

Q PRINCE2®

The PRINCE2® Foundation Examination

Sample Paper 1

Answers and Rationales

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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>
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 2.4</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>

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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>
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 2.4</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>

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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>
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>

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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 3.3.1</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 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>
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>

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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>
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>

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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>
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>
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>

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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>
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> <ol style="list-style-type: none"> 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 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>B. Incorrect.</p> <ol style="list-style-type: none"> 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 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>C. Incorrect.</p> <ol style="list-style-type: none"> 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 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>D. Correct.</p> <ol style="list-style-type: none"> 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 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
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 that: ... there is authority to close the project." Ref 14.2 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>B. Incorrect.</p> <ol style="list-style-type: none"> 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 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>C. Incorrect.</p> <ol style="list-style-type: none"> 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 4. "The objectives of the process of closing a project are to: ... check user acceptance of the project product." Ref 19.2 <p>D. Incorrect.</p> <ol style="list-style-type: none"> 4. "The objectives of the process of closing a project are to: ... check user acceptance of the project product." Ref 19.2 1. "The objectives of the directing a project process are to ensure that: ... there is authority to close the project." Ref 14.2

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>
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>

Q	A	Syllabus Ref	Rationale
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>

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