



PRINCE2® 7 Foundation

Sample Paper 1

Answers and Rationales

PeopleCert

Official Training Materials

Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	A	P2-7_FND_1.1	<p>A. Correct. The project context is one of the five integrated elements of PRINCE2. It influences how "the principles, practices and processes are applied by the people involved to ensure the method is fit for the project context." Ref 1.2</p> <p>B. Incorrect. The PRINCE2 practices "describe aspects of project management that must be continually addressed as the project progresses through its lifecycle" and "the seven practices explain the specific treatment required of that aspect of project management for the PRINCE2 processes to be effective and why they are necessary." Ref 1.2, 4.1</p> <p>C. Incorrect. "The seven processes describe the entire project lifecycle from activities before getting started, through the stages of project delivery, and to the final act of project closure. Each process has checklists of recommended activities and related responsibilities." Ref 1.2</p> <p>D. Incorrect. The people integrated element covers "those working on the project and those affected by the project. An understanding of the needs, capabilities and motivations of people involved and the relationships between them is crucial to how the project is established and managed." Ref 1.2</p>
2	C	P2-7_FND_1.2	<p>A. 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." Ref 1.3</p> <p>B. 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." Ref 1.3</p> <p>C. Correct. "Every project is unique... But each one will differ in a certain way. This can mean a different team, customer, supplier, location, or timeframe. All these factors combine to make every project unique. Ref 1.3</p> <p>D. Incorrect. The uncertainty associated with projects makes them riskier than business as usual. "The characteristics already listed will introduce threats and opportunities over and above those we typically encountered within business as usual. Projects are riskier." Ref 1.3</p>

Q	A	Syllabus Ref	Rationale
3	D	P2-7_FND_2.1	<p>A. Incorrect. Incorporating lessons through the project relates to the 'learn from experience' principle. "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>B. Incorrect. Adapting PRINCE2 to a specific project relates to the 'tailor to suit the project' principle. "PRINCE2 is applied and tailored to suit the project environment, size, complexity, importance, delivery method, team capability and risk." Ref 2.7</p> <p>C. Incorrect. Defining tolerances for project performance relates to the 'manage by exception' principle. "A PRINCE2 project establishes limits of delegated authority by defining tolerances for performance against its plans." Ref 2.5</p> <p>D. Correct. Organizations that lack rigour in business justification may find that projects proceed even when there are few real benefits or when a project has only tentative associations with the business strategy. "The business justification drives decision-making to ensure that the project remains aligned with the benefits being sought and contributes to business objectives." This is the 'ensure continued business justification' principle. Ref 2.1</p>
4	D	P2-7_FND_2.1	<p>A. Incorrect. The project management team may consist of internal and external stakeholders. "All projects have the following primary stakeholders: 'supplier' provides the expertise, people and resources required by the project. They may be internal or external... All three stakeholder interests need to be represented effectively in the project management team; this is reflected in the design of a PRINCE2 project board." Ref 2.3</p> <p>B. Incorrect. An organization's day-to-day line management structures are unlikely to be suited to project work. "The day-to-day line management structures may not be designed for, or suited to, project work." Ref 2.3</p> <p>C. Incorrect. All three stakeholder interests, which may include external stakeholders, should be represented in the design of the project board. "All three stakeholder interests need to be represented effectively in the project management team; this is reflected in the design of a PRINCE2 project board." Ref 2.3</p> <p>D. Correct. Supplier stakeholders can be external to the organization. "Stakeholders can be individuals or groups within or external to the business... stakeholders outside the business could be trade unions, customers, suppliers, communities, interest groups, banks, or the media." Ref 2.3</p>

Q	A	Syllabus Ref	Rationale
5	A	P2-7_FND_2.1	<p>A. Correct. Setting tolerances against the seven aspects of performance relates to the 'manage by exception' principle. "Delegating authority from one management level to the next by setting tolerances against seven aspects of performance for the respective level of the plan." Ref 2.5</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 'tailor to suit the project' principle relates to adapting project controls to suit the scale and complexity of the project. "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> <p>D. Incorrect. The 'define roles, responsibilities and relationships' principle relates to clearly defining project roles. "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>
6	B	P2-7_FND_2.1	<p>A. Incorrect. Agreeing roles and responsibilities is a focus of the 'define roles, responsibilities and relationships' principle. "A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests... All projects have the following primary stakeholders:" 'business' sponsors who endorse the project objectives and ensure that the business investment provides value for money. Ref 2.3</p> <p>B. Correct. PRINCE2 requires "there must be a justifiable reason for starting the project, and the justification must remain valid... throughout the lifecycle of the project." This is the 'ensure continued business justification' principle. Ref 2.1</p> <p>C. Incorrect. The 'focus on products' principle relates to the "definition and delivery of products, in particular their user quality expectations and requirements." Ref 2.6</p> <p>D. Incorrect. The 'tailor to suit the project' principle focuses on adapting controls to suit the specific 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>

Q	A	Syllabus Ref	Rationale
7	A	P2-7_FND_2.2	<p>A. Correct. The principles guide how PRINCE2 can be tailored to best fit a project and its context. "To enable PRINCE2 to be used for such a wide range of projects, the method is flexible in how it can be used for any given project. Rather than prescribing what to do to align the method to the specific project, PRINCE2 offers guidance through principles." Ref 2</p> <p>B. Incorrect. "PRINCE2's strength is its flexibility and the fact that it is not specific to a particular industry, type of project, commercial model, project lifecycle, delivery method, product development, or engineering practice." In addition, "How the method is applied depends on the nature of the project and factors internal and external." These would include industry-specific models. Ref 1.1.1.1, 2</p> <p>C. Incorrect. It is true that PRINCE2 is "widely recognized and provides a common vocabulary for all participants which encourages consistency and the ability to reuse project assets, facilitate staff mobility, and reduce the impact of personnel changes or handovers." However, PRINCE2 terminology may need to be tailored to suit a specific project. In general, it may be necessary to tailor the PRINCE2 terminology to what is common in the company or in the industry in which the project is taking place. Ref 2.7, 1.6</p> <p>D. Incorrect. "To enable PRINCE2 to be used for such a wide range of projects, the method is flexible in how it can be used for any given project. Rather than prescribing what to do to align the method to the specific project, PRINCE2 offers guidance through principles." This means that they are likely to be applied in different ways across projects within an organization. Ref 2</p>
8	A	P2-7_FND_3.1	<p>A. Correct. Leadership "on projects this is best done through collaboration across the project ecosystem." Ref. 3.3</p> <p>B. Incorrect. "The set of shared attitudes, values, goals" is the definition of culture, not leadership. Ref 3.2.3</p> <p>C. Incorrect. "A control that occurs when a specific event occurs" is the definition of an event-driven control, not leadership. Ref 11.2.2</p> <p>D. Incorrect. "Instructing the execution of tasks in line with agreed ways of working" is the definition of management, not leadership. Ref 3.3</p>
9	A	P2-7_FND_3.1	<p>A. Correct. The definition of co-creation is "A specific form of 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> <p>B. Incorrect. The definition of a change is "a modification to any of the approved management products that constitute the project baseline." Ref 10.1</p> <p>C. Incorrect. "Ensuring decisions made at stage boundaries are checked for continued business justification." describes the relationship between the business case practice and the manage by stages principle. Ref tab 5.2</p> <p>D. Incorrect. The definition of an event-driven control is "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." Ref 11.2.2</p>

Q	A	Syllabus Ref	Rationale
10	A	P2-7_FND_3.1	<p>A. Correct. This is not an aspect of leadership. The definition of management is "instructing the execution of tasks in line with agreed ways of working." Ref 3.3</p> <p>B. Incorrect. This is an aspect of leadership. The definition of leadership includes "motivating people to achieve a project's objectives." Ref 3.3</p> <p>C. Incorrect. This is an aspect of leadership. The definition of leadership includes "persuading, influencing, and co-creating with a focus on managing key relationships." Ref 3.3</p> <p>D. Incorrect. This is an aspect of leadership. The definition of leadership includes "seeking regular feedback to ensure team members remain aligned to the project's objectives." Ref 3.3</p>
11	B	P2-7_FND_3.2	<p>A. Incorrect. "The project executive secures funding for the project" and is within the project management team, not outside it. "People within the organization 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> <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.</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 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 organization 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 business." Ref 6.2.4.6, 3.3.1</p>

Q	A	Syllabus Ref	Rationale
12	A	P2-7_FND_3.3	<p>A. Correct. "In determining the level of detail to capture in the change management approach, it is worth considering; the skills and capabilities required during and after the transition from current to target state; which areas of the organizational ecosystem are likely to be impacted by the project; the key relationships to be considered; the evolving culture, how best to transition." Ref 3.2.1</p> <p>B. Incorrect. "The current approved versions of the management products and project's products that are subject to change control" is a definition of the project baseline. Change management supports understanding "which areas of the organizational ecosystem are likely to be impacted by the project." Ref 10.1, 3.2.1</p> <p>C. Incorrect. It is risk management that "provides confidence that the project can meet its objectives, and the business justification continues to be valid." This should include the achievement of the project scope objectives. Change management supports understanding "which areas of the organizational ecosystem are likely to be impacted by the project." Ref 9.2, 3.2.1</p> <p>D. Incorrect. It is the purpose of the quality practice to "document the user's requirements of the project's products and to establish the means by which they will be met." Change management supports understanding "which areas of the organizational ecosystem are likely to be impacted by the project." Ref 8.1, 3.2.1</p>
13	B	P2-7_FND_3.3	<p>A. Incorrect. Building "an effective team will require a diverse set of capabilities, competencies, and perspectives that match the requirements of the project." Ref 3.3.2.</p> <p>B. Correct. "Even when people technically have the same capabilities and competencies, they are likely to perform the same role differently. Sometimes, the same person may perform differently depending on who they are working with." Ref 3.3.2</p> <p>C. Incorrect. "Roles and responsibilities should reflect the capability, authority, and availability of the individual undertaking the work and should be considered through the lens of their key relationships. They should be reviewed in the event of any shifts in these key relationships and updated accordingly." Therefore, the use of standard roles and responsibilities is unlikely to be effective. Ref 3.3.2</p> <p>D. Incorrect. Although it is true that "some motivational factors may be outside of a project manager's remit. For example, remuneration and career progression of project team members", this will impact how the project manager leads the team, and does not address the capability and competency of team members to complete the agreed work of the project. Ref 3.3</p>

Q	A	Syllabus Ref	Rationale
14	C	P2-7_FND_3.4	<p>A. 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." A request for change is a type of issue: "A proposal for a change to a baseline." Ref 10.5, 10.2.3</p> <p>B. 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>C. 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> <p>D. 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 9.5, 9.1.</p>
15	A	P2-7_FND_3.5	<p>A. Correct. The learn from experience principle is applied by the 'people' element by recognizing that "there is valuable knowledge hidden within a project ecosystem. This requires a collaborative environment that encourages knowledge sharing throughout the lifetime of a project." "In particular, people factors such as behaviors, culture, and relationships are difficult to document and are best learned through social learning." Ref 3.5.1</p> <p>B. Incorrect. The learn from experience principle focuses on learning and knowledge sharing, whilst the 'manage by exception' principle is applied by ensuring that as far as possible, "decisions should be made at the most local level to where the knowledge needed to make and own those decisions resides. Decisions should be progressed through the levels when a decision has the potential to impact other areas of the project." Ref 3.5.1</p> <p>C. Incorrect. The learn from experience principle focuses on learning and knowledge sharing, whilst the define roles, responsibilities and relationships principle is applied by ensuring "people factors are continually addressed throughout the project's lifecycle." Ref 3.1.1</p> <p>D. Incorrect. The learn from experience principle focuses on learning and knowledge sharing, whilst the focus on products principle is applied by recognizing that "co-creating products with the business, user, and supplier communities unites their different perspectives. This improves the development and adoption of the products into the business." Ref 3.5.1</p>

Q	A	Syllabus Ref	Rationale
16	C	P2-7_FND_4.1	<p>A. Incorrect. "In PRINCE2, the trigger for the project is referred to as the project mandate. This is provided by the responsible authority from the business that is commissioning the project." Ref 13.3</p> <p>B. Incorrect. "The purpose of the benefits management approach is to define the benefits management actions and benefits reviews that will be established to ensure that the project's outcomes are achieved and to confirm that the project's benefits are realized." Ref 5.5</p> <p>C. Correct. "The project initiation documentation gives the direction and scope of the project and (along with the stage plan) forms the 'contract' between the project manager and the project board." Ref 4.3.1</p> <p>D. Incorrect. The business case is used "to document the business justification for undertaking a project." Ref 5.5</p>
17	A	P2-7_FND_4.1.1	<p>A. Correct. "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 quality practice is to document the user's requirements of the project's products and to establish the means by which they will be met." It is "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 8.1, 5.1</p> <p>C. 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." It is not a purpose of the business case practice to prevent dis-benefits, more to identify and manage them. Ref 5.1</p> <p>D. 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 'when' and for how much) to satisfy the project business case (the 'why')." It is the business case practice that justifies investment in a project. Ref 7.1</p>

Q	A	Syllabus Ref	Rationale
18	D	P2-7_FND_4.1.3	<p>A. Incorrect. "The purpose of the project brief is to provide a full and firm foundation for the initiation of the project". However, the benefits management approach "defines the benefits management actions and benefits reviews that will be established." It is the business case that justifies progressing a project along with the project brief. Ref 5.5</p> <p>B. Incorrect. Highlight reports "provide the project board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them." The benefits management approach "defines the benefits management actions and benefits reviews that will be established." It is the project brief that justifies progressing a project along with the business case. Ref 11.5, 5.5</p> <p>C. Incorrect. The business case is used "to document the business justification for undertaking a project." Highlight reports "provide the project board (and possibly other stakeholders) with a summary of the management stage status at intervals defined by them." It is the project brief that justifies progressing a project along with the business case. Ref 5.5, 11.5</p> <p>D. Correct. "The purpose of the project brief is used to provide a full and firm foundation for the initiation of the project" and the business case is used "to document the business justification for undertaking a project." And, hence, justify progressing a project further. Ref 5.5</p>
19	A	P2-7_FND_4.1.4	<p>A. Correct. A business objective is "the measurable outcomes that demonstrate progress in relation to the organization's strategy and to which the project should contribute." Ref 5.1</p> <p>B. Incorrect. It is the organization's strategy, not the outputs. An output is "the tangible or intangible deliverable of an activity." Ref 5.1</p> <p>C. Incorrect. It is the organization's strategy, not the benefits. 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 the organization's strategy, not the business justification. "It is a PRINCE2 principle that a project must ensure continued business justification. This requires that the business justification is established at the beginning of the project through the creation of a business case and then kept under regular review and updated in response to the decisions and events that might impact the desirability, viability, or achievability of the project." Ref 5.1</p>

Q	A	Syllabus Ref	Rationale
20	B	P2-7_FND_4.1.5	<p>A. Incorrect. "The permissible deviation in the benefit performance targets that is allowed before the deviation needs to be escalated to the next level of management. Benefits tolerance is documented in the benefits management approach." Ref 5.2.2</p> <p>B. Correct. As part of the 'aligning products to business objectives and tolerances' element, sustainability targets should be set. "Ultimately, the outcomes and benefits to be achieved from the project need to align with and contribute to the business objectives. These may include environmental, social and governance (ESG) goals set by the organization. The sustainability performance targets and tolerances for the project, documented in the sustainability management approach, which supports the business case, should reference and contribute to the ESG goals of the organization." Ref 5.2.2</p> <p>C. Incorrect. "Outcome: 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>D. Incorrect. Quality tolerance is defined as "the permissible deviation in a product's quality that is allowed before the deviation needs to be escalated to the next level of management." Ref 8.2.1.2</p>
21	B	P2-7_FND_4.1.6	<p>A. Incorrect. 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. Correct. During the 'check' step of the business case management technique, "the business case may undergo further refinement and will be updated across stages as project costs, timescale, products, and risks are further understood... The project manager will also check the business case: when assessing progress, risks and issues, to determine their impact on business justification." 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 project outcomes in realising their benefits. They will also assess whether the intended benefits have been realized in practice." Ref 5.3.1.4</p>

Q	A	Syllabus Ref	Rationale
22	A	P2-7_FND_4.2.2	<p>A. Correct. 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>B. Incorrect. The 'define roles, responsibilities and relationships' principle is applied by the 'organizing' practice by “developing an explicit project management team structure that ensures everyone involved is fully aware of their responsibilities and relationships.” Ref 6.7 tab 6.5</p> <p>C. Incorrect. The 'manage by stages' principles is applied by the 'organizing' practice by “adapting the project management team structure, role descriptions, commercial management approach, communication management approach, and change management approach at stage boundaries.” Ref 6.7 tab 6.5</p> <p>D. Incorrect. The 'tailor to suit the project' principle is applied by the 'organizing' practice by “creating a project management team that is appropriate to the needs of the project and the capability of the organizations and people involved.” Ref 6.7 tab 6.5</p>
23	A	P2-7_FND_4.2.3	<p>A. Correct. Role descriptions describe "the roles of those in the project management team and their specific responsibilities." This should include specify accountability for sustainability targets. Ref 6.5</p> <p>B. Incorrect. The project management team structure defines "who is involved in the project, their relationships, and how they will work together." It is role descriptions that describe "the roles of those in the project management team and their specific responsibilities." This would include specific accountability for sustainability targets. Ref 6.5</p> <p>C. Incorrect. A product description is used to "describe a product's purpose, composition, where it is derived from, and quality specifications." It is role descriptions that describe "the roles of those in the project management team and their specific responsibilities." This would include specific accountability for sustainability targets. Ref 8.5, 6.5</p> <p>D. Incorrect. 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.” It is roles descriptions that describe "the roles of those in the project management team and their specific responsibilities." This would include specific accountability for sustainability targets. Ref 5.5, 6.5</p>

Q	A	Syllabus Ref	Rationale
24	D	P2-7_FND_4.2.4	<p>A. Incorrect. "The project manager has the authority to run the project on behalf of the project board within the agreed project tolerances and constraints." Ref 6.2.4.5</p> <p>B. Incorrect. "The project executive is appointed by the business as the single point of accountability for the project and is ultimately accountable for the success of the project." Ref 6.2.4.1</p> <p>C. Incorrect. "The project management team structure is composed of the project board, project manager, team managers, and project assurance and project support roles." It does not have authority to direct the project. Ref 6.2.3</p> <p>D. Correct. The project board is defined as "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." Ref 6.2.1</p>
25	B	P2-7_FND_4.2.5	<p>A. Incorrect. A work breakdown structure is "a hierarchy of all work done during a project that forms a link between the product breakdown structure and the work packages... supporting the project manager in determining how to structure project teams and the boundaries between them." It does not support the senior user in realizing benefits post-project. Ref 6.2.5</p> <p>B. Correct. "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." Ref Appendix B – senior user - overview</p> <p>C. Incorrect. "Project board members are responsible for the assurance of their respective areas of concern (business, user, supplier). The project board is responsible for establishing how project assurance will be undertaken ensuring clarity in the roles and responsibilities and how those appointed to assurance roles will interact with each other." However, it is the business interest, not the user interest, that ensures "projects are created to meet a business need, which needs to be continuously justified as value for money throughout the lifetime of the project." Ref Appendix B – project assurance - overview</p> <p>D. Incorrect. "The senior supplier is accountable for the quality of the products delivered by the suppliers and for the technical integrity of the project." Ref Appendix B – senior supplier - overview</p>

Q	A	Syllabus Ref	Rationale
26	A	P2-7_FND_4.2.6	<p>A. Correct. During the 'develop the project ecosystem' step, "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. The development activities may include: onboarding people to the project, for example, a site visit, induction, certification." Ref 6.3.1.3</p> <p>B. Incorrect. During the 'understand the organizational ecosystem' step, "project organizational design concerns how to organise work and people to achieve the project's objectives." "Projects unite people from organizations that already have defined organizational structures and corporate governance requirements. An understanding of the organizational ecosystem is required to successfully design the project organization and determine how the project ecosystem will develop as a distinct entity from the organizational ecosystem." Ref 6.3.1.1</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 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 'manage the ongoing changes to the project ecosystem' step, "The capabilities required on a project will change over the project lifecycle requiring the project manager to ensure the commercial management approach supports this, transitioning people onto and off the project as required, enhancing capacity and capabilities. The project manager must also ensure that a robust change management procedure is established to ensure the impact on different areas of the project ecosystem are considered in decision-making." Ref 6.3.1.4</p>
27	A	P2-7_FND_4.3.1	<p>A. Correct. "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>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 organizing practice is to define and establish the project's structure of accountability and responsibilities (the 'who')." This should include defining planning responsibilities. Ref 6.1</p> <p>D. Incorrect. As part of the 'plan' step of the risk management procedure, risk responses should be planned. "This 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
28	D	P2-7_FND_4.3.3	<p>A. Incorrect. "The project plan is created during the process of initiating the project and baselined upon its approval by the project board.", whereas an exception plan is created based upon how "the project board decides to address" an exception. Ref 7.2.2.1, 7.2.2.4</p> <p>B. Incorrect. "Stage plans are prepared near the end of the current stage", whereas an exception plan is created based upon how "the project board decides to address" an exception. Ref 7.2.2.2, 7.2.2.4</p> <p>C. Incorrect. "A team plan is produced by a team manager to facilitate the execution of one or more work packages", whereas an exception plan is created based upon how "the project board decides to address" an exception. Ref 7.2.2.3</p> <p>D. Correct. "When a project or stage exceeds (or is anticipated to exceed) an agreed tolerance, a project manager will raise an exception report to the project board. If the project board decides to address the exception within the stage, the project management team will prepare an exception plan that covers how directed actions will be performed." Ref 7.2.2.4</p>
29	A	P2-7_FND_4.3.4	<p>A. Correct. It is dependency. "A dependency means that one product is dependent on another. There are at least two types of dependency relevant to a project: internal and external." Ref 7.3.1.2</p> <p>B. Incorrect. There are at least two types of dependency, not plan. "In PRINCE2, there are the following types of plan: project plan, stage plan, team plan, and exception plan." Ref 7.1.1</p> <p>C. Incorrect. There are at least two types of dependency, not exception. An exception is "a situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between the project manager and the project board." Ref 11.1</p> <p>D. Incorrect. There are at least two types of dependency, not scope. "PRINCE2 includes tolerances for benefits, time, cost, quality, scope, risks, and sustainability to manage such constraints at each level of the plan." Scope tolerance is "The permissible deviation in a plan's scope that is allowed before it needs to be escalated to the next level of management." Ref 7.2.4</p>

Q	A	Syllabus Ref	Rationale
30	A	P2-7_FND_4.3.5	<p>A. Correct. As part of defining 'the number of stages, "For an iterative-incremental project, the project plan may provide multiple delivery stages in which the quality and acceptance criteria are refined in parallel with development of the required products through the use of a product backlog." Ref 7.2.3.1</p> <p>B. Incorrect. When defining and analysing products, "In a linear-sequential project, the product descriptions should be sufficiently detailed to enable costs and time to be estimated at an appropriate level of confidence." This is the opposite of what occurs in iterative-incremental projects. Ref 7.3.1.1.3</p> <p>C. Incorrect. A stage plan is "a detailed plan used as the basis for project management control throughout a stage." This would be true whether the project was iterative-incremental or linear-sequential. Ref 7.2.2.2</p> <p>D. Incorrect. When using project stages, "for a simple project with a small number of well-understood products and mature delivery method, only two stages may be required. These are an initiation stage to prepare the project initiation documentation and a single delivery stage." An iterative-incremental project may use multiple delivery stages where the acceptance criteria are refined. Ref 7.2.3.1</p>
31	A	P2-7_FND_4.3.6	<p>A. Correct. "In the process of starting up a project, the major products or outcomes, along with key quality requirements, are documented in the project product description." This happens when writing the project product description in the 'defining and analysing products' step. Ref 7.3.1.1.1</p> <p>B. Incorrect. "When the delivery approach 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>C. Incorrect. "Project managers and team managers always plan using estimates." This is the 'preparing estimates' step. Ref 7.3.1.3</p> <p>D. Incorrect. "The sequencing, interrelationships and duration of work packages and their associated tasks is 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>

Q	A	Syllabus Ref	Rationale
32	C	P2-7_FND_4.4.1	<p>A. 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 'when' and for how much) to satisfy the project business case (the 'why')." Ref 7.1</p> <p>B. Incorrect. It is an unrealistic expectation that requirements should remain unchanged throughout the project. "No matter how thoroughly and accurately stakeholder requirements have been captured in product descriptions in the process of initiating a project, the project management team should anticipate requirements changes and be prepared to handle with them." Ref 8.1.2</p> <p>C. Correct. "The purpose of the quality practice is to document the user's requirements of the project's products and to establish the means by which they will be met". In addition, "quality is concerned with ensuring that the project's products meet the user's requirements and expectations and enable the desired benefits to be realized." Ref 8.1</p> <p>D. Incorrect. As part of the quality practice, a focus on product-based quality "... helps avoid expending resources on work that cannot be traced back to the project's business justification." Ref 8.1.2</p>
33	A	P2-7_FND_4.4.3	<p>A. 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> <p>B. Incorrect. As part of 'product-based quality', "PRINCE2 provides a product-based approach to requirements that aims to translate requirements into acceptance criteria and quality specifications for project's products and the activities to deliver them. This helps avoid expending resources on work that cannot be traced back to the project's business justification." Ref 8.1.2</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. Incorrect. The project product description is used "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." Ref 7.5</p>
34	A	P2-7_FND_4.4.4	<p>A. Correct. "Project assurance is independent of the project manager but not the project." Ref 8.2.3</p> <p>B. Incorrect. "Quality assurance is focused on products and is independent of the project management team." In addition, "Quality assurance is focused on products and is independent of the project management team. It is typically performed by a function from the business." Ref 8.2.3</p> <p>C. Incorrect. Quality assurance is "A planned and systematic activity that provides confidence that products will meet their defined quality specifications when tested under quality control. Quality assurance activities are typically performed by the business ensuring they are independent of the project team." Ref 8.2.3</p> <p>D. Incorrect. A requirement is "a need or expectation that is captured in an approved management product." 8.1.1</p>

Q	A	Syllabus Ref	Rationale
35	B	P2-7_FND_4.4.5	<p>A. Incorrect. The project product description should identify “all the major products to be delivered.” “This coverage is crucial to avoid the introduction of requirements outside the approved scope of the project in developing product descriptions.” Ref 8.2.1.1</p> <p>B. Correct. “Changes to the baseline project initiation documentation arising from lower-level planning should be addressed using the issue management approach.” Ref 8.2.1.6</p> <p>C. Incorrect. “Changes to the baseline project initiation documentation arising from lower-level planning should be addressed using the issue management approach.” Ref 8.2.1.6</p> <p>D. Incorrect. The quality management approach provides the description of 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>
36	B	P2-7_FND_4.4.6	<p>A. Incorrect. “The user’s quality expectations and acceptance criteria are documented in the project’s product description and produced in the process of starting up a project, which is a primary input to the PRINCE2 planning technique.” Ref 8.3.1.1.1</p> <p>B. Correct. “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	B	P2-7_FND_4.5.1	<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. 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.” 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 9.1</p> <p>C. Incorrect. “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.” The agreed objectives cannot be guaranteed to be met. Ref 9.1</p> <p>D. Incorrect. “A problem is an issue with an immediate and negative impact.” Therefore, this is an aspect of issues practice rather than risk practice. Ref 10.2.2</p>

Q	A	Syllabus Ref	Rationale
38	A	P2-7_FND_4.5.3	<p>A. Correct. The project initiation documentation: risk management approach describes "how risk will be managed on the project. This includes the specific procedures, techniques standards, and responsibilities to be applied." Ref 9.5</p> <p>B. Incorrect. The project log: risk register maintains "a record of identified risks related to the project, including their status and history." It is the risk management approach that describes "how risk will be managed on the project." This includes specific techniques. Ref 9.5</p> <p>C. Incorrect. The purpose of the digital and data management approach is to describe "how data and information will be created, used, and managed across the project ecosystem and through the project lifecycle and afterwards." It is the risk management approach that describes "how risk will be managed on the project." This includes specific techniques. Ref 11.5, 9.5</p> <p>D. Incorrect. A work package description is used "to describe how one or more products will be produced and delivered." It is the risk management approach that describes "how risk will be managed on the project." This includes specific techniques. Ref 7.5, 9.5</p>
39	A	P2-7_FND_4.5.4	<p>A. Correct. A risk owner is "The person who is assigned to take responsibility for responding to a risk." Ref 9.2</p> <p>B. Incorrect. It is the risk owner, not the risk action owner. A risk action owner is "The person who is the nominated owner of agreed actions to respond to a risk. This role is also known as the risk actionee." Ref 9.2</p> <p>C. Incorrect. It is the risk owner, not project support that responds to a risk. Project support "is responsible for providing services such as administrative support, advice and guidance on the project tools, planning support, risk management, and change management." Ref Appendix B – project support - overview</p> <p>D. Incorrect. It is the risk owner, not project assurance that responds to a risk. Project assurance: "project board members are accountable for the assurance of their respective areas of concern (business, user, and supplier). The project board is responsible for establishing how project assurance will be undertaken, ensuring clarity in the roles and responsibilities and how those appointed to assurance roles will interact with each other. Subject to who has the knowledge, skills, and capacity to support the project team, the assurance tasks can be undertaken by the board member themselves, appointed from the wider business, or selected from an external party. Project assurance roles cannot be assigned to the project manager, project team members, nor the project support. Where the project assurance roles are delegated, the appropriate project board member remains accountable." Ref 6.2.4.7</p>

Q	A	Syllabus Ref	Rationale
40	A	P2-7_FND_4.5.5	<p>A. Correct. As part of risk culture "decision bias is natural and largely positive, allowing the brain to efficiently make rapid decisions every day However, sometimes decision bias can result in less effective decision-making. There are many types of bias, for example: loss aversion a mindset that values the avoidance of loss rather than making a gain." Ref 9.2.4</p> <p>B. Incorrect. As part of risk culture "decision bias is natural and largely positive, allowing the brain to efficiently make rapid decisions every day. However, sometimes decision bias can result in less effective decision-making. There are many types of bias, for example: optimism bias a mindset that drives people to discount disadvantageous risk, on the assumption that things are likely to be successful for them." Ref 9.2.4</p> <p>C. Incorrect. As part of risk culture "decision bias is natural and largely positive, allowing the brain to efficiently make rapid decisions every day. However, sometimes decision bias can result in less effective decision-making. There are many types of bias, for example: groupthink a mindset that makes people value social cohesion in a group more than expressing an alternative point of view, or reaching the right decision." Ref 9.2.4</p> <p>D. Incorrect. As part of risk culture "decision bias is natural and largely positive, allowing the brain to efficiently make rapid decisions every day. However, sometimes decision bias can result in less effective decision-making. There are many types of bias, for example: proximity a mindset where situations that are closer in time are seen as riskier and more important than those in the future." Ref 9.2.4</p>
41	A	P2-7_FND_4.5.6	<p>A. Correct. The 'identify - define context and objectives' sub-step "obtaining information about the project to ensure there is a common understanding of the specific objectives that are at risk and to formulate an appropriate risk management approach. The following will have an influence on the project's risk management approach: ... the business' own environment, business policies, standards, processes and procedures." Ref 9.3.1.1</p> <p>B. Incorrect. The 'assess – prioritize risks' step looks at "the probability that the risk will occur (often estimated by considering its probability or frequency); the impact of each risk in terms of the project objectives (for example, if the objectives are measured in time and cost, the impact should also be measured in units of time and cost); the impact of the risk on the stage plan, project plan and business case." Ref 9.3.1.2.1</p> <p>C. 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> <p>D. Incorrect. In the 'implement' step: "planned risk responses need to be actioned, their effectiveness reviewed and corrective action taken where responses do not match expectations. It is critical to ensure that the responsibilities for the risk owner and risk action owner are identified and agreed for each risk." Ref 9.3.1.4</p>

Q	A	Syllabus Ref	Rationale
42	B	P2-7_FND_4.6.1	<p>A. Incorrect. "The purpose of the risk practice is to identify, assess and control uncertainties that would affect objectives, and, as a result, improve the ability of the project to succeed." The term 'opportunity' is used "for uncertain events that would have a positive impact on objectives." Ref 9.1</p> <p>B. Correct. "The purpose of the issues practice is to collect and assess issues and control changes to the project's baseline." In addition, the project baseline is defined as "The current approved versions of the management products and project products that are subject to change control." Ref 10.1</p> <p>C. Incorrect. The 'tailor to suit the project' principle is implemented by the 'quality' practice by "requiring only those quality activities that are appropriate to the delivery approach and product characteristics." Ref 8.7 tab. 8.3</p> <p>D. Incorrect. Avoid a threat is a risk response option that "this option is about making an uncertain situation certain by removing the risk. This can often be achieved by removing the cause of a threat, or by implementing a factor that leads to an opportunity." Ref 9.2.3.1 tab 9.1</p>
43	A	P2-7_FND_4.6.3	<p>A. Correct. The issue management approach should "describe how issues will be captured and reported and explain how changes to the project baseline will be assessed and controlled." In addition, the project baseline is defined as "The current approved versions of the management products and project products that are subject to change control." Ref 10.5, 10.1</p> <p>B. Incorrect. The risk management approach: "The risk management approach is to describe how risk will be managed on the project. This includes the specific procedures, techniques, standards, and responsibilities to be applied." Ref 9.5</p> <p>C. Incorrect. The benefits management approach defines "the benefits management actions and benefits reviews that will be established to ensure that the project's outcomes are achieved and confirm that the project's benefits are realized." Ref 5.5</p> <p>D. Incorrect. The quality management approach should 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>
44	A	P2-7_FND_4.6.4	<p>A. Correct. An issue is "an event relevant to the project that requires project management consideration." Ref 10.1</p> <p>B. 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>C. Incorrect. The definition of risk impact is "the estimated effect on objectives should a risk occur." Ref 9.2</p> <p>D. Incorrect. The definition of risk tolerance is "measurable threshold to represent the tolerable range of outcomes for each objective 'at risk', using the same units as for measuring performance for that objective." 9.2</p>

Q	A	Syllabus Ref	Rationale
45	B	P2-7_FND_4.6.5	<p>A. Incorrect. As part of the 'delegating authority for changes' element, "the project board is the ultimate authority for reviewing and approving requests for change and off-specifications. However, the project board may delegate authority to approve changes." This allows for approval of changes, not their implementation. Ref 10.2.4</p> <p>B. Correct. As part of the 'change budget' element of the effective guidance, "the project manager should ensure that delegated authority is accompanied by an appropriate change budget from which approved changes can be delivered. The change budget is usually an amount of money earmarked specifically to fund changes. However, it can also be defined as a set of authorized constraints within which trade-offs can be made." It is by applying the change budget that approved changes can be funded and therefore implemented. Ref 10.2.5</p> <p>C. 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 looking for any discrepancies." This does not enable approved changes to be implemented, but to understand the product status. Ref 10.2.1</p> <p>D. Incorrect. As part of the 'baselines' element, "regardless of size, scale and complexity, the project management team needs to determine: the appropriate level at which products need to be baselined." This does not enable approved changes to be implemented, but to understand what is baselined. Ref 10.2.1</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 two questions: Does this issue affect the project? If so, how?" 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-specifications 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	A	P2-7_FND_4.7.1	<p>A. Correct. "The purpose of the progress practice is to: establish mechanisms to monitor and compare actual achievements against those planned [and] provide a forecast for the project's objectives and continued viability." Ref 11.1</p> <p>B. Incorrect. "A lesson is information to facilitate the future of the project or other projects and actively facilitate learning from experience." However, this is not a purpose of the progress practice. Ref 11.2.3</p> <p>C. Incorrect. As part of change control within the issues practice, an off-specification "represents a discrepancy between the approved project baseline and the delivered products, and this discrepancy must be addressed through the change control procedure." Ref 10.2.3</p> <p>D. Incorrect. "The purpose of the quality practice is to document the user's requirements of the project's products and to establish the means by which they will be met." Ref 8.1</p>
48	B	P2-7_FND_4.7.3	<p>A. Incorrect. The purpose of the digital and data management approach is to describe "how data and information will be created, used, and managed across the project ecosystem and through the project lifecycle and afterwards." Ref 11.5</p> <p>B. Correct. The end stage report is used "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." Ref 11.5</p> <p>C. 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>D. 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>
49	A	P2-7_FND_4.7.4	<p>A. Correct. An exception is "A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between the project manager and the project board (or between the project board and business layer)." Ref 11.1</p> <p>B. 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>C. Incorrect. The definition of an off-specification is "a product that will not meet its quality specifications." Ref 10.2.3</p> <p>D. Incorrect. "The purpose of a checkpoint report is to report to the project manager the status of the work package at a frequency defined in the work package." Ref 11.5</p>

Q	A	Syllabus Ref	Rationale
50	B	P2-7_FND_4.7.5	<p>A. Incorrect. As part of 'use of data and systems in progress management' "progress reviews are not confined to looking backwards. Having secured and stored the data through systems, past performance can be used to predict future performance. To ensure clarity, this information can then be presented in the stakeholders' preferred format and style." Ref 11.2.7</p> <p>B. Correct. As part of 'use of data and systems in progress management', "data and technology help manage projects more accurately by supporting progress tracking and decision-making." In addition, "Progress reviews are not confined to looking backwards. After having secured and stored the data through systems, past performance can be used to predict future performance. Ref 11.2.7</p> <p>C. Incorrect. As part of 'use of data and systems in progress management', "the management products used for checking the baselines, reviewing progress, capturing and reporting lessons, reporting progress or forecasting are frequently recognized by the project manager as a combination of disparate sources. Automation is removing the need for a manual approach, enabling project professionals to focus on far more value-added tasks rather than administration." Ref 11.2.7</p> <p>D. Incorrect. In PRINCE2, "the project is managed by exception between four management levels against tolerances for seven performance targets... The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." Therefore, it is not data and systems that set the tolerances, it is the management levels. Ref 11.2.1</p>

Q	A	Syllabus Ref	Rationale
51	D	P2-7_FND_4.7.6	<p>A. Incorrect. The commissioning 'level' is responsible for "defining the project level tolerances." The directing level is where decisions are made: "The project board is responsible for determining whether to authorize any deviation that breaches or is forecast to breach the agreed stage tolerances". Projects "issues are often encountered in the delivering level of the project that will take the stage outside one of the stage tolerances. It may also occur during the managing level for those issues that are not driven from delivery problems." Ref 11.3.1, 6.2.2 tab 6.2</p> <p>B. Incorrect. The directing level is where decisions are made: "The project board is responsible for determining whether to authorize any deviation that breaches or is forecast to breach the agreed stage tolerances." However, it is true that issues "It may also occur during the managing level for those issues that are not driven from delivery problems." Ref 11.3.1, 6.2.2 tab 6.2</p> <p>C. Incorrect. The directing level is where decisions are made: "The project board is responsible for determining whether to authorize any deviation that breaches or is forecast to breach the agreed stage tolerances." However, it is true that projects "issues are often encountered in the delivering level of the project that will take the stage outside one of the stage tolerances. It may also occur during the managing level for those issues that are not driven from delivery problems." Ref 11.3.1, 6.2.2, tab 6.2</p> <p>D. Correct. As part of the exception management procedure, "issues are often encountered in the delivering level of the project that will take the stage outside one of the stage tolerances. It may also occur during the managing level for those issues that are not driven from delivery problems." Ref 11.3.1</p>
52	A	P2-7_FND_5.1	<p>A. Correct. "The purpose of the process of starting up a project is to ensure that the prerequisites for initiating a project established by answering the question, 'do we have a viable and worthwhile project?' The decision to start the project must be explicit; the activities within the process of starting up a project happen before this decision." Ref 13.1</p> <p>B. Incorrect. "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's product before committing to any significant expenditure or resources." Ref 15.1</p> <p>C. Incorrect. "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 recognize that objectives or approved changes to the objectives as established in the project initiation documentation have been achieved or, where there is cause for a premature close, that the project is closed in an orderly way." Ref 19.1</p> <p>D. 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>

Q	A	Syllabus Ref	Rationale
53	A	P2-7_FND_5.1	<p>A. Correct. "The purpose of the process of starting up a project is as much about preventing poorly conceived ideas from ever being initiated as it is about approving viable projects. As such, starting up a project is a lighter process compared to the more detailed and thorough process of initiating a project. The aim is to do the minimum necessary to decide whether it is worthwhile to even initiate the project." Ref 13.1</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 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's product before committing to any significant expenditure or resources." Ref 15.1</p> <p>D. 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>
54	A	P2-7_FND_5.1	<p>A. Correct. "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>B. Incorrect. "The purpose of the process of starting up a project is to ensure that the prerequisites for initiating a project established by answering the question, 'do we have a viable and worthwhile project?'" Ref 13.1</p> <p>C. 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 that the stage remains within the tolerances set by the project board." Ref 16.1</p> <p>D. Incorrect. "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's product before committing to any significant expenditure or resources." Ref 15.1</p>

Q	A	Syllabus Ref	Rationale
55	D	P2-7_FND_5.2	<p>A. Incorrect.</p> <p>1. "The objectives of the process of controlling a stage are to ensure that: ... the project management team focus on delivery within the established tolerances." Ref 16.2</p> <p>2. "The objectives of the process of closing a project are to: ... ensure provision has been made to address all open issues and risks, with follow-on action recommendations." Ref 19.2</p> <p>B. Incorrect.</p> <p>2. "The objectives of the process of closing a project are to: ... ensure provision has been made to address all open issues and risks, with follow-on action recommendations." Ref 19.2</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>C. Incorrect.</p> <p>2. "The objectives of the process of closing a project are to: ... ensure provision has been made to address all open issues and risks, with follow-on action recommendations." Ref 19.2</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>4. "The objectives of the process of controlling a stage are to ensure that: ... the agreed products for the stage meet the agreed quality expectations and are accepted." Ref 16.2</p> <p>1. "The objectives of the process of controlling a stage are to ensure that: ... the project management team focus on delivery within the established tolerances." Ref 16.2</p>
56	A	P2-7_FND_5.2	<p>A. Correct.</p> <p>1. "The objectives of the directing a project process are to ensure that: ... there is authority to close the project." Ref 14.2</p> <p>2. "The objectives of the directing a project process are to ensure that: ... plans for realizing the post-project benefits are managed and reviewed." Ref 14.2</p> <p>B. Incorrect.</p> <p>2. "The objectives of the directing a project process are to ensure that: ... plans for realizing the post-project benefits are managed and reviewed." Ref 14.2</p> <p>3. "The objectives of the process of closing a project are to: ... ensure that the business can support the products when the project is closed." Ref 19.2</p> <p>C. Incorrect.</p> <p>3. "The objectives of the process of closing a project are to: ... ensure that the business can support the products when the project is closed." Ref 19.2</p> <p>4. "The objectives of the process of closing a project are to: ... check user acceptance of the project product." Ref 19.2</p> <p>D. Incorrect.</p> <p>4. "The objectives of the process of closing a project are to: ... check user acceptance of the project product." Ref 19.2</p> <p>1. "The objectives of the directing a project process are to ensure that: ... there is authority to close the project." Ref 14.2</p>

Q	A	Syllabus Ref	Rationale
57	C	P2-7_FND_5.2	<p>A. Incorrect.</p> <p>1. "The objectives of the process of controlling a stage are to ensure that: Attention is focused on delivery of the stage's products; any movement away from the products and delivery method that was agreed at the start of the stage is monitored to avoid uncontrolled change." Ref 16.2</p> <p>2. "The objectives of the directing a project process are to ensure: There is authority to initiate the project." Ref 14.2</p> <p>B. Incorrect.</p> <p>2. "The objectives of the directing a project process are to ensure: There is authority to initiate the project." 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 baselines will be established and controlled." Ref 15.2</p> <p>C. Correct.</p> <p>3. "The objectives of the process of initiating a project are to ensure that there is a common understanding of: ... how baselines will be established and controlled." Ref 15.2</p> <p>4. "The objectives of the process of initiating a project are to ensure that there is a common understanding of: ... how and when the products will be delivered and at what cost." Ref 15.2</p> <p>D. Incorrect.</p> <p>4. "The objectives of the process of initiating a project are to ensure that there is a common understanding of: ... how and when the products will be delivered and at what cost." Ref 15.2</p> <p>1. "The objectives of the process of controlling a stage are to ensure that: Attention is focused on delivery of the stage's products; any movement away from the products and delivery method that was agreed at the start of the stage is monitored to avoid uncontrolled change." Ref 16.2</p>
58	A	P2-7_FND_5.3	<p>A. Correct. "The process of managing a stage boundary provides a means by which an exception procedure can be implemented." "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." Ref 18.3, 18.2</p> <p>B. Incorrect. "The business case is kept under review" in the controlling a stage process, as well as the managing a stage boundary process. Ref 16.2</p> <p>C. Incorrect. "Reporting highlights to the project board at an agreed frequency" is carried out in the controlling a stage process, not the managing a stage boundary process. Ref 16.3</p> <p>D. Incorrect. Preparing for premature project closure is carried out in the closing a project process, not the managing a stage boundary process. If the project is being brought to a premature close, the closing a project process "will still need to be executed" but may have to be tailored to the project situation. Ref 19.3</p>

Q	A	Syllabus Ref	Rationale
59	A	P2-7_FND_5.3	<p>A. Correct. "The process of managing a stage boundary is based on dividing the project into stages." Ref 18.3</p> <p>B. Incorrect. Project benefits may or may not be delivered in each stage. The 'closing a project' process, not the 'managing a stage boundary' process, will "assess any benefits that have already been realized." Delivery of project benefits by stage is therefore not the basis that the managing a stage boundary process is founded on. Ref 19.2</p> <p>C. Incorrect. "One of the defining features of a project is that it is finite; it has a start and an end." But this is a characteristic of closing a project not managing a stage boundary. Ref 19.3</p> <p>D. Incorrect. Each stage may, or may not, have an exception. "The process of managing a stage boundary provides a means by which an exception procedure can be implemented", but this is not the basis that the managing a stage boundary process is founded on. Ref 18.3</p>
60	A	P2-7_FND_5.3	<p>A. Correct. "It is also possible that the project board may wish to trigger a premature closure of the project under some circumstances; for example, if the business case is no longer valid. If the project is being brought to a premature close, this process will still need to be executed." Ref 19.3</p> <p>B. Incorrect. The objectives of the process of closing a project are to: "ensure the project is closed in an orderly way and not simply abandoned (in the case of a premature close)." This could require additional work to achieve an ordering close. Ref 19.2</p> <p>C. Incorrect. "It is also possible that the project board may wish to trigger a premature closure of the project under some circumstances." Therefore, it is the project board, not the project manager, that triggers premature closure. Ref 19.3</p> <p>D. Incorrect. "A clear end to a project: is always more successful than a slow drift into use, as it is a recognition by all concerned that: project costs should no longer be incurred." And this would also be true even if the project is closed prematurely. Ref 19.3</p>

PeopleCert