefore, it is best to accept this and provide information in multiple formats that people can share easily and provide multiple pathways for people to give feedback." Ref 3.4</p> <p>D. Correct. Key influencers are "the people the project management team needs to work closest with to ensure the success of the project." Ref 3.2.2</p>

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13	A	P2-7_FND_3.3	<p>A. Correct. "It is important to understand the competencies and capabilities of the people recruited or assigned to a project and ensure any gaps are identified and mitigations established to cover them, such as upskilling". Ref 3.3.2</p> <p>B. Incorrect. "To successfully lead a project team, it is important to be aware that: it is not unusual for members of the project team to be more senior than the project manager." Ref 3.3</p> <p>C. Incorrect. As part of 'communication', not 'building effective teams', "The communication management approach is likely to evolve as the project evolves and becomes more defined." This is not a consideration when building an effective project team. Ref 3.4</p> <p>D. Incorrect. "Ideally organizations would select the people needed to fulfil each of the required roles, but this is often not possible." Ensuring each team member is hand-picked by the project manager is not a consideration of building effective teams. Ref 3.3.2</p>
14	D	P2-7_FND_3.4	<p>A. Incorrect. A risk is "an uncertain event or set of events that, should they occur, will affect the achievement of objectives." Therefore, it is the risk management approach that describes "how risk will be managed on the project. This includes the specific procedures, techniques, standards, and responsibilities to be applied." Ref 9.1, 9.5</p> <p>B. Incorrect. It is the issue management approach that is used to describe "how issues will be captured and reported and explain how changes to the project baseline will be assessed and controlled." Ref 10.5</p> <p>C. Incorrect. It is the purpose of the quality management approach to describe "the quality techniques and standards to be applied and the roles and responsibilities for achieving the required quality specifications and acceptance criteria during a project." Ref 8.5</p> <p>D. Correct. The purpose of the change management approach is "To establish the target organizational state required for the project to meet its objectives together with the means by which the business will shift from the current state and through any interim states." Ref 3.2.1</p>

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15	A	P2-7_FND_3.5	<p>A. Correct. The 'manage by exception' principle is applied by the 'people' element by recognizing that "the extent of delegation is often dependent on the level of confidence and trust that exists in the key relationships". Ref 3.5.1</p> <p>B. Incorrect. The 'manage by exception' principle allows for delegation with limits. The limits are often set based on confidence and trust, whilst the 'manage by stages' principle is applied by considering that "the stages of a project often mark a change in the influencers and any key relationships. They are good points to review how the project is planned to deliver." Ref 3.5.1</p> <p>C. Incorrect. The 'manage by exception' principle allows for delegation with limits. The limits are often set based on confidence and trust, whilst the focus on products principle is applied by "co-creating products with the business, user, and supplier communities unites their different perspectives. This improves the development and adoption of the products." Ref 3.5.1</p> <p>D. Incorrect. The 'manage by exception' principle allows for delegation with limits. The limits are often set based on confidence and trust, whilst the tailor to suit the project principle is applied when "tailoring supports the ability to adapt the PRINCE2 method to the people and organizations involved, rather than attempting to adapt them to the method." Ref 3.5.1</p>
16	C	P2-7_FND_4.1	<p>A. Incorrect. Highlight reports are used "to provide the project board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them." It is the project initiation documentation that "provides the basis for its ongoing management." Therefore, the PID is the best because it includes the project plan, the business case and the frequency of highlight reporting. Ref 11.5, 4.3.1</p> <p>B. Incorrect. The project plan is "a high-level plan showing the major products of the project and when, how, and at what cost they will be delivered." It is the PID that "provides the basis for its ongoing management." Therefore, the PID is the best because it includes the project plan, the business case and the frequency of highlight reporting. Ref 7.2.2.1, 4.3.1</p> <p>C. Correct. It is the project initiation documentation that "provides the basis for its ongoing management" of the project. It is the best because it includes the project plan, the business case and the frequency of highlight reporting. Ref 4.3.1</p> <p>D. Incorrect. The business case is used to "document the business justification for undertaking a project." It is the PID that "provides the basis for its ongoing management." Therefore, the PID is the best because it includes the project plan, the business case and the frequency of highlight reporting. Ref 5.5, 4.3.1</p>

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17	C	P2-7_FND_4.1.1	<p>A. Incorrect. "PRINCE2 projects deliver outputs in the form of products which are used to facilitate changes in an organization or for organizations. These changes create capabilities that lead to outcomes. The outcomes allow the organization(s) to realize the benefits that are explained in the business case for the project. Outcomes that are perceived as negative by one or more stakeholders are called dis-benefits." Therefore, outcomes result directly in benefits (measurable improvements) which then lead to the achievement of the business objectives. Ref 5.1</p> <p>B. Incorrect. The delivery of outputs enables the delivery of outcomes. "PRINCE2 projects deliver outputs in the form of products which are used to facilitate changes in an organization or for organizations. These changes create capabilities that lead to outcomes." Ref 5.1</p> <p>C. Correct. "PRINCE2 projects deliver outputs in the form of products which are used to facilitate changes in an organization or for organizations. These changes create capabilities that lead to outcomes. The outcomes allow the organization(s) to realize the benefits that are explained in the business case for the project" which should align with its business objectives. Ref 5.1</p> <p>D. Incorrect. "All projects result in a change in how people, organizations, and systems operate the current state to a future target state that incorporates the use of the project's products. Effective leadership is required to deliver this change." This means that there is a cost associated with achieving the outcome. Ref 3.2.1</p>
18	B	P2-7_FND_4.1.3	<p>A. Incorrect. The project brief is used "to provide a full and firm foundation for the initiation of the project." It is the business case that is used "to document the business justification for undertaking a project." Ref 5.5</p> <p>B. Correct. The business case is used "to document the business justification for undertaking a project, based on the estimated costs against the anticipated benefits to be gained and offset by any associated risks." Ref 5.5</p> <p>C. Incorrect. The benefits management approach "defines the benefits management actions and benefits reviews." It is the business case that is used "to document the business justification for undertaking a project." Ref 5.5</p> <p>D. Incorrect. The project plan shows "the major products of the project and when, how, and at what cost they will be delivered." It is the business case that is used "to document the business justification for undertaking a project." Ref 7.2.2.1, 5.5</p>

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19	A	P2-7_FND_4.1.4	<p>A. Correct. An output is defined as "the tangible or intangible deliverable of an activity". Ref 5.1</p> <p>B. Incorrect. It is an output, not an outcome. An outcome is "the result of change, normally affecting real-world behaviour and circumstances. Changes are implemented to achieve outcomes, which are achieved as a result of the activities undertaken to facilitate the change." Ref 5.1</p> <p>C. Incorrect. It is an output not a benefit. A benefit is "the measurable improvement resulting from an outcome perceived as an advantage by the investing organization and contributes towards one or more business objectives". Ref 5.1</p> <p>D. Incorrect. It is an output, not a plan. A plan is a management product in the 'plans' practice. An output is defined as "the tangible or intangible deliverable of an activity." Note that management products are not outputs but are created solely for the purpose of managing the project. "PRINCE2 management products describe the information that will be required to manage the project." Ref 4.3, 5.1</p>
20	C	P2-7_FND_4.1.5	<p>A. Incorrect. "The business case should include not only the costs of developing the project's product but also any changes to operational costs when the project concludes." Ref 5.2.3</p> <p>B. Incorrect. "Dis-benefits are expected consequences of an activity, whereas a risk is uncertain and may never materialize." Ref 5.2.3</p> <p>C. Correct. "All seven aspects of the project's performance targets and their relationships with each other should be considered as part of assessing the business justification, but there will often be trade-offs between different performance aspects. For example, if in developing the project's product description it is decided that higher quality targets are required, it is likely to impact the cost, time, or sustainability targets." Ref 5.2.3</p> <p>D. Incorrect. "For benefits to be realized the outcomes must be achieved, which means that the outputs from the project are used as intended, new capability is defined and barriers to the use of the new capability identified. A problem that commonly occurs is that projects are often successful from a delivery perspective but fail from an investment perspective." Ref 5.2.2</p>

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21	A	P2-7_FND_4.1.6	<p>A. Correct. During the 'develop' step of the 'business case management' technique, "the provision of a project mandate activates the process of starting up a project. The project mandate is then used as an input to develop the initial business justification for the project documented in the outline business case". Ref 5.3.1.1</p> <p>B. Incorrect. During the 'check' step of the 'business case management' technique, "the project manager will also check the business case: when assessing progress, risks and issues, to determine their impact on business justification; during the final stage, to assess the project's performance against requirements and the likelihood that the outcomes will provide the expected benefits." Ref 5.3.1.2</p> <p>C. Incorrect. "At the end of each stage the project manager updates the business case with the progress data (such as products delivered, projects costs, benefits realized) and the latest forecasted benefits and performance targets." This is part of the 'maintain step' of the 'business case management' technique. Ref 5.3.1.3</p> <p>D. Incorrect. During the 'confirm' step "the business will review the business case as part of post-project benefits review to determine the outcomes in realizing their benefits. They will also assess whether the intended benefits have been realized in practice." Ref 5.3.1.4</p>
22	B	P2-7_FND_4.2.2	<p>A. Incorrect. The 'focus on products' principle is applied by the 'organizing' practice by ensuring that "products are more readily accepted by users and brought into operational use, delivering expected benefits." Ref 6.7 tab 6.5</p> <p>B. Correct. The 'ensure continued business justification' principle is applied by the 'organizing' practice by "assigning someone from the business to the project executive role who represents the business viewpoint." This results in "the project is able to adapt to changing business needs" and "appropriate decisions are made that align with the business case". Ref 6.7 tab 6.5</p> <p>C. Incorrect. The 'learn from experience' principle is applied by the 'organizing' practice by "using lessons to inform the project management team structure, work breakdown structure, and a healthy project ecosystem." This results in "the right people are in the right roles at the right time to deliver the project." Ref 6.7 tab 6.5</p> <p>D. Incorrect. The 'manage by exception' principle is applied by the 'organizing' practice by "empowering those best placed to make decisions to do so at the appropriate point." This results in "effective and timely decision-making." Ref 6.7 tab 6.5</p>

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23	A	P2-7_FND_4.2.3	<p>A. Correct. "The purpose of the project management team structure is to define who is involved in the project, their relationships, and how they will work together." Ref 6.5</p> <p>B. Incorrect. Role descriptions describe "the roles of those in the project management team and their specific responsibilities." It is the project management team structure that defines "who is involved in the project." Ref 6.5</p> <p>C. Incorrect. "The project log may be a single document or, more commonly, a collection of separate logs." However, it is the project management team structure that defines "who is involved in the project." Ref 4.3.2, 6.5</p> <p>D. Incorrect. The project board is a level of management within the project management team structure, it is "accountable to the business for the success of the project and has the authority to direct the project within the remit set by the business." It is not a 'product'. It is the project management team structure that defines "who is involved in the project." Ref 6.2.1, 6.5</p>
24	C	P2-7_FND_4.2.4	<p>A. Incorrect. "PRINCE2 uses the term project team to cover all people required to allocate their time to the project." Ref 6.2.3</p> <p>B. Incorrect. "PRINCE2 uses the term project team to cover all people required to allocate their time to the project." Ref 6.2.3</p> <p>C. Correct. "PRINCE2 uses the term project team to cover all people required to allocate their time to the project." Ref 6.2.3</p> <p>D. Incorrect. "PRINCE2 uses the term project team to cover all people required to allocate their time to the project." Ref 6.2.3</p>
25	A	P2-7_FND_4.2.5	<p>A. Correct. "The commissioning party within the business is responsible for providing the project mandate, identifying the executive, defining the project level tolerances within which the project board will work, and determining whether to authorize any potential breach of a project level tolerance." Ref 6.2.2</p> <p>B. Incorrect. Directing: "The project board authorizes the start and completion of each stage including setting stage tolerances (such as people, timelines, resources, sustainability targets)." Ref 6.2.2</p> <p>C. Incorrect. "The commissioning party within the business is responsible for providing the project mandate, identifying the executive, defining the project level tolerances within which the project board will work, and determining whether to authorize any potential breach of a project level tolerance." Authorizing potential breaches of a project level tolerance should take place during the delivery of the project, if necessary, not at the start. Ref 6.2.2</p> <p>D. Incorrect. Directing: "The project board has representations from the business, user, and supplier communities and is accountable for the success of the project. It is also responsible for the overall direction and management of the project within the constraints established by the commissioning party." Ref 6.2.2</p>

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26	A	P2-7_FND_4.2.6	<p>A. Correct. During the 'understand the organizational ecosystem' step, "as a temporary organization, the project approach needs to define how the project will interface and align with the organizational ecosystem where required. There should be clarity on who retains responsibility for issues such as: people management for example, performance management, rewards, advancement and wellbeing." Ref 6.3.1.1</p> <p>B. Incorrect. During the 'develop the project ecosystem' step, "project organizational development concerns implementing the project organizational design and adapting and evolving it as the project progresses. The project ecosystem will need ongoing development in response to changing project needs, team members, and their emerging relationships, ensuring the project is set up to deliver its objectives and to continuously improve." Ref 6.3.1.3</p> <p>C. Incorrect. During the 'design the project ecosystem' step, "project organizational design concerns how to organize work and people to achieve the project's objectives. This includes: determining the effective structure of the team; determining the people and resources needed; implementing integrated working practices; developing the project behaviours and culture." Ref 6.3.1.2</p> <p>D. Incorrect. During the 'transition the project into the organizational ecosystem' step, "as with the start of a project, at the close of a project, it is important to understand the organizational ecosystem that the products of the project and any remaining project team members will be transitioning into. There are three key aspects the project board needs to consider as part of the transition – products, people and learning." Ref 6.3.1.5</p>

Q	A	Syllabus Ref	Rationale
27	B	P2-7_FND_4.3.1	<p>A. Incorrect. "Schedule a representation of the project stages and activities, their durations, and sequence, such as a Gantt chart." A schedule is produced as part of the plan, not after. Ref 7.5, 5.3.1</p> <p>B. Correct. "Plans provide the backbone of the information required to manage a project. When approved, a plan provides a baseline against which progress can be measured and issues assessed. Without a plan, there is no point of reference against which scope, benefits, quality, risks, issues, and progress can be monitored and controlled." Ref 7.1.2</p> <p>C. Incorrect. "When approved, a plan provides a baseline against which progress can be measured and issues assessed." According to the issues practice, the project baseline is defined as "The current approved versions of the management products and project's product that are subject to change control." Therefore, plans should be updated only when a change has been approved, not when it has first been identified. Ref 7.1.2, 10.1</p> <p>D. Incorrect. "Plans that extend beyond the planning horizon incorporate uncertainties that introduce their own risks to the project. For example, a plan that details what the day-by-day activities of team members will be a year or more in the future will almost certainly be inaccurate." Therefore, the project plan is most likely to have the least accurate estimates. Ref 7.2.1</p>
28	B	P2-7_FND_4.3.3	<p>A. Incorrect. Project product description does not define work packages "The purpose of the project product description is to describe the project's major products and intended purpose, including the user's quality expectations and the acceptance criteria and acceptance methods for the project. It is created in the process of starting up a project and refined during the process of initiating a project." Ref 7.5</p> <p>B. Correct. A work package description is used "to describe how one or more products will be produced and delivered. It is used to pass responsibility for work formally to a team manager or team member." Ref 7.5</p> <p>C. Incorrect: A stage plan is "used as the basis for project management control throughout a stage." Sometimes stage plan may be confidential and team managers may not have access to the stage plan especially when they are external to the organization. Ref 7.2.2</p> <p>D. Incorrect. The project plan is "a high-level plan showing the major products of the project and when, how, and at what cost they will be delivered." Ref 7.2.2.1</p>

Q	A	Syllabus Ref	Rationale
29	A	P2-7_FND_4.3.4	<p>A. Correct. A project plan is "a high-level plan showing the major products of the project and when, how, and at what cost they will be delivered." Ref 7.2.2.1</p> <p>B. Incorrect. A project plan, not a stage plan, is a high-level plan. A stage plan is "a detailed plan used as the basis for project management control throughout a stage." Ref 7.2.2.2</p> <p>C. Incorrect. A project plan, not a team plan, is a high-level plan. A team plan is "a plan used as the basis for organizing and controlling the work of a team when executing a work package. Team plans are optional in PRINCE2." Ref 7.2.2.3</p> <p>D. incorrect. A work package is used to "describe how one or more products will be produced and delivered". Ref 7.5</p>
30	B	P2-7_FND_4.3.5	<p>A. Incorrect. "The PRINCE2 principle of manage by stages addresses the need to keep plans within reasonable planning horizons. For this reason, a PRINCE2 project has: a project plan as a high-level description of how and when the project's objectives are to be achieved and show the major products, activities, and required people and resources (It provides a baseline against which to monitor progress throughout the life of the project)." Ref 7.2.1</p> <p>B. Correct. "The PRINCE2 principle of manage by stages addresses the need to keep plans within reasonable planning horizons. For this reason, a PRINCE2 project has: ... a stage plan for the current stage as a detailed document based on more precise estimates that are achievable within the planning horizon." Ref 7.2.1</p> <p>C. Incorrect. The project plan is defined as "A high-level plan showing the major products of the project and when, how, and at what cost they will be delivered." Ref 7.2.2.1</p> <p>D. Incorrect. Product-based planning assists with "clearly and consistently identifying and documenting the products to be produced by the plan and the interdependencies between them, product-based planning reduces the risk of scope being neglected or overlooked." It does not specifically address the planning horizon. Ref 7.2.5</p>

Q	A	Syllabus Ref	Rationale
31	A	P2-7_FND_4.3.6	<p>A. Correct. "Project managers and team managers always plan using estimates of: Resources - This can be specific materials, equipment, facilities, access, natural resources, or money, as well as the number or amount of each. People - This can be the specific skills required, the level of effort involved, and when and where they will be needed." This is the 'preparing estimates' step. Ref 7.3.1.3</p> <p>B. Incorrect. "In the process of starting up a project, the major products or outcomes to be delivered, along with key quality requirements, are documented in the project product description." This is the 'defining and analysing products' step. Ref 7.3.1.1.1</p> <p>C. Incorrect. "When the delivery method is decided, the delivery activities involved in each product can be identified and organized into work packages." This is the 'organizing work packages' step. Ref 7.3.1.2</p> <p>D. Incorrect. "The sequencing, interrelationships, and duration of work packages and their associated tasks are captured in a schedule. All work packages for a stage must be included in the schedule for the stage." This is the 'preparing a schedule' step. Ref 7.3.1.4</p>
32	A	P2-7_FND_4.4.1	<p>A. Correct. "The quality practice addresses the quality concepts, guidance, techniques, management products, and responsibilities for the project's products." Ref 8.1</p> <p>B. Incorrect. "The purpose of the business case practice is to establish mechanisms to judge whether the project is (and remains) desirable, viable and achievable as a means to support decision-making in its continued investment." Ref 5.1</p> <p>C. Incorrect. "The purpose of the plans practice is to facilitate communication and control by defining the products to be delivered (the 'what') and the means to deliver them (the 'who', the 'how', the 'where', and estimates of the 'when' and for how much) to satisfy the project business case (the 'why')." Ref 7.1</p> <p>D. Incorrect. "The purpose of the issues practice is to collect and assess issues and control changes to the project's baseline." An off-specification is a type of issue. Ref 10.1, 10.2.2</p>
33	D	P2-7_FND_4.4.3	<p>A. Incorrect. The purpose of the quality management approach is to "describe the quality techniques and standards to be applied and the roles and responsibilities for achieving the required quality specifications and acceptance criteria during a project." Ref 8.5</p> <p>B. Incorrect. A product description is used "to describe a product's purpose, composition, derivation, and quality specifications. It is produced at the planning phase as soon as possible after the need for the product is identified." Ref 8.5</p> <p>C. Incorrect. The product register is used "to list of all products required of a plan and the status of those products". Ref 8.5</p> <p>D. Correct. The quality register is used "to summarize all quality management activities that are planned or have occurred. The quality register is used by the project manager and project assurance as part of reviewing progress." Ref 8.5</p>

Q	A	Syllabus Ref	Rationale
34	A	P2-7_FND_4.4.4	<p>A. Correct. Quality specifications describe "the quality measures that will be applied by those performing quality control and the levels that the finished product must meet." They are stated in product descriptions. Ref 8.1.1</p> <p>B. Incorrect. It is acceptance criteria, not quality specifications, that is defined as "a prioritized list of criteria that the project product must meet before the user will accept it. For example, measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders." Ref 8.1.1</p> <p>C. Incorrect. It is acceptance criteria, not quality specifications, that is defined as "a prioritized list of criteria that the project product must meet before the user will accept it. For example, measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders." Ref 8.1.1</p> <p>D. Incorrect. The quality management approach is used "to describe the quality techniques and standards to be applied and the roles and responsibilities for achieving the required quality specifications and acceptance criteria during a project." It does not define quality specifications for individual products. Ref 8.5</p>
35	C	P2-7_FND_4.4.5	<p>A. Incorrect. Documenting quality activities in the quality register is part of quality control, not quality planning. "The quality register provides a record of quality control activities, starting with the approval of each product description. As the project progresses and records of the quality control activities are completed, the quality register is updated to reflect (in summary form) the actual results from the quality activities." Ref 8.2.2</p> <p>B. Incorrect. Updating the quality activities in the quality register is part of quality control, not quality planning. "The quality register provides a record of quality control activities, starting with the approval of each product description. As the project progresses and records of the quality control activities are completed, the quality register is updated to reflect (in summary form) the actual results from the quality activities." Ref 8.2.2</p> <p>C. Correct. As part of quality planning "product descriptions should include product sustainability requirements captured as quality specifications or acceptance criteria. Product sustainability considers both the environmental impact of the product and the characteristics that will ensure that the product can sustain the realization of its benefits over its expected lifetime." Ref 8.2.1.4</p> <p>D. Incorrect. Defining post project benefit reviews in the benefits management approach is part of the 'business case' practice. It "defines the management actions that will be established to ensure that the project's outcomes are achieved and to confirm that the project's benefits are realized." These benefit reviews should include assessing whether sustainability targets have been achieved. Ref 5.3.1.4</p>

Q	A	Syllabus Ref	Rationale
36	A	P2-7_FND_4.4.6	<p>A. Correct. "The user's quality expectations and acceptance criteria are documented in the project product description produced in the process of starting up a project, which is a primary input to the PRINCE2 planning technique. The project product description is also the primary input to quality planning." Ref 8.3.1.1.1</p> <p>B. Incorrect. "Acceptance of a project product typically transfers ownership or responsibility for the product from the project or supplier to the project board on behalf of the user." Ref 8.3.1.3</p> <p>C. Incorrect. The quality management technique "should focus on how quality control will be organized, performed, monitored and reported while providing a concise explanation of how quality planning has occurred." Ref 8.3.1.1.3</p> <p>D. Incorrect. "Quality control activities are recorded in the quality register, which provides information for end stage reports and the end project report. The quality register merely records the quality control activity and its result (typically as 'pass' or 'fail'). If a product fails a quality control activity such as an inspection or test, and there is an expectation that the product is likely to pass, it may be reasonable to repeat the activity." Ref 8.3.1.2</p>
37	D	P2-7_FND_4.5.1	<p>A. Incorrect. "The purpose of the business case practice is to establish mechanisms to judge whether the project is (and remains) desirable, viable and achievable as a means to support decision-making in its continued investment." Ref 5.1</p> <p>B. Incorrect. "The purpose of the progress practice is to: ... provide a forecast for the project's objectives and continued viability; control any deviations causing an exception." Ref 11.1</p> <p>C. Incorrect. "The purpose of the issues practice is to collect and assess issues and control changes to the project's baseline." Ref 10.1</p> <p>D. Correct. "The purpose of the risk practice is to identify, assess and control uncertainties that would affect the project's objectives, and, as a result, improve the ability of the project to succeed." Ref 9.1</p>
38	A	P2-7_FND_4.5.3	<p>A. Correct. It is the project initiation documentation: risk management approach that "... includes the specific procedures, techniques, standards, and responsibilities to be applied." In addition, "A risk is measured by a combination of the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on objectives." Ref 9.5, 9.1</p> <p>B. Incorrect. The project log: risk register maintains "... a record of identified risks related to the project." However, it is the risk management approach that includes specific techniques. Ref 9.5</p> <p>C. Incorrect. "The purpose of the issue management approach is to describe how issues will be captured and reported and explain how changes to the project baseline will be assessed and controlled." Ref 10.5</p> <p>D. Incorrect. "The purpose of the issue register is to log all issue reports raised during the project lifecycle, their current status, and date of closure." Ref 10.5</p>

Q	A	Syllabus Ref	Rationale
39	A	P2-7_FND_4.5.4	<p>A. Correct. The definition of a risk is "an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives." Ref 9.1</p> <p>B. Incorrect. It is a risk, not an off specification. The definition of an off specification is "a product that will not meet its quality specifications." Ref 10.2.3</p> <p>C. Incorrect. It is a risk, not a request for change. The definition of a request for change is "a proposal for a change to a baseline." Ref 10.2.3</p> <p>D. Incorrect. "A problem is an issue with an immediate and negative impact. A concern is an issue whose timeliness and impact need to be assessed." Ref 10.2.2</p>
40	A	P2-7_FND_4.5.5	<p>A. Correct. "A useful way of summarizing the set of risks and their estimations is to plot them onto a risk matrix... This represents a situation at a specific point in time (such as a snapshot of the risk environment)... The risks above and to the right of the dashed risk tolerance line represent those that the business will not tolerate except, under special circumstances." Risk exposure is defined as "The degree to which a particular objective is 'at risk'." Ref 9.2.2, Glossary</p> <p>B. Incorrect. "The use of risk categories helps projects to identify and prioritize risks. Techniques such as PESTLE (political, economic, social, technological, legal, and environmental) ... can be used to analyse the internal and external context for risks" and "... help to identify different types of risk that may affect the project." Ref 9.2.1</p> <p>C. Incorrect. "For risk management to be effective: risks that might stop the project achieving its objectives need to be identified, captured, and described; each risk needs to be assessed and prioritized." After this, the overall exposure of risk needs to be understood. 9.2</p> <p>D. Incorrect. A risk budget is "a sum of money to fund specific management responses to the project's threats and opportunities (for example, to cover the costs of any contingent plans should a risk materialize)." Ref 9.2</p>
41	A	P2-7_FND_4.5.6	<p>A. Correct. The 'identify - define context and objectives' sub-step obtains "information about the project to ensure that there is a common understanding of the specific objectives that are at risk and to formulate an appropriate risk management approach." Ref 9.3.1.1</p> <p>B. Incorrect. As part of the 'identify - identify threats and opportunities' sub-step, PRINCE2 recommends that "risks are captured in the risk register as soon as they are identified. More information about the risk is gathered and developed through the subsequent steps." Ref 9.3.1.1</p> <p>C. Incorrect. As part of the 'identify - identify threats and opportunities' sub-step, PRINCE2 recommends that "risks are captured in the risk register as soon as they are identified. More information about the risk is gathered and developed through the subsequent steps." Ref 9.3.1.1</p> <p>D. Incorrect. The 'plan' step "involves identifying and evaluating the appropriate risk response to remove or reduce threats, and to maximize opportunities." Ref 9.3.1.3</p>

Q	A	Syllabus Ref	Rationale
42	A	P2-7_FND_4.6.1	<p>A. Correct. "Issues may be raised at any time during the project by any team member or stakeholder." Therefore, the senior user should raise the issue as soon as it has been identified. Ref 10.1</p> <p>B. Incorrect. "Issues may be raised at any time during the project by any team member or stakeholder." It would not be appropriate to wait for the next scheduled formal project meeting. Ref 10.1</p> <p>C. Incorrect. "Issues may be raised at any time during the project by any team member or stakeholder." It would not be appropriate to wait for the next scheduled project board meeting. Ref 10.1</p> <p>D. Incorrect. "Issues may be raised at any time during the project by any team member or stakeholder." It would not be appropriate to wait for a stage boundary. Ref 10.1</p>
43	A	P2-7_FND_4.6.3	<p>A. Correct. "The purpose of the issue register is to log all issue reports raised during the project lifecycle, their current status, and date of closure." And is part of the project log. Ref 10.5</p> <p>B. Incorrect. An issue report should "describe the issue's impacts on the project baseline and identify ways to resolve the issue or address an off-specification and recommend a decision." Ref 10.5</p> <p>C. Incorrect. The project log: risk register maintains "a record of identified risks related to the project, including their status and history. It is used to capture and maintain information on all the identified threats and opportunities relating to the project." Ref 9.5</p> <p>D. Incorrect. Project log: product register "comprises a list of all products required for a plan and the status of those products." Ref A13</p>
44	A	P2-7_FND_4.6.4	<p>A. Correct. The definition of a request for change is "a proposal for a change to a baseline." Ref 10.2.3</p> <p>B. Incorrect. The definition of an off-specification is "a product that will not meet its quality specifications." Ref 10.2.3</p> <p>C. Incorrect. The definition of a risk is "an uncertain event or set of events that, should they occur, will affect the achievement of objectives." Ref 9.1</p> <p>D. Incorrect. The definition of a project baseline is "the current approved versions of the management products and project's products that are subject to change control." Ref 10.1</p>

Q	A	Syllabus Ref	Rationale
45	D	P2-7_FND_4.6.5	<p>A. Incorrect. As part of the 'delegating authority' element of effective guidance, "in practice, most changes will be generated at work package level. It is important to ensure there is sufficient delegated authority to approve the changes for the work packages. In this way, changes can be made without always having to escalate decisions to the project board for approval." This is what normally happens and is not an effect of delegating authority for changes. Ref 10.2.4</p> <p>B. Incorrect. As part of the 'baselines' element, "it is good practice to periodically verify that the actual status of products reflects the authorized state of products and look for any discrepancies." This is not an effect of delegating authority for changes. Ref 10.2.1</p> <p>C. Incorrect. As part of the 'delegating authority' element of effective guidance, "... too little delegation, the project board is likely to slow the progress or be asked to review changes that others are better able to decide." Therefore, this would be a result of not delegating enough, rather than delegating too much. Ref 10.2.4</p> <p>D. Correct. As part of the 'delegating authority for changes' element of effective guidance, "if there is too much delegation, particularly to too many different roles, there is an increased risk that the overall benefits of the project will be reduced as alignment with the business justification is diluted." Ref 10.2.4</p>
46	A	P2-7_FND_4.6.6	<p>A. Correct. As part of the 'assessing issues' step, "when reviewing issues, the aim is to answer three questions: What is the type of issue (a problem or concern, an event external to the project, a business opportunity, a request for change, or an off-specification)? Does this issue affect the project? If so – how?" Therefore, the assessment should consider the impact of an issue or change on the project business case." Ref 10.3.1.2</p> <p>B. Incorrect. As part of 'capturing issues', "issues can be captured through any of the formal or informal communication channels available during a project." Ref 10.3.1.1</p> <p>C. Incorrect. 'Deciding on changes' "outlines the typical decision choices in response to a change proposal, whether it is a request for change or an off-specification." This is where a decision is taken to either approve, reject, ask for an exception plan or request more information. This follows assessment of the issue. Ref 10.3.1.4 tab 10.1</p> <p>D. Incorrect. "Approved requests for change and off-specification should be recorded in the project log and reflected in the affected management products. The baselines of different management products may be maintained using different systems, but each system should enable configuration control by providing a record of changes and an archive of superseded versions." This is the 'implementing changes' step. Ref 10.3.1.5</p>

Q	A	Syllabus Ref	Rationale
47	B	P2-7_FND_4.7.1	<p>A. Incorrect. A stage boundary is an event-driven control. "Event-driven control: a control that occurs when a specific event occurs. For example, this could be the end of a stage, the completion of the project initiation documentation, or the creation of an exception report." Progress should also be monitored throughout a stage: "as part of the controlling a stage process, the project manager will regularly review progress through checkpoint reports and will maintain the project log." Ref 11.2.2, 11.2.3</p> <p>B. Correct. "A key component of project management is controlling the project's progress, which ensures that the project remains viable against its approved business case. Progress control involves measuring actual progress against the performance targets of benefits, time, cost, quality, scope, sustainability, and risk. This information is used to make decisions such as whether to approve a stage or work package, whether to escalate deviations, or whether to prematurely close the project, and to take actions as required. Progress can be monitored at work package, stage and project level." Ref 11.1</p> <p>C. Incorrect. "As part of the controlling a stage process, the project manager will regularly review progress through checkpoint reports and will maintain the project log." Therefore, progress needs to be monitored against the team plan, stage plan and project plan. Ref 11.2.3</p> <p>D. Incorrect. "The purpose of the end project report is to review how the project performed against the version of the project initiation documentation used to authorize it." However, progress should be monitored against the team plan, stage plan and project plan throughout the project. Ref 11.5</p>
48	C	P2-7_FND_4.7.3	<p>A. Incorrect. Checkpoint reports are used by the team manager "to report to the project manager the status of the work package at a frequency defined in the work package." Ref 11.5</p> <p>B. Incorrect. The project manager issues highlight reports regularly "to provide the project board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them." Ref 11.5</p> <p>C. Correct. End stage reports are produced by the project manager at the end of each stage "to give a summary of progress to date, the overall project situation, and sufficient information to ask for a project board decision on what to do next with the project." A stage is defined as "the section of a project that the project manager is managing on behalf of the project board at any one time." Ref 11.5, Glossary</p> <p>D. Incorrect. "The purpose of the end project report is to review how the project performed against the version of the project initiation documentation used to authorize it." Ref 11.5</p>

Q	A	Syllabus Ref	Rationale
49	A	P2-7_FND_4.7.4	<p>A. Correct. The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." Ref 11.2.1</p> <p>B. Incorrect. An issue is "An event relevant to the project that requires project management consideration." Ref 10.1</p> <p>C. Incorrect. Forecast is "a prediction made by studying historical data and past patterns." Ref 11.1</p> <p>D. Incorrect. The definition of a risk is "an uncertain event or set of events that, should they occur, will affect the achievement of objectives." Ref 9.1</p>
50	C	P2-7_FND_4.7.5	<p>A. Incorrect. "The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." However, "The project board has overall control at a project level,... if any forecasts indicate that the project is likely to exceed the agreed project tolerances, then the deviation should be referred to the business layer by the project board. This is to decide the corrective action." Ref 11.2.1</p> <p>B. Incorrect. "The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." However, "The project manager has day-to-day control of a stage within the tolerance limits established by the project board." Ref 11.2.1</p> <p>C. Correct. "The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." This includes the overall time tolerance for the project. Ref 11.2.1</p> <p>D. Incorrect. "The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." However, "the team manager has control for a work package, but only within the work package tolerances agreed with the project manager." Ref 11.2.1</p>
51	D	P2-7_FND_4.7.6	<p>A. Incorrect. Accepting or rejecting the recommendation from an exception report is an option that the project board or executive could take, not the project manager, as part of step 3 of the procedure. In 'step 1' of the procedure "If the issue can be resolved by the project manager within the stage tolerances, the resolution will not require an exception report to be created." Ref 11.3.1.1, 11.3.1.3</p> <p>B. Incorrect. As part of step 3 of the procedure: "The project board or project executive have several options they could take. They may: respond to the exception report by reallocating the overall project tolerances to resolve the breach of the stage tolerance." This is not an option available to the project manager. Ref 11.3.1.3</p> <p>C. Incorrect. The project board or project executive may "implement the exception report by escalating to the business layer for advice and direction, if the exception will take the project outside one or more of its project level tolerances." Ref 11.3.1.3</p> <p>D. Correct. As part of step 1 of the 'exception management' technique, "if the issue can be resolved by the project manager within the stage tolerances, the resolution will not require an exception report to be created." Ref 11.3.1.1</p>

Q	A	Syllabus Ref	Rationale
52	A	P2-7_FND_5.1	<p>A. Correct. "The purpose of the process of initiating a project is to establish solid foundations for the project, enabling the business to understand the work that needs to be done to deliver the project product before committing to any significant expenditure or resources." The project product is defined as "What the project must deliver in order to gain acceptance." Ref 15.1, Glossary</p> <p>B. Incorrect. "The purpose of the process of managing product delivery is to control the link between the project manager and the team manager." Ref 17.1</p> <p>C. Incorrect. "The purpose of the process of starting up a project is to ensure that the prerequisites for initiating a project are established by answering the question, 'do we have a viable and worthwhile project?' " In addition, "The aim is to do the minimum necessary to decide whether it is worthwhile to even initiate the project." Ref 13.1</p> <p>D. Incorrect. The purpose of the 'closing a project' process, not the 'initiating a project' process, is to "provide a fixed point at which acceptance of the project product is confirmed and to recognize that the objectives or approved changes to the objectives as established in the project initiation documentation have been achieved or where there is a cause for a premature close, that the project is closed in an orderly way." Ref 19.1</p>
53	A	P2-7_FND_5.1	<p>A. Correct. "The purpose of the process of managing product delivery is to control the link between the project manager and the team manager. This is achieved by agreeing the requirements for acceptance, execution, reporting, and delivery of specialist products. The role of the team manager is to coordinate an area of work that will deliver one or more of the specialist products that form the project product." Ref 17.1</p> <p>B. Incorrect. "The purpose of the process of directing a project is to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager." Ref 14.1</p> <p>C. Incorrect. "The purpose of the process of managing a stage boundary is to enable the project manager to provide the project board with sufficient information to be able to: review the success of the current stage; prepare the next stage plan; review the updated project plan; confirm continued business justification and acceptability of the risks." Ref 18.1</p> <p>D. Incorrect. "The purpose of the process of controlling a stage is to assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure the stage remains within the tolerances set by the project board." Ref 16.1</p>

Q	A	Syllabus Ref	Rationale
54	A	P2-7_FND_5.1	<p>A. Correct. “The purpose of the process of closing a project is to provide a fixed point at which acceptance of the project product is confirmed, and to recognise that objectives or the approved changes to the objectives as established in the project initiation documentation have been achieved or where there is a cause for a premature close, that the project is closed in an orderly way.” Ref 19.1</p> <p>B. Incorrect. The purpose of the process of controlling a stage, not the closing a project process, is to “assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure the stage remains within tolerances set by the project board.” Ref 16.1</p> <p>C. Incorrect. The purpose of the process of managing product delivery, not the closing a project process, is to “control the link between the project manager and the team manager. This is achieved by agreeing the requirements for acceptance, execution, reporting, and delivery of specialist products. The role of the team manager is to coordinate an area of work that will deliver one or more of the specialist products that form the project product.” Ref 17.1</p> <p>D. Incorrect. The purpose of the process of managing a stage boundary, not the closing a project process, is to “enable the project manager to provide the project board with sufficient information to be able to: review the success of the current stage; prepare the next stage plan; review the updated project plan; confirm continued business justification and acceptability of the risks.” Ref 18.1</p>
55	D	P2-7_FND_5.2	<p>A, B, C. Incorrect.</p> <p>2. “The objective of the directing a project process is to ensure: ... there is authority to deliver the project product.” Ref 14.2</p> <p>3. “The objectives of the process of initiating a project are to ensure that there is a common understanding of: ... how the quality required will be achieved.” Ref 15.2</p> <p>D. Correct.</p> <p>1. “The objectives of the starting up a project process are to ensure: ... sufficient information is available to define and confirm the scope of the project (in the form of a project brief).” Ref 13.2</p> <p>4. “The objectives of the starting up a project process are to ensure: ... alternative approaches have been evaluated and the chosen project approach agreed.” Ref 13.2</p>

Q	A	Syllabus Ref	Rationale
56	A	P2-7_FND_5.2	<p>A. Correct.</p> <ol style="list-style-type: none"> 1. "The objectives of the directing a project process are to ensure: ... there is authority to close the project." Ref 14.2 2. "The objectives of the directing a project process are to ensure: ... plans for realizing the post-project benefits are managed and reviewed." Ref 14.2 <p>B, C, D. Incorrect.</p> <ol style="list-style-type: none"> 3. "The objectives of the process of closing a project, not the directing a project process, are to: ... ensure the business can support the products when the project is closed." Ref 19.2 4. "The objectives of the closing a project process, not the directing a project process, are to: ... check user acceptance of the project product." Acceptance is defined as "The formal act of acknowledging that the project has met agreed acceptance criteria and thereby met the requirements of its stakeholders." Ref 16.2, Glossary
57	D	P2-7_FND_5.2	<p>A, B, C. Incorrect.</p> <ol style="list-style-type: none"> 2. "The objectives of the process of managing a stage boundary are to: ... prepare a stage plan for the next stage." Ref 18.2 3. "The objectives of the process of initiating a project are to ensure that there is a common understanding of: ... how progress will be monitored and controlled." Ref 15.2 <p>D. Correct.</p> <ol style="list-style-type: none"> 1. "The objectives of the controlling a stage process are to ensure that: ... risks and issues are controlled." Ref 16.2 4. "The objectives of the controlling a stage process are to ensure that: ... the business case is kept under review." Ref 16.2

Q	A	Syllabus Ref	Rationale
58	A	P2-7_FND_5.3	<p>A. Correct. "An early identifier of potential failure is the project manager's forecast that any of the project or stage tolerances are likely to be exceeded. In such cases, it is important to have a mechanism for corrective action to bring the project back into the right direction. ... The process of managing a stage boundary provides a means by which an exception procedure can be implemented." Ref 18.3</p> <p>B. Incorrect. In the 'directing a project' process, "one of the functions of the project board is to provide informal advice and guidance to the project manager as well as formal direction. This is two-way, with the project board updating the project manager on matters external to the project and the project manager seeking advice whenever necessary during the course of the project." Therefore, project board advice is ongoing and can include responding to information in the highlight report and is therefore unlikely to trigger the need for corrective action on every occasion. Ref 14.3</p> <p>C. Incorrect. "For exceptions, the objectives of the process of managing a stage boundary are similar to those listed above but include preparing an exception plan and seeking approval to replace the project or current stage plan with the exception plan." Therefore, a request for the project board to approve an exception plan would be an output from the 'managing a stage boundary' process, not a trigger for corrective action. Ref 18.2</p> <p>D. Incorrect. The 'managing a stage boundary' process will "review and, if necessary, update the project initiation documentation, in particular the business case, project plan, user's quality expectations, management approaches, project management team structure, and role descriptions." However, "an early identifier of potential failure is the project manager's forecast that any of the project or stage tolerances are likely to be exceeded", not to a project team member. Ref 18.2, 18.3</p>
59	A	P2-7_FND_5.3	<p>A. Correct. "Normally the process of controlling a stage is used first after the project board authorizes the project, but it can be used during the initiation stage, especially for large or complex projects." Ref 16.3</p> <p>B. Incorrect. "If the project manager is fulfilling the team manager role, work package descriptions should still be used to define and control the work of the individual team members." 'The controlling a stage' process is still relevant to each stage even if the project manager fulfils the role of team manager. Ref 16.3</p> <p>C. Incorrect. "The activities within the process of managing a stage boundary will occur towards the end of each stage... with the exception of the final stage." The 'controlling a stage' process and the 'managing a stage' boundary process are not merged. Ref 16.3</p> <p>D. Incorrect. "Team managers can be internal or external to the organization running the project" they do not have to be only internal. The controlling a stage process should still be used when team managers are internal. Ref 17.1</p>

Q	A	Syllabus Ref	Rationale
60	A	P2-7_FND_5.3	<p>A. Correct. "One of the defining features of a project is that it is finite; it has a start and an end. If the project loses this distinction, it loses some of its advantages over purely operational management approaches." In addition, "When the desired change has been implemented, business as usual resumes (in its new form), and the need for the project is removed. As projects are temporary, they should therefore have a defined start and a defined end." Ref 19.3, 1.3.1</p> <p>B. Incorrect. "One of the defining features of a project is that it is finite; it has a start and an end." It is true that "every project is unique. An organization may undertake many similar projects, and establish a familiar, proven pattern of project activity, but each one will differ in a certain way." However, it does not drive the need for the 'closing a project' process. Ref 19.3, Ref 1.3.1</p> <p>C. Incorrect. "One of the defining features of a project is that it is finite; it has a start and an end." It is true that projects are cross-functional: "a project involves a team of people with different skills working together on a temporary basis to introduce a change that will impact others outside the team." However, it does not drive the need for the 'closing a project' process. Ref 19.3, 1.3.1</p> <p>D. Incorrect. "One of the defining features of a project is that it is finite; it has a start and an end." It is true that projects deal with uncertainty: "... will introduce threats and opportunities over and above those typically encountered within business as usual." However, it does not drive the need for the 'closing a project' process. Ref 19.3, 1.3.1</p>

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