

The PRINCE2® Foundation Q&A Workbook

A common sense and practical approach to learning PRINCE2®

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Covers the PRINCE2® Foundation syllabus

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Foundation Workbook

The PRINCE2® Foundation Q&A Workbook Manual

Thank you for reading our Foundation Q&A Workbook Manual. The main objectives of this workbook book are to:

- Help you understand the type of questions in the Foundation Exam
- Provide sample questions based on the Foundation Syllabus
- Help you focus on the Foundation Syllabus and keep learning while you are going through these questions
- Provide a workbook to support the [PRINCE2 Foundation Training Manual](#)

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1 Introduction

1.1 Style of Questions

Our objective is to produce the best possible material to prepare for the PRINCE2® Foundation Exam and, of course, learn PRINCE2. We could just list lots of multiple-choice questions but this would do little to help you to prepare for the exam and improve your knowledge.

Some PRINCE2® questions in the exam appear to be cryptic and you have to read them two or three times to try to understand what they are saying.

The questions also contain specific PRINCE2® wording like: four integrated elements, six aspects of project performance, manage by exception. We could try to make the questions easier but this may not help you in the exam. It is better to ask the questions in the same manner that PRINCE2® uses but then explain the answers so you can recognize the wording the next time you see it.

The questions in the exam are multiple choice questions and you can practice these online in our online training rooms. However we think it is more important to make sure you understand the types of questions and understand what is being asked. After that it will be much easier for you to answer.

E.g. A normal exam question: Multiple Choice

Q1: Which is one of the six aspects of project performance that need to be managed?

- a) Performance
- b) Reliability
- c) Scope
- d) Ease of use

E.g. Same question as above, our style

Q1: List two of the six aspects of project performance that need to be managed?

A2: These six aspects of project performance also refer to the six project variables or six performance targets.

- These are Time, Cost, Quality, Scope, Benefits and Risk
- Tip: Use the memory aids **TeCQuila SoBeR** or **BC QRST** to remember this
- Reference: See 1.6 Six variables / six performance targets

Our objective with this question format:

- Help you understand what the question is about: In this example, we have shown that six aspects of project performance has the same meaning as six project variables,
- Answer the question by listing the six performance targets and in this case giving you a tip on how to recall this information
- Also providing a reference for where you can get this information in the manual
- Help you to learn more from each question

When you are answering the questions for the first time, please use the classroom slides or the PRINCE2® Foundation Training Manual. Our first objective is to learn about PRINCE2® and then learn how to answer the foundation questions. If you go through these questions the first time with the aid of the slides or the training manual, you will be able to answer most of these questions the next time you go through them.

Foundation Syllabus

We also begin each chapter with an overview of the PRINCE2® Foundation syllabus, so this provides an overview of what you need to know for the exam chapter by chapter.

2 Q&A Introduction to PRINCE2

2.1 What you need to know for the Foundation Exam

For this introduction chapter, you should be able to:

- Recognize the six aspects of project performance (six project variables / six performance targets (think **TeCQuila SoBeR** or BC QRST))
- Recognize the five characteristics of a project (Change, Temporary, Cross functional, Unique, Uncertainty), and have an idea of what they mean.
- Recognize the definition of project.
- List the four integrated PRINCE2® elements: Principles, Themes, Processes and Tailoring.
- Recognize the benefits of using PRINCE2®
- Explain what is meant by “PRINCE2® is based on a customer-supplier environment”.

The word ‘recognize’ refers to the fact that you have to recognize this information if you see it written before you in a question and then choose the correct multiple choice answer.

2.2 Questions

Q1: List two of the six aspects of project performance that need to be managed?

Q2: List one characteristic of a project.

Q3: How does the Management By Exception framework help the Project Board to reduce their time needed on the project? In other words, how is it a more efficient use of management time?

Q4: List one of the benefits of using PRINCE2.

Q5: List two of the six project variables that need to be managed during the project.

Q6: In your own words, what is the definition of a project?

Q7: List the four integrated PRINCE2® elements.

Q8: What are: Time, Cost, Quality, Scope, Benefits and Risk in relation to PRINCE2?

Q9: Why is Uncertainty a characteristic of a project? What does this mean?

Q10: Do you think the following is a benefit of PRINCE2? “PRINCE2® provides a structure for roles and accountability.”

2.3 Questions & Answers

Q1: List two of the six aspects of project performance that need to be managed?

A2: This can refer to any of the six aspects, also called the six variables or six performance targets.

- These are Time, Cost, Quality, Scope, Benefits and Risk.
- Tip: Use the memory aids TeCQuila SoBeR or BC QRST to remember this.
- Reference: See 1.6 Six variables / six performance targets

Q2: List one characteristic of a project.

A2: Here are the five characteristics: Change, Temporary, Cross Functional, Unique, and Uncertainty. The term 'characteristic of a project' refers to certain traits that each project should have. If these characteristics are not there, then you are not talking about a project.

Reference: See 1.4 Five characteristics of a project

Q3: How does the Management By Exception framework help the Project Board to reduce their time needed on the project? In other words, how is it a more efficient use of management time?

A3: The Project Board can delegate responsibility to the Project Manager and give tolerances for Time, Scope, Risk, Quality, etc. The Project Manager can get on with running the project and only bother the Project Board if they go or forecast to go out of tolerance.

Q4: List one of the benefits of using PRINCE2.

A4: You will be asked to recognize a benefit in the exam, so it is good to be aware of them. There are several benefits to using any method and here are some for PRINCE2:

1. *Best Practice*: PRINCE2 learns from users, other methods and specialists.
2. *Any kind of project*: PRINCE2 can be applied to any kind of project.
3. *Roles & Accountability*: Clear roles and responsibilities are important parts of PRINCE2.
4. *Product Focused*: Clear product descriptions are written as soon as possible.
5. *Management by Exception*: PRINCE2 use Management by Exception when delegating work.
6. *Assess the Viability*: Continue checking if the project is still worth doing.

As you will see later, all of these benefits come from using PRINCE2.

Reference: 1.8 Benefits of using PRINCE2

Q5: List two of the six project variables that need to be managed during the project.

A5: This can refer to any of the six aspects, also called the six variables or six performance targets.

- These are Time, Cost, Quality, Scope, Benefits and Risk.
- This is the same question as question 1.
- Reference: See 1.6 Six variables / six performance targets

Q6: In your own words, what is the definition of a project?

A6: You will only be asked to recognize the definition in the exam. Just try to get two of the important words in your definition. PRINCE2 gives the following definition for a project:

- A project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case.
- Hopefully you got the two of these words: temporary, create or deliver product(s), in a certain time and cost (Business Case).
- In fact you can use any of the characteristics of a project to help define a project.

Q7: List the four integrated PRINCE2 elements.

A7: These are Principles, Themes, Processes and Tailoring.

- PRINCE2 says there are four main parts to PRINCE2.

- Reference: 1.7 PRINCE2 Structure

Q8: What are: Time, Cost, Quality, Scope, Benefits and Risk in relation to PRINCE2?

A8: These are the six performance targets or the six aspects of project performance. It is best to imagine that the Project Manager has a project dashboard with six dials that show the status of these six variables during the project and the Project Manager checks these regularly during the project.

Q9: Why is Uncertainty a characteristic of a project? What does this mean?

A9: Projects are always about doing something new, something different. This difference brings risk as you can never be 100% sure how it is going to go until it's done. So in each project, there is a certain amount of uncertainty.

If you are doing the exact same project a second or third time, then this becomes a process.

Q10: Do you think the following is a benefit of PRINCE2? "PRINCE2 provides a structure for roles and accountability."

A10: Yes, this is one of the benefits of using PRINCE2.

3 PRINCE2 Principles

3.1 What you need to know for the Foundation Exam

There are normally two to three questions on principles, so make sure you have an understanding of this chapter. You should:

- Be able to recognize the names of the principles if mentioned in a question.
- Have a basic understanding of what each principle is about.
- Know how many principles a PRINCE2 project should have.
- Be able to understand the relationship between the Principles and the Themes, so it is important to understand the following table:

Principles	Which Theme or Information supports each Principle?
Continued business justification	Business Case, Risk & Progress Themes
Learn from experience	Lessons Learned (not a theme)
Define roles and responsibilities	Organization Theme
Manage by stages	Progress & Plans Themes
Manage by exception	Progress Theme
Focus on products	Plans Theme
Tailor to suit the project	Tailoring (not a theme)

The questions on Principles can be quite tricky if you are not used to them, so it's good to practice the following questions.

3.2 Questions

Q1: The incorporation of the primary stakeholders on the project management team supports which principle?

Q2: Which PRINCE2 principle supports planning only to a level of detail that is manageable and foreseeable? (Tip: Which principle is involved with planning and how far can you plan ahead)

Q3: How does the Business Case theme support the continued business justification principle?

Q4: List two benefits for projects using the 'Management by Exception' principle.

Q5: Are principles one of the four integrated elements of PRINCE2?

Q6: Which PRINCE2 principle uses tolerances to establish the limits of delegated authority?

Q7: Which principle is supported by the Project Product Description?

Q8: Which three of the following are PRINCE2 principles?

Q9: Which principle is supported by the Project Board representing the primary stakeholder interests?

Q10: Which principle is supported by the Plans theme?

3.3 Questions & Answers

Q1: The incorporation of the primary stakeholders on the project management team supports which principle?

A1: The question is asking which principle says that the **primary stakeholders** should be in the project management team. The answer is: the defined roles and responsibilities principle.

According to PRINCE2, a project must have three primary stakeholders. They are the Business sponsors, Users and Suppliers. These three primary stakeholders must be correctly represented in the Project Management Team and are allocated roles and responsibilities.

Reference: 3.4 Principles: Defined Roles and Responsibilities

Q2: Which PRINCE2 principle supports planning only to a level of detail that is manageable and foreseeable? (Tip: Which principle is involved with planning and how far can you plan ahead?)

A2: The answer is the principle "Manage by stages" as stages break up the project into manageable parts. One of the main considerations for the length of a stage is how far you can plan ahead with confidence; this is often referred to as the planning horizon.

A PRINCE2 project is planned, monitored and controlled on a stage-by-stage basis.

Q3: How does the Business Case theme support the continued business justification principle?

A3: The Business Case theme provides the information in a format to judge whether the project makes business sense, therefore it is possible to check if the project is still justifiable during the project. The Business Case theme also ensures that all projects should have a Business Case.

The continued business justification principle says there should be a documented business case (business justification) at the start of the project and during the project.

Reference: 3.2 Principles: Continued Business Justification

Q4: List two benefits for projects using the 'Management by Exception' principle.

A4: Some of the benefits include:

- Making it easier to delegate work.
- Allowing the persons responsible to get on with their work without reporting each small issue and stopping the project.
- More efficient use of management time as they are only contacted if the level below goes out of tolerance.
- Allowing each level above to control the level below.
- You can set tolerances for Time, Cost, Quality, Scope, Benefits and Risk.

Reference: 3.6 Principles: Manage by Exception

Q5: Are principles one of the four integrated elements of PRINCE2?

A5: The answer is yes. There are four integrated elements and this is how PRINCE2 identifies the important parts of PRINCE2. Those are Principles, Themes, Processes and Tailoring.

Reference: 1.7 PRINCE2 Structure (Elements)

Q6: Which PRINCE2 principle uses tolerances to establish the limits of delegated authority?

A6: The answer to this question is Manage by Exception.

Management by Exception is about delegating authority to the level below, so they can get on with their work and only contact the level if they go out of tolerance

Going out of tolerance is called an Exception (exception to the tolerance). This is also referred to as raising an Exception which is notifying the level above that you have a big issue.

Reference: 3.6 Principles: Manage by Exception

Q7: Which principle is supported by the Project Product Description?

A7: This is the same as asking: which principle does the creation of the Project Product Descriptions help? The answer to this question is Focus on Products.

The Project Product Description (a description of the main product) is created at the very start of the project in the SU process. The Focus on Products principle states that product descriptions should be written as soon and as clear as possible in the project so all stakeholders will have a clear idea of what to expect (presume nothing).

Q8: Which three of the following are PRINCE2 principles?

- | | |
|-------------------------------------|---------------------------------------|
| 1. Continued business justification | 2. Defined roles and responsibilities |
| 3. Risk management | 4. Learn from experience |

A8: These are all principles except for Risk Management.

In the exam, you just have to be able to recognize the principles names.

Q9: What principle is supported by the Project Board representing the primary stakeholder interests?

A9: This is the same as asking: which principle says that the Project Board should be represented by the three primary stakeholders? The answer is defined roles and responsibilities.

This question is very cryptic but a good example of a PRINCE2 question. You may have to read this question more than once but it is clear that the question is about the Organization theme and the only theme that supports this principle is defined roles as responsibilities.

Q10: Which principle is supported by the Plans theme?

A10: The Plans theme supports Focus on Products.

- The Project Product Description is the first part of Product Based Planning and Products Descriptions are created in the IP or SB processes.
- The Focus on Products principle states that product descriptions should be written as soon and as clear as possible.

4 Business Case Theme

4.1 What you need to know for the Foundation Exam

For the exam, you should:

- Be able to recognize the purpose of the Business Case theme (the purpose of the knowledge in the Business Case theme).
- Know how this theme supports the continued business justification principle.
- Be able to recognize the difference between an output (main product), an outcome (think of features) and a benefit (measurable).
- Know the purpose of the Business Case and the Benefits Review Plan.
- Know some of the typical contents of a Business Case (see the Business Case example).
- Understand which Principle is supported by the Business Case Theme.
- The Principle: Continued business justification.
- Explain what is meant by “PRINCE2 is based on a customer supplier environment”.

4.2 Questions

- Q1: Which document is used to show the justification for the project?
- Q2: Give an example of an output, an outcome and a benefit of a new after train service between two cities. (Your answers will be different to mine but just check if you are on the correct track ☺).
- Q3: What do you think the purpose of the Business Case Theme is? Answer in your own words and remember you will just have to recognize the purpose in an exam question so you are not expected to be able to answer this question in full. (Tip: Try to remember one key word.)
- Q4: Which theme provides mechanisms to judge whether the project is and remains desirable and achievable?
- Q5: What **theme** ensures the project is desirable, viable and achievable? So which theme looks to see if the project is desirable, viable and achievable?
- Q6: List one purpose of the Benefits Review Plan? Answer in your own words.
- Q7: Do you think the purpose of the Business Case theme is to establish (provide) methods to judge whether the ongoing project is justified?
- Q8: Why is the Business Case updated in the Managing a Stage Boundary process?
- Q9: What is a measurable improvement resulting from an outcome (Output, Outcome or Benefit)?
- Q10: Which of the seven principles does the Business Case team support?
- Q11: Why might the Benefits Review Plan be updated during the Controlling a Stage process?
- Q12: Which is a purpose of the Business Case theme? (Tip: Continued business justification).
- Identify which role is responsible for producing the Business Case.
 - Identify the project's outputs.
 - Establish the controls to manage changes that may impact the project benefits.
 - Establish a viable investment proposition.
- Q13: How is a Benefits Review Plan used in the Closing a Project process? (Use your own words).
- Q14: Which is the definition of a project **outcome**?
- A measurable improvement that is perceived as an advantage by one or more stakeholders.
 - The reason for the project.
 - The result of the change derived from using the project's output.
- Q15: What is meant by the statement “PRINCE2 is based on a customer supplier environment”?
- Q16: Who is responsible to make sure that the Business Case is **verified** at each key decision point (e.g. end of each stage) in a project? The Business Case needs to be verified from a Business, User and Supplier point of view.
- Q17: What do you think is the main purpose of the Benefits Review Plan? (Tip: This is a **plan**).

4.3 Questions & Answers

Q1: Which document is used to show the justification for the project?

A1: The Business Case is used to document the justification for undertaking the project and it is kept up to date to show the continuous justification for the project.

Q2: Give an example of an output, an outcome and a benefit of a new after train service between two cities. (Your answers will be different to mine but just check if you are on the correct track ☺).

A2: An output would be: A new train service.

An outcome might be: More comfortable trains, more seating room, less noise.

A benefit might be: 20% reduction in running costs, 50% improvement in delays.

Q3: What do you think the purpose of the Business Case Theme is? Answer in your own words and remember you will just have to recognize the purpose in an exam question so you are not expected to be able to answer this question in full. (Tip: Try to remember one key word.)

A3: The purpose of the knowledge in the Business Case Theme is “to provide a structure to judge whether the Business Case is desirable, viable, achievable and worth the continued investment that is made during the project.” I think the key words here are **to provide a structure to judge** or **provide a mechanism to judge**, and then you will be able to pick out the correct answer.

Q4: Which theme provides mechanisms to judge whether the project is and remains desirable and achievable?

A4: The Business Case Theme (this was too easy in this section but you will get questions like this).

Q5: What theme ensures the project is desirable, viable and achievable? So which theme looks to see if the project is desirable, viable and achievable?

A5: The Business Case theme. This theme drives decision-making throughout the project. The Business Case document provides justification for the Project Board.

Q6: List one purpose of the Benefits Review Plan? Answer in your own words.

A6: The purpose of the Benefits Review Plan is to:

- identify the benefits (describe them).
- describe how the benefits can be measured.
- plan when the benefits can be assessed.

Q7: Do you think the purpose of the Business Case theme is to establish (provide) methods to judge whether the ongoing project is justified?

A7: Yes, the Project Board makes decisions based on this information.

Q8: Why is the Business Case updated in the Managing a Stage Boundary process?

A8: The Business Case may be updated to document any changes to costs in the last stage or forecast cost changes in a future stage. The Project Manager will also check that there is continued justification for the project using the Business Case document and will advise the Project Board to shut down the project if not. So the Business Case is used to justify the continuing viability of the project.

Q9: What is a measureable improvement resulting from an outcome (Output, Outcome or Benefit)?

A9: A benefit is a measurable improvement resulting from an outcome.

- The outputs of a project are the products that the users will use.
- The outcome is what people can do differently (e.g. simple reporting). The outcome comes from using the product (i.e. it is a result of using the product).
- Outputs produce outcomes and outcomes produce benefits.

Q10: Which of the seven principles does the Business Case team support?

A10: The Business Case theme supports the continued business justification principle. This theme provides the structure to document the Business Case so that it is possible to continually check during the project if the Business Case is still valid (continued business justification).

Q11: Why might the Benefits Review Plan be updated during the Controlling a Stage process?

A11: In perhaps most projects, benefits are realized after the project is shut down but some benefits can be realized during the project. So the Project Manager will check if there are expected benefits during the project and if so will check if they have been realized.

Q12: Which is a purpose of the Business Case theme? (Tip: Continued business justification.)

- a) Identify which role is responsible for producing the Business Case.
- b) Identify the project's outputs.
- c) Establish the controls to manage changes that may impact the project benefits.
- d) Establish a viable investment proposition.

A12: The answer is: (d) Establish a viable investment proposition, which means to show that the project is worth doing from a business point of view.

Q13: How is a Benefits Review Plan used in the Closing a Project process? (Use your own words).

A13: The Benefit Review plan may be checked to see if any benefits were due in the current stage. It will always be checked if benefits will be realized after the project and make sure that the post project activities to confirm the benefits are planned. The Benefits Review Plan will then be given to the Project Board by the Project Manager and it is then given to Corporate or Programme Management as they will be responsible for carrying out these post project activities.

Q14: Which is the definition of a project outcome?

- A. A measurable improvement that is perceived as an advantage by one or more stakeholders.
- B. The reason for the project.
- C. The result of the change derived from using the project's outputs.

A14: The answer is C, the outcome is a result of using the products produced by the project.

- A is a Benefit (measurable improvement).
- B is the reasons for doing the project. These reasons are mentioned in the project mandate and the Business Case.

Q15: What is meant by the statement "PRINCE2 is based on a customer supplier environment"?

A15: PRINCE2 assumes that there will be a customer who is requesting a product, who will pay for the product and will perhaps use the product. PRINCE2 also assumes a Supplier who will produce the product. Both the customer and supplier can exist within the same company (two different departments), or the supplier can be external.

Why is this important? It is a good way to view the project roles and responsibilities, e.g. who should be on the Project Board. This is also covered in the Organization theme.

Q16: Who is responsible to make sure that the Business Case is verified at each key decision point (e.g. end of each stage) in a project? The Business Case needs to be verified from a Business, User and Supplier point of view.

A16: This is the Project Board. For example, they should be asking at the end of each stage "Is the investment in the project still worth doing?" The Executive is responsible for creating the Business Case but the Project Board is responsible for checking the viability of the project.

Q17: What do you think is the main purpose of the Benefits Review Plan? (Tip: This is a plan).

A17: To provide a schedule to check the benefits (to check if the benefits have been achieved).

5 Organization Theme

5.1 What you need to know for the Foundation Exam

You should:

- Be able to recall the defined roles within the Organization theme.
- Understand how this theme supports the principle defined roles & responsibilities.
- Understand the purpose of the organization theme.
- Know in which process the Organization theme is applied and responsible roles.
- Know the three project interests.
- Know how the four levels of the project management structure apply to the process model.
 - The four levels are: Corp / Program, Direction, Management and Delivery
- Know the difference between the project stakeholders and project decisions makers.
- Know the purpose of the Communications Management Structure.
- Know which principle is supported by the Organization Theme.

5.2 Questions

- Q1: Which roles represent the **managing** and **delivering** levels in the project management team?
- Q2: Who (which role) does the Project Manager discuss the following with: Work Packages, frequency of the Checkpoint Reports, when the products will be delivered and tolerances?
- Q3: Which role is responsible for creating the four strategy documents including the Communications Management Strategy and when are these created (in which process)?
- Q4: What is a purpose of Project Assurance? (You just need to be aware of what this role is for.)
- Q5: List just one purpose of the Communication Management Strategy? (Try to think of what it is used for. This will help you recognize the answer in a multiple choice question.)
- Q6: Which of these roles can the Project Manager also perform? (So the Project Manager can act as this role and make decisions within certain limits.)
- a) Executive
 - b) Project Assurance
 - c) Change Authority
 - d) Senior User
- Q7: Can some stakeholders have roles in the Project Management Team?
- Q8: What is a purpose of the Organization theme? (Try to think of one or two keywords and remember you will just have to recognize the answer from a list in the exam.)
- Q9: Which of the following roles can the Project Manager also perform if they have the specialist skills (knowledge about the products to be produced)?
- a) Senior User(s)
 - b) Team Manager(s)
 - c) Project Assurance
 - d) Quality Assurance
- Q10: List a purpose of the Change Authority (You just need to understand why this role exists.)
- Q11: Which of these roles can the Project Manager **NOT** perform?
- a) Change Authority, b) Project Assurance, c) Project Support, d) Team Manager.
- Q12: Which principle does the Organization theme support? (Look at the list of principles and choose.)
- Q13: Which level is in the **Project Management Structure** but not the Project Management Team?
- Q14: List the three project interests (also known as the three primary stakeholders) that should always be represented in a project.
- Q15: Which of these roles **must only** be carried out by one person?
- a) Senior Supplier, b) Senior Supplier, c) Project Assurance, d) Executive

5.3 Questions & Answers

Q1: Which roles represent the managing and delivering levels in the project management team?

A1: The managing level relates to the Project Manager and the delivering level relates to the Team Manager. The Project Board is at the Direction Level. (See: The Project Management Team).

Q2: Who (which role) does the Project Manager discuss the following with: Work Packages, frequency of the Checkpoint Reports, when the products will be delivered and tolerances?

A2: This is the Team Manager and these topics are discussed when a Project Manager is handing over a Work Package to the Team Manager. A Work Package can contain information on one or more products to be produced by the team.

Q3: Which role is responsible for creating the four strategy documents including the Communications Management Strategy and when are these created (in which process)?

A3: The four strategy documents are created by the Project Manager in the IP process (IP stage).

Q4: What is a purpose of Project Assurance? (You just need to be aware of what this role is for.)

A4: Project Assurance provides assurance to the Project Board that all is going OK and it is the responsibility of the Project Board to make sure this happens. Project Assurance also provides guidance to the Project Manager, e.g. corporate standards, advice, etc.

Q5: List just one purpose of the Communication Management Strategy? (Try to think of what is it used for. This will help you recognize the answer in a multiple choice question.)

A5: Here are a few purposes but if you get one, then you understand why this document is used.

- Describe the communication methods between the project and the stakeholders
- List the type of reports and the information they should contain
- Document the timing states when communication activities will be done
- Document the roles and responsibilities: Who will handle the communication?
- Document the result of the stakeholder analysis and the information they will get

Q6: Which of these roles can the Project Manager also perform? (So the Project Manager can act as this role and make decisions within certain limits.)

- | | |
|----------------------------|-----------------------------|
| a) Executive | b) Project Assurance |
| c) Change Authority | d) Senior User |

A6: The Change Authority role can be delegated by the Project Board to the Project Manager.

E.g. they may be able to decide on changes within certain limits such as:

- The cost of change request is less than €500.
- Effect on the timescale is less than 2 days.

Q7: Can some stakeholders have roles in the Project Management Team?

A7: Yes, stakeholders are anybody that can affect or be affected by the project. This also includes the members of the Project Management Team, such as the Project Board, Project Manager and Change Authority.

Q8: What is a purpose of the Organization theme? (Try to think of one or two keywords and remember you will just have to recognize the answer from a list in the exam.)

A8: The purpose is to define and establish the project's structure of accountability and responsibilities (the who). So the Organization theme shows how this can be done. The keywords here are: to define the projects structure of accountability and responsibilities.

Q9: Which of the following roles can the Project Manager also perform if they have the specialist skills (knowledge about the products to be produced)?

- a) Senior User(s) b) Team Manager(s)
c) Project Assurance d) Quality Assurance

A9: Team Manager: Team Managers are optional. If the Project Manager has the appropriate specialist knowledge and time, she may manage some or all of the teams directly.

Q10: List a purpose of the Change Authority (You just need to understand why this role exists.)

A10: Change Authority is the role for dealing with requests for change and off-specifications.

- This allows the Project Board to delegate authoring for making changes to others.
- They agree on a scale for changes and who can decide on what changes.
- This also prevents that the Project Board is bothered with each request for change.

Q11: Which of these roles can the Project Manager NOT perform?

- a) Change Authority, b) Project Assurance, c) Project Support, d) Team Manager.

A11: The Project Manager cannot perform Project Assurance. The Project Manager may be delegated some Change Authority power (authority) by the Project Board, e.g. can decide on changes that cost < €500.

Q12: Which principle does the Organization theme support? (Look at the list of principles and choose.)

A12: The organization supports the principle "defined roles and responsibilities". The organization theme helps to ensure that the project has defined and agreed roles and responsibilities within an organization structure that engages the Business, User and Supplier stakeholder interests.

Q13: Which level is in the Project Management Structure but not the Project Management Team?

A13: The Corporate or Programme Management level is not part of the Project Management Team.

Q14: List the three project interests (also known as the three primary stakeholders) that should always be represented in a project.

A14: The three project interests are: Business, User and Supplier. This helps to ensure the project is correctly balanced and will deliver a useable product (output) that will be value for money.

Q15: Which of these roles must only be carried out by one person?

- b) Senior Supplier, b) Senior Supplier, c) Project Assurance, d) Executive.

A15: The Executive role is assigned to one person (one single point of **accountability** for the project).

6 Quality Theme

6.1 What you need to know for the Foundation exam

You should:

- Be able to recognize the different roles in a Quality Review Meeting.
 - These are Chair, Reviewer, Administrator and Presenter (Tip: CRAP, sorry PRINCE2)
- Be able to recognize the purpose of the Quality Theme.
 - The purpose of the knowledge in the Quality Theme is to define and implement a system that will create and verify that products are fit for use.
- Know the difference between Quality Assurance and Project Assurance.
 - Tip: Who does Quality Assurance and Project Assurance report?
- Be aware of the objectives of the quality review technique.
 - See 7.8 The PRINCE2 Quality Review Technique.
- Be aware of the differences between the Customer Quality Expectations and Acceptance Criteria (see 7.6.2 and 7.6.3).
- Know the purpose of the Project Product Description, Product Description, Quality Register and the Quality Management Strategy (answer why each document is needed).
- Understand which Principle is supported by the Quality Theme. (Focus on products).

6.2 Questions

- Q1: In your own words, what is the purpose of the Quality theme? (Just focus on getting the general idea of the quality theme and try to think of two or three key words.)
- Q2: In which product are the results of the Quality Review meeting placed?
- Q3: Who is responsible for Project Assurance and who is responsible for Quality Assurance?
- Q4: List **just one** of the **quality headings** in a product description. (Don't worry about the correct wording as you just have to recognize the information in an exam question and you are not expected to know these.)
- Q5: Which roles do the following as part of the Quality Review technique? (Tip: think CRAP.)
- Introduces (presents) the product for review and represents the producer(s) of the product.
 - Reviews the products, submits questions and confirms corrections or improvements.
- Q6: Does the Project Product Description define what the project must handover to achieve customer approval (Acceptance Criteria)?
- Q7: In which product would a product's quality tolerance be defined? (Just think of where you add the quality information for each product.)
- Q8: Do you find the **customer's quality expectations** in the Project Product Description (main product) or the Product Description(s) or both?
- Q9: List just one objective of the Quality Review Technique (in your own words). (You just need to have an idea of why the Quality Review Technique is used).
- Q10: In which process does Quality Planning begin?
- Q11: Which of the following is not documented in a Product Description?
- a) Quality skills required, b) Quality criteria, c) Results of a quality check, d) Composition.
- Q12: Name two of the recommended quality review team roles (roles that are involved in a Quality Review Technique meeting)? (Tip: Think CRAP.)
- Q13: Which product should be updated if a product fails its quality check? (e.g. Result = Fail)
- a) Risk Register b) Issue Register c) Quality Register d) Lessons Log
- Q14: In which process do both the customer and supplier set the Acceptance Criteria? (Think of the document where this information is stored.)
- Q15: Which of these activities is the responsibility of the Corporate or Programme Management?
- a) Quality planning activities b) Quality review activities
c) Quality control activities d) Quality assurance activities

6.3 Questions & Answers

Q1: In your own words, what is the purpose of the Quality theme? (Just focus on getting the general idea of the quality theme and try to think of two or three key words.)

A1: You can say anything like the following (these all say the same thing):

- The purpose of the knowledge in the Quality Theme is to define and implement a system that will create and verify that products are fit for use.
- The Quality Theme defines the PRINCE2 approach to ensure that products created during the project meet the expectations, and that the end-product can be used as intended.
- The Quality Theme defines the way in which the project will ensure that all products of the project are fit for purpose (or meet expectations).

So if you got anything like this, you're on the right track and understand the purpose.

Q2: In which product are the results of the Quality Review meeting placed?

A2: Quality results should be placed in the Quality Register, so the Quality Register provides both a plan for all Quality activities and a history of all Quality activities (results) that have taken place.

The Quality Register is also an important control product for the Project Manager and they can check if quality checks are taking place as planned and check if these products have passed.

Q3 Who is responsible for Project Assurance and who is responsible for Quality Assurance?

A3: Project Assurance is the responsibility of the Project Board, while the Corporate or Programme are responsible for Quality Assurance. You can also say that the role Quality Assurance is outside the project management team while Project Assurance is in the project management team.

Q4: List just one of the quality headings in a product description. (Don't worry about the correct wording as you just have to recognize the information in an exam question and you are not expected to know these.)

A4: A production description contains the following quality information:

- Quality Criteria : describes the level of quality that must be reached.
- Quality Tolerance lists tolerance (e.g. +-10%).
- Quality Methods list the different quality tests that can be used (e.g. inspection).
- Quality Skills required skills required by persons who will do the quality checks.
- Quality Responsibilities define the producer, quality reviewer and approver.

Q5: Which roles do the following as part of the Quality Review technique? (Tip: think CRAP.)

- Introduces (presents) the product for review and represents the producer(s) of the product.
- Reviews the products, submits questions and confirms corrections or improvements.

A5: The **Presenter** presents the products and the **Reviewer** reviews the products

Q6: Does the Project Product Description define what the project must handover to achieve customer approval (Acceptance Criteria)?

A6: Yes, the Project Product Descriptions define both the Customer Quality Expectations and the Acceptance Criteria. The Acceptance Criteria is like a Quality check list that the client will use to accept the product.

Q7: In which product would a product's quality tolerance be defined? (Just think of where you add the quality information for each product.)

A7: Quality tolerance information is documented in the Product Descriptions. The Product Descriptions also contain the quality criteria, quality methods, quality skills and quality responsibilities. The Project Product Description contains the project-level quality tolerances.

7 Plans Theme

7.1 What you need to know for the Foundation Exam

You should:

- Know the purpose of the plan's theme.
- Know the three levels of a plan recommended by PRINCE2.
- Recognize and understand the four steps in Product Based Planning.
- Understand how the plan relates to the principles.
- Know the purpose of each plan, who creates, who reads, level of detail.
- Know the purpose of the Exception Plan and how it's used.
- Know some of the typical contents of a plan.
- Know when the plans are created and by whom.
- Understand which principle is supported by the Plans Theme.

7.2 Questions

Q1: What are the first three plans to be created using the information in the Plans Theme and when are these plans created (in which process)?

Q2: Which plans are used by the different levels in the Project Management Team?

Q3: Which two of the following plans are mandatory in a project?
Team Plan, Exception Plan, Project Plan, Stage Plan, Programme Plan

Q4: Which of the following sentences is incorrect?

- A. Stage Plans are produced close to the time when the planned activities will take place.
- B. Stage Plans provide the basis for day to day control by the Project Manager during a stage.
- C. Stage Plans provide the basis for day to day control by the Project Board.

Q5: What is the correct order for Product Based Planning technique and in which process is the Project Product Description created?

- Product Description
- Product breakdown structure
- Project Product Description
- Product flow diagram

Q6: Which role sets the project, stage and team plans tolerances?

Q7: Who approves the Exception Plan if it has to replace the current **Project Plan**?

Q8: Which **two** are identified when creating a **product breakdown structure (PBS)**? (Tip: The PBS happens before product descriptions and the **product flow diagram** are written.)

- A. Products to be created by internal resources (Y/N)
- B. Estimate time to develop each product (Y/N)
- C. Resources required to produce the products (Y/N)
- D. External products (existing or out-of-scope products) (Y/N)

Q9: What **is** a purpose of the Plans theme? (Tip: Which do you think fits with planning?)

- Facilitate communication (Y/N)
- Establish the project's structure of accountability (Y/N)
- Define the means of delivering the products (Y/N)
- Understand whether the targets are achievable (Y/N)
- Assess and control uncertainty (Y/N)

Q10: Which theme provides information on what is required, how it will be achieved and by whom?

Q11: What are **two benefits** of using the **Project Based Planning Technique**? (Answer Yes / No)

- All the required products of the project will be delivered on time and to cost: Y/N
- Improves communication as it provides a simple overview of the products Y/N

- Clearly shows how long a project will take Y/N
- Reduces the risk of incorrectly scoping the project Y/N

Q12: Name the three levels of plan recommended by PRINCE2 (name the plans) and indicate which plan is optional in a project.

Q13: Which two roles have the responsibility to write the Product Descriptions? (Tip: They will involve other persons while writing but they have the responsibility.)

Q14: Who should the Team Manager notify if they forecast to go out of tolerance?

Q15: Which Plan is **updated** (not created) in the Managing a Stage Boundary process and why?

7.3 Questions & Answers

Q1: What are the first three plans to be created using the information in the Plans Theme and when are these plans created (in which process)?

A1: The first plan created is the Initiation Stage Plan in the SU process. The second plan created is the Project Plan in the IP process. The third plan created is the Stage Plan for the 1st delivery stage (2nd stage in the project) in the SB process.
The Benefits Review Plan is created in the IP process but it does not use the Plan's information.

Q2: Which plans are used by the different levels in the Project Management Team?

A2: The Project Board mainly uses the Project Plan.
The Project Manager uses the Stage Plan on a day to day basis and he also updates the Project Plan in the SB process and uses it to create the next Stage Plan.
The Team Manager uses the Team Plan only.

**Q3: Which two of the following plans are mandatory in a project?
Team Plan, Exception Plan, Project Plan, Stage Plan, Programme Plan**

A3: The Project Plan and the Stage Plan are mandatory. The Stage Plan is for the IP stage.

Q4: Which of the following sentences is incorrect?

A. Stage Plans are produced close to the time when the planned activities will take place.
B. Stage Plans provide the basis for day to day control by the Project Manager during the initiation stage and the delivery stages.
C. Stage Plans provide the basis for day to day control by the Project Board.
A4: The answer is C as the Project Board uses the Project Plan as a basis for control. In other words, they monitor the progress of the project compared to the Project Plan.

Q5: What is the correct order for Product Based Planning technique and in which process is the Project Product Description created?

- Product Description
- Product breakdown structure
- Project Product Description
- Product flow diagram

A5: The correct order is as follows:

1. Project Product Description : Created in SU process (becomes part of the Project Brief).
2. Product breakdown structure : Created using mind map, indented list, etc.
3. Product Description
4. Product flow diagram : Shows development sequence.

The last three steps can all be done in one workshop.

Q6: Which role sets the project, stage and team plans tolerances? (Progress Theme question)

A6: The Corporate or Programme Management sets the project tolerances and the Project Board sets the Stage tolerances. The Project Manager and the Team Manager agree on the tolerances for each Work Package.

Q7: Who approves the Exception Plan if it has to replace the current Project Plan?

A7: The Corporate or Program Management approves the Exception Plan that will replace the current Project Plan. The Project Board will approve the Exception Plan that will replace the Stage Plan.

Q8: Which two are identified when creating a product breakdown structure (PBS)? (Tip: The PBS happens before product descriptions and the product flow diagram are written.)

- Products to be created by internal resources (Y/N)
- Estimate time to develop each product (Y/N)
- Resources required to produce the products (Y/N)
- External products (existing or out-of-scope products) (Y/N)

A8: Answer

- | | |
|----------------------------------------------------------|-------------------------------|
| A. Products to be created by internal resources | Yes |
| B. Estimates time to develop each product | No, decided later in planning |
| C. Resources required to produce the products | No, decided later in planning |
| D. External products (existing or out-of-scope products) | Yes |

Q9: Which three are purposes of the Plans theme? (Tip: Which do you think fits with planning?)

- | | |
|-------------------------------------------------------|-------|
| • Facilitate communication | (Y/N) |
| • Establish the project's structure of accountability | (Y/N) |
| • Define the means of delivering the products | (Y/N) |
| • Understand whether the targets are achievable | (Y/N) |
| • Assess and control uncertainty | (Y/N) |

A9: Answer

- | | | |
|--------------------------------------------------------|---|-----------------------------------|
| • Facilitate communication | : | Yes, using workshops, diagrams |
| • Establish the project's structure of accountability: | | No, this is Organization |
| • Define the means of delivering the products | : | Yes, this is discussed and agreed |
| • Understand whether the targets are achievable | : | Yes, this is discussed |
| • Assess and control uncertainty | : | No, this is Risk Management |

Q10: Which theme provides information on what is required, how it will be achieved and by whom?

A10: This is the Plans theme. Planning provides information on what is required, how it will be achieved and by whom, when events will happen and whether targets are achievable. Planning starts with the creation of the Project Product Description.

Q11: What are two benefits of using the Product Based Planning Technique? (Answer Yes / No)

- | | |
|-----------------------------------------------------------------------------------|-----|
| • All the required products of the project will be delivered on time and to cost: | Y/N |
| • Improves communication as it provides a simple overview of the products | Y/N |
| • Clearly shows how long a project will take | Y/N |
| • Reduces the risk of incorrectly scoping the project | Y/N |

A11: There are two correct answers:

- | | |
|-----------------------------------------------------------------------------------|-----|
| • All the required products of the project will be delivered on time and to cost: | No |
| • Improves communication as it provides a simple overview of the products | Yes |
| • Clearly shows how long a project will take | No |
| • Reduces the risk of incorrectly scoping the project | Yes |

Note: Product Based Planning is done before estimations.

Q12: Name the three levels of plan recommended by PRINCE2 (name the plans) and which plan is optional in a project.

A12: The Project Plan, Stage Plan and Team Plan. The Team Plan is optional.

Q13: Which two roles have the responsibility to write the Product Descriptions? (Tip: they will involve other persons while writing but they have the responsibility.)

A13: The Project Manager and Team Manager have the responsibility to write the Product Descriptions.

Q14: Who should the Team Manager notify if they forecast to go out of tolerance?

A14: The Team Manager should notify the Project Manager by raising an issue.

Q15: Which Plan is updated (not created) in the Managing a Stage Boundary process and why?

A15: The Project Plan is updated to show actuals to dates (mark off what has been delivered in the last stage) and the forecast for the rest of the project may also be updated based on the new Stage Plan.

8 Risk Theme

8.1 What you need to know for the Foundation Exam

You should:

- Be aware of the definition of risk and know the difference between a threat and an opportunity.
- Know the recommended responses to threats and opportunities.
- Know the difference between a risk owner and a risk actionee.
- Be able to recognize the purpose of the risk theme:
 - To provide an approach to “identify, assess and control uncertainty during a project and as a result, improve the ability of the project to succeed”.
- Understand each step in the recommended risk management procedure:
 - Identify, Assess (Estimate and Evaluate), Plan responses, Implement Responses and Communicate.
- Understand the purpose of the risk budget.
- Understand the terms risk probability, risk impact and risk proximity.
- Understand the difference between cause, event and effect when expressing risk.
- Understand the purpose of the Risk Management Strategy and the Risk Register.
- Understand the concept of risk appetite.
- Understand the concept of risk tolerance.

8.2 Questions

Q1: Which lines describe risk appetite and which line describes risk tolerance?

- A. An organization's attitude towards risk-taking
- B. Probable effect on the project delivering its objectives
- C. Probable timeframe within which a risk may occur
- D. Level of risk exposure that, when exceeded, triggers an exception

Q2: Which do you think is a purpose of the Risk Management Strategy?

- A. Capture and maintain information on all identified risks relating to the project
- B. Document specific actions for responding to risks
- C. Describe the procedures and techniques for managing project risks

Q3: List two of the responses to a Threat.

Q4: Choose the **risk cause** from the following sentence: “Due to the unstable weather, there is a threat of rain which would reduce the number of visitors by about 50%.”

Q5: What is the purpose of the Risk Budget? (Answer in your own words.)

Q6: Can the Risk Budget be used to fund extra requests for change in the last stage if it is not used during the project?

Q7: Which of the following two lines describe the purpose of the Risk theme?

- Identify risks that may have an impact on delivering the project objectives (Y/N)
- Assess and evaluate the impact of the risks on delivering the project objectives (Y/N)
- Manage risks at the corporate or programme level of the organization (Y/N)

Q8: Which risk response is this: “If the risk opportunity does happen then you will take advantage of it”?

- Transfer, Share, Fallback, Exploit, Reduce

Q9: List two of the responses to an Opportunity. (Tip: One response is also the response to a threat.)

Q10: Which theme assesses and controls uncertainty within a project?

Q11: Which word best describes **risk probability**: Impact, Likelihood, Proximity or Severity?

Q12: Which **two** are purposes of the Risk Management Strategy?

- Defines the techniques to be used when assessing project risks (Y/N)
- Summarizes exposure to strategic, programme, project and operational risks (Y/N)

- Recommends responses for each of the project risks (Y/N)
- Creates the organizations (company) risk management policy (Y/N)
- Establishes a procedure to help identify, assess and control risk in the project (Y/N)

Q13: Which term is used to describe **when** a risk might occur and the **effect** of the risk if it does happen?

- Impact, Proximity, Probability, Evaluate, Severity

Q14: What is the first and second step within the recommended risk management procedure?

- Choose from: Communicate, Assess, Identify, Implement, Plan.

Q15: Who (which role) helps the Project Manager to maintain the Risk Register?

8.3 Questions & Answers

Q1: Which lines describe risk appetite and which line describes risk tolerance?

- A. An organization's attitude towards risk-taking
- B. Probable effect on the project delivering its objectives
- C. Probable timeframe within which a risk may occur
- D. Level of risk exposure that, when exceeded, triggers an exception

A1: Risk appetite is an organization's attitude towards risk-taking **(A)**

Risk tolerance is the level of exposure than when exceeded triggers an exception **(D)**

Q2: Which do you think is a purpose of the Risk Management Strategy?

- A. Capture and maintain information on all identified risks relating to the project
- B. Document specific actions for responding to risks
- C. Describe the procedures and techniques for managing project risks

A2: The answer is C. The information described in A and B is stored in the Risk Register.

Q3: List two of the responses to a Threat.

A3: The five responses to threats are Avoid, Reduce, Fallback, Transfer, Accept and Share.

Q4: Choose the risk cause from the following sentence: "Due to the unstable weather, there is a threat of rain which would reduce the number of visitors by about 50%."

A4: Here, the risk cause is unstable weather. The cause should describe the source of the risk, i.e. the event or situation that gives rise to the risk. The above sentence includes the cause, the event (threat of rain) and effect (impact).

Q5: What is the purpose of the Risk Budget? (Answer in your own words.)

A5: The purpose of the Risk Budget is to provide a fund to cover the costs of implementing specific risk responses (e.g. to reduce the impact of risks, to implement contingency plans). These responses are described in the Risk Register.

Q6: Can the Risk Budget be used to fund extra requests for change in the last stage if it is not used during the project?

A6: The Risk Budget should be returned to the Project Board if not used and should not be used for anything else during the project.

Q7: Which of the following two lines describe the purpose of the Risk theme?

- Identify risks that may have an impact on delivering the project objectives (Y/N)
- Assess and evaluate the impact of the risks on delivering the project objectives (Y/N)
- Manage risks at the corporate or programme level of the organization (Y/N)

A7: Answer:

- Identify risks that may have an impact on delivering the project objectives Yes
- Assess and evaluate the impact of the risks on delivering the project objective Yes
- Manage risks at the corporate or programme level of the organization No

The Risk theme is about managing project risk and is not done at the corporate or programme level.

Q8: Which risk response is this: "If the risk opportunity does happen then you will take advantage of it"? : Transfer, Share, Fallback, Exploit, Reduce

A8: Answer: Exploit, e.g. If the weather is good, then I will exploit the opportunity to sell ice cream.

Q9: List two of the responses to an Opportunity. (Tip: one response is also the response to a threat.)

A9: The four responses to opportunities are: Share, Exploit, Enhance and Reject. Share is also a response to a threat.

Q10: Which theme assesses and controls uncertainty within a project?

A10: This is the Risk Theme. The purpose of the Risk theme is to identify, monitor and control uncertainty and, as a result, improve the ability of the project to succeed.

Q11: Which word best describes risk probability: Impact, Likelihood, Proximity or Severity?

A11: Probability is the same as Likelihood: "how probable is the risk to happen?"

- Impact: Probable effect on the project delivering its objectives
- Severity: The scale or effect of the risk
- Proximity: Probable timeframe within which the risk may occur

Q12: Which two are purposes of the Risk Management Strategy?

- Defines the techniques to be used when assessing project risks (Y/N)
- Summarizes exposure to strategic, programme, project and operational risks (Y/N)
- Recommends responses for each of the project risks (Y/N)

A12: Answer:

- Defines the techniques to be used when assessing project risks Yes
- Summarizes exposure to strategic, programme, project and operational risks No
- Recommends responses for each of the project risks No
- Creates the organizations (company) risk management policy No
- Establishes a procedure to help identify, assess and control risk in the project Yes

The Risk Management Strategy describes the specific risk management techniques and standards to be applied during the project, and the responsibilities to provide a good and consistent risk management procedure.

Q13: Which term is used to describe when a risk might occur and the effect of the risk if it does happen?

- Impact, Proximity, Probability, Evaluate, Severity

A13: The term used to describe **when** a risk might occur is **Proximity**.

The term used to describe the **effect** of a risk on the project is **Impact**.

Q14: What is the first and second step within the recommended risk management procedure?

- Choose from: Communicate, Assess, Identify, Implement, Plan.

A14: The risk management procedure is **Identify, Assess, Plan, Implement and Communicate**. You can use the sentence: **I Ate Peaches In China** to remember this.

Q15: Who (which role) helps the Project Manager to maintain the Risk Register?

A15: Project Support will normally assist the Project Manager to maintain the Risk Register.

9 Change Theme

9.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the three types of issues.
- Be able to recognize the purpose of the Change theme.
- Know the purpose of the change budget.
- Know the purpose of the Configuration Management Strategy, Configuration Item Record, Issue Report, Issue Register and Product Status Account.
- Be able to recognize the steps in issue and change control procedure.
 - Capture, Examine, Propose, Decide & Implement (just remember CEPDI).
- Be able to recognize the five activities in Configuration Management.
 - IP Stage: 1) Planning, 2) Identification
 - During the project: 3) Control, 4) Status 5) Accounting and Verification and Audit

9.2 Questions

Q1: Which entity (management product) contains such information as: Status, Identifier, Location, Owner, Source, Date Allocated, etc.?

Choose from: Product Report, Configuration Item Record, Product data, Configuration Brief.

Q2: Which of the following terms can be defined as “the technical and **administrative activity** concerned with creation, maintenance and controlled change of configuration throughout the life of a product?”

Choose from: Change Request, Configuration Management, Change Authority and Change Budget.

Q3: In which process and in which strategy document are the project's controls for issues, changes and configuration management defined?

Q4: In which **two** management products do you place issues that need to be managed formally and informally?

Choose from: Lessons Log, Problem Log, Issue Register, Daily Log, Issue File.

Q5: What is the name of the report that is created to describe an issue and how to respond to it?

Q6: What are the three types of issues recognized by PRINCE2? (Don't worry about the exact name.)

Q7: How should a Team Manager escalate a suggestion for an improvement to a product?

Choose from: Create a Highlight Report, Raise an Issue or Create an Exception Report.

Q8: Which of the following is funded from a change budget?

Choose from: Fall-back plan, Request for change, Risk activity, or Change Authority.

Q9: Which **two** of the following are purposes of an **Issue Report**? (Tip: Two of the following lines are a purpose of the Risk Register.)

- Provide overview of all current formal issues (Y/N)
- Record an issue's resolution (Y/N)
- Capture all problems or concerns within the project (Y/N)
- Capture recommendations for handling a request for change (Y/N)

Q10: What term is used for an **entity** that is subject to configuration management (any product that needs to be looked after during the project)? An entity can be a product, release, or component of a product.

Choose from: Change Request, Configuration item, Change Budget, Change Form.

Q11: Which of the following reports can be used to escalate an issue (eg: Change Request, Problem, Off-Specification) to the Project Board or to the delegated Change Authority?

Choose from: End Stage Report, Issue Report, Checkpoint Report, Product Report.

Q12: Which procedure should be applied if a base lined (signed off) product requires modification?

Choose from: Tolerance management, Issue and change control, Manage by exception.

Q13: In which register should any **requests for change** be recorded?

Choose from: Change Register, Issue Register, Quality Register, Risk Register.

Q14: Can a **change budget** be used (if there are still funds available at the end of the project) to fund extra important features without having to go through the issue and change control procedure?

Q15: Can the Project Manager also perform the Change Authority Role? (Y/N)

Q16: Which is a purpose of the Change Theme? (Only one right answer)

- Prevent change to base lined products (Y/N)
- Identify, assess and control any changes to baseline products (Y/N)
- Monitor project achievements against those planned (Y/N)
- Setup project controls (Y/N)

9.3 Questions & Answers

Q1: Which entity (management product) contains such information as: Status, Identifier, Location, Owner, Source, Date Allocated, etc.

Choose from: Product Report, Configuration Item Record, product data, Configuration Brief.

A1: This is the Configuration Item Record. The purpose of Configuration Items Records is to provide a set of records that describe (meta data) the products of a project. E.g. The MP3 tag information describes a song; you can use this data to search for specific products (songs).

Q2: Which of the following terms can be defined as, “The technical and administrative activity concerned with creation, maintenance and controlled change of configuration throughout the life of a product?”

Choose from: Change Request, Configuration Management, Change Authority and Change Budget.

A2: Configuration Management. It's about looking after the products in the project.

Q3: In which process and in which strategy document are the project's controls for issues, changes and configuration management defined?

A3: These are defined in the Initiating a Project process and documented in the Configuration Management Strategy.

Q4: In which two management products do you place issues that need to be managed formally and informally?

Choose from: Lessons Log, Problem Log, Issue Register, Daily Log, Issue File.

A4: Issues that need to be managed formally are placed in the Issue Register.

Issues that need to be managed informally are first placed in the Daily Log but can be moved to the Issue Register if they later need to be handled formally.

Q5: What is the name of the report that is created to describe an issue and how to respond to it?

A5: The Issue Report is used to document an issue.

Q6: What are the three types of issues recognized by PRINCE2? (Don't worry about the exact name.)

A6: Off-Specification, Request for Change, and Problem/concern.

Q7: How should a Team Manager escalate a suggestion for an improvement to a product?

Choose from: Create a Highlight Report, Raise an Issue or Create an Exception Report.

A7: The Team Manager will raise an issue. It is the Project Manager that decides the type of issue (off-specification, request for change or problem/concern) and how to deal with it (formally or informally), etc.

Q8: Which of the following is funded from a change budget?

Choose from: Fall-back plan, Request for change, Risk activity, or Change Authority.

A8: Request for change. A change budget is a sum of money that can be used to fund the cost of requests for change.

Q9: Which two of the following are purposes of an Issue Report? (Tip: Two of the following lines are a purpose of the Risk Register.)

- Provide overview of all current formal issues (Y/N)
- Record an issue's resolution (Y/N)
- Capture all problems or concerns within the project (Y/N)
- Capture recommendations for handling a request for change (Y/N)

A9: Answer:

- | | |
|-------------------------------------------------------------|-----|
| • Provide overview of all current formal issues | No |
| • Record an issue's resolution | Yes |
| • Capture all problems or concerns within the project | No |
| • Capture recommendations for handling a request for change | Yes |

Q10: What term is used for an entity that is subject to configuration management (any product that needs to be looked after during the project)? An entity can be a product, release, or component of a product.

Choose from: Change Request, Configuration item, Change Budget, Change Form.

A10: A configuration item is the name given to an entity (or item) that is managed by configuration management. Each configuration item will have its own Configuration Item Record.

Q11: Which of the following reports can be used to escalate an issue (e.g.: Change Request, Problem, Off-Specification) to the Project Board or to the delegated Change Authority?

Choose from: End Stage Report, Issue Report, Checkpoint Report, Product Report.

A11: The Issue Report. The Issue Report describes the issue and proposes how to deal with it.

Q12: Which procedure should be applied if a base lined (signed off) product requires modification?

Choose from: Tolerance management, Issue and change control, Manage by exception.

A12: The Issue and change control procedure. This procedure identifies and controls changes to baselined products.

Q13: In which register should any requests for change be recorded?

Choose from: Change Register, Issue Register, Quality Register, Risk Register.

A13: The Issue Register. The Issue Register provides an overview of all formal project issues.

The Issue Report provides much more information on an issue or related issues (e.g. description, options and recommendations).

Q14: Can a change budget be used (if there are still funds available at the end of the project) to fund extra important features without having to go through the issue and change control procedure?

A14: All changes to base lined products need to be approved and therefore all requests for change need to go through the issue and change control procedure. Changes to base lined products can only be done if the changes have been approved.

Q15: Can the Project Manager also perform the Change Authority Role? (Y/N)

A15: Yes, the Project Manager can also be given some Change Authority responsibilities.

It could be decided at the start of the project that the Project Manager can decide on changes within certain conditions, e.g. Cost of change is < €400 and only one product is affected.

Q16: Which is a purpose of the Change Theme? (Only one right answer)

- | | |
|-----------------------------------------------------------------|-------|
| • Prevent change to base lined products | (Y/N) |
| • Identify, assess and control any changes to baseline products | (Y/N) |
| • Setup project controls | (Y/N) |

A16: Answer:

- | | |
|-----------------------------------------------------------------|----------------------|
| • Prevent change to base lined products | No (not all changes) |
| • Identify, assess and control any changes to baseline products | Yes |
| • Setup project controls | No, this is Progress |

10 Progress Theme

10.1 What you need to know for the Foundation Exam

You need to know the following for the foundation exam:

- Know the lines of authority between the four levels of management.
- Know the progress reporting between the four levels of management.
- Know the difference between event-driven and time-driven controls.
- Know how tolerances are set and exceptions reported.
- Recognize the purpose of the progress theme.
- Understand the concept of management stages.
- Understand the difference between management stages and technical stages.
- Recognize some factors to consider in identifying management stages (length and how many).
- Understand the purpose of the Management Products (reports, registers, logs).
- Understand which Principle is supported by the Progress Theme.

10.2 Questions

Q1: Choose **two** factors to consider when defining management stages.

- Amount of money in the Change Budget (Y/N)
- When Team Managers are available (Y/N)
- When key decisions are required on the project (Y/N)
- The amount of risk within the project (Y/N)

Q2: How does the Team Manager inform the Project Manager that they will go beyond tolerance?

Choose from: Raise an Exception, Raise an Issue, Raise a Change Request.

Q3: Which **two** of these are **time-driven controls**?

Choose from: Highlight Report, Exception Report, Checkpoint Report, End of Stage Report.

Q4: Who allocates (decides on) tolerances for the Project, Stages and Work Packages?

Q5: What is a purpose of a Daily Log? (There are two correct answers.)

- Record the products and activities planned for the stage (Y/N)
- Record informal issues (Y/N)
- Record and track the status of all products produced (Y/N)
- Acts as journal/diary for the Project Manager (Y/N)

Q6: The purpose of which theme is to establish mechanisms to **monitor** and **compare** actual achievements against those planned?

Q7: Which **two** are purposes of an End Project Report?

- Compare project achievements against what was originally agreed (Y/N)
- Record information that will help future projects (Y/N)
- Confirm to the Project Board that all products have been handed over (Y/N)
- Include Follow on action recommendations (Y/N)

Q8: Which progress **report** does the Project Board regularly receive from the Project Manager which therefore removes the need for regular progress meetings?

Q9: Who sets the **project tolerances**?

Q10: Which report does the Team Manager use to report on a regular basis to the Project Manager?

Q11: Which **three** of the following **principles** are supported by the Progress theme? (Tip: Think about what happens in the Progress theme (working within tolerances, breaking up the project in manageable chunks, checking the viability of the project, checking progress).)

- Manage by stages
- Learn from experience
- Continued business justification

- Managed by Exception

Q12 Name three of the tolerances that an above management layer can set for a lower management layer. (Tip: TeCQuila SoBeR)

Q13: What is an exception?

- A. A situation where it can be forecast that there will be a deviation beyond the agreed tolerances.
- B. A situation where a supplier has provided better than the agreed product.

Q14: Where should the **project's controls** be documented? (Tip: **Progress controls** are decided in the IP process and become part of another document.)

- A. Project Initiation Documentation
- B. Issue Register
- C. Quality Management Strategy
- D. Project Brief

Q15: What does the Project Board use to delegate a certain amount of authority and responsibility to the Project Manager?

- Choose from: Tolerances, Milestones, Biscuits ☺, Reports.

10.3

10.4 Questions & Answers

Q1: Choose two factors to consider when defining management stages.

- Amount of money in the Change Budget (Y/N)
- When Team Managers are available (Y/N)
- When key decisions are required on the project (Y/N)
- The amount of risk within the project (Y/N)

A1: Answer:

- Amount of money in the Change Budget No
- When Team Managers are available No
- When key decisions are required on the project Yes
- The amount of risk within the project Yes

Q2: How does the Team Manager inform the Project Manager that they will go beyond tolerance?: Choose from: Raise an Exception, Raise an Issue and Raise a Change Request.

A2: The Team Manager will raise an issue to inform the Project Manager.

Q3: Which two of these are Time-driven controls?

Choose from: Highlight Report, Exception Report, Checkpoint Report, End of a stage.

A3: Highlight Reports and Checkpoint Reports are time driven reports. The frequencies of these reports are defined up front. The other two reports are event driven.

Q4: Who allocates (decides) tolerances for the Project, Stages and Work Packages?

A4: The corporate or programme management allocate project tolerances.

- The Project Board allocates management stage tolerances.
- The Project Manager allocates Work Package tolerances.

Q5: What is a purpose of a Daily Log? (There are two correct answers.)

- Record the products and activities planned for the stage (Y/N)
- Record informal issues (Y/N)
- Record and track the status of all products produced (Y/N)
- Acts as journal/diary for the Project Manager (Y/N)

A5: Answer:

- Record the products and activities planned for the stage No
- Record informal issues Yes
- Record and track the status of all products produced. No
- Act as journal/diary for the Project Manager Yes

Q6: The purpose of which theme is to establish mechanisms to monitor and compare actual achievements against those planned?

A6: The Progress Theme. The purpose of the Progress theme is also to provide a forecast for the project objectives and the project's continued viability, and control deviations.

In other words, Progress is about checking progress compared to the plan, checking project viability and controlling any deviations.

Q7: Which two are purposes of an End Project Report?

- Compare project achievements against what was originally agreed (Y/N)
- Record information that will help future projects (Y/N)
- Confirm to the Project Board that all products have been handed over (Y/N)
- Include Follow on action recommendations (Y/N)

A7: Answer:

- Compare project achievements against what was originally agreed Yes

- Record information that will help future projects (Lessons Report) No
 - Confirm to the Project Board that all products have been handed over Yes
 - Include Follow on action recommendations No
- The follow on action recommendations is a separate product

Q8: Which progress report does the Project Board regularly receive from the Project Manager which therefore removes the need for regular progress meetings?

A8: The Project Manager sends Highlight Reports to the Project Board on a regular basis.

Q9: Who sets the project tolerances?

A9: The Corp/Programme Mgmt set project tolerances. The Project Board set stage tolerances.

Q10: Which report does the Team Manager use to report on a regular basis to the Project Manager?

A10: The Checkpoint Report.

Q11: Which three of the following principles are supported by the Progress theme? (Tip: Think about what happens in the Progress theme (working within tolerances, breaking up the project in manageable chunks, checking the viability of the project, checking progress.)

- Manage by stages
- Learn from experience
- Continued business justification
- Managed by Exception

A11: Answer:

- Manage by stages: The Project Board uses stages as control points.
- Continued business justification: Continually checking if the project is still worth doing.
- Managed by Exception: Tolerances are used to manage the level below.

Q12 Name three of the tolerances that an above management layer can set for a lower management layer. (Tip: TeCQuila SoBeR)

A12: Time, Cost, Quality, Scope, Benefits and Risk - these are the six project variables or six performance targets.

Q13: What is an exception?

- A situation where a deviation beyond the agreed tolerances can be forecasted.
- A situation where a supplier has provided better than the agreed product.

A13: Answer is A.

Q14: Where should the project's controls be documented? (Tip: Progress controls are decided in the IP process and become part of another document.)

- A. Project Initiation Documentation
- B. Issue Register
- C. Quality Management Strategy
- D. Project Brief

A14: The Project Controls are part of the Project Initiation Documentation.

Q15: What does the Project Board use to delegate a certain amount of authority and responsibility to the Project Manager?

Choose from: Tolerances, Milestones, Biscuits ☺, Reports.

A15: Each level above uses tolerances to delegate responsibility to the level below. It allows the level below to get on with their work and prevents micro management. This allows the level above to manage by exception. The level below only advises the level above if they will or forecast to go out of tolerance. (This is called an exception.)

11 Starting Up a Project (SU) Process

11.1 What you need to know for the Foundation Exam

You just need know the following:

- Know the purpose of the SU process.
- Know the objectives of the SU process.
- Have an understanding of what happens in the SU process and why.
- Know the purpose of the Project Brief.

This Q&A Workbook has just 5 questions on each process as:

- More than 66% of the questions are about the PRINCE2 Introduction information, Principles and Themes.
- You just need to have a general idea of what happens in each process.

Note: Use our Management Product Map when reviewing these questions for the first time.

11.2 Questions

Q1: What is a trigger for the Starting up a Project process? (Which document is created beforehand?)
Choose from: Project Brief, Project Plan, project mandate and Outline Business Case.

Q2: Which **two** are the purposes of the Project Brief?

- Provide an outline of the Project Plan (Y/N)
- Log useful lessons from previous projects (Y/N)
- Include information on the Project Product Description (Y/N)
- Provide sufficient information to help with the decision to initiate the project (Y/N)

Q3: Which **two** are aims of the Starting up a Project process?

- Prevent poor projects from starting up (Y/N)
- Ensure that there is authority to deliver the project's products (Y/N)
- Provide information to decide if it is worthwhile to initiate the project (Y/N)
- Create the set of management products required to control the project (Y/N)

Q4: Which are **two objectives** of the Starting up a Project process? (Tip: What documents are created in the SU process?)

- Check if there is a business reason for the project (Y/N)
- Ensure all Team Managers understand their responsibilities (Y/N)
- Create the stage plan for the Initiation Stage (Y/N)
- Prepare the Project Initiation Documentation to initiate the project (Y/N)

Q5: Who is responsible for creating the following five documents in the SU process?

- Lesson Log, Daily Log, Project Brief, Outline Business Case, Project Product Description

11.3 Questions & Answers

Q1: What is a trigger for the Starting up a Project process? (Which document is created beforehand?)

Choose from: Project Brief, Project Plan, project mandate and outline Business Case.

A1: The project mandate is the trigger for the project and the Starting up a Project process. It is created outside the project.

Q2: Which two are the purposes of the Project Brief?

- Provide an outline of the Project Plan (Y/N)
- Log useful lessons from previous projects (Y/N)
- Include information on the Project Product Description (Y/N)
- Provide sufficient information to help with the decision to initiate the project (Y/N)

A2: Answer:

- Provide an outline of the Project Plan document No
 - The first version of the Project Plan is created in the IP process
 - Planning information is not part of the Project Brief
- Log useful lessons from previous projects No
 - Useful lessons are listed in the Lessons Log
- Include information on the Project Product Description Yes
- Provide sufficient information to help with the decision to initiate the project Yes

Q3: Which two are aims of the Starting up a Project process?

- Prevent poor projects from starting up (Y/N)
- Ensure that there is authority to deliver the project's products (Y/N)
- Provide information to decide if it is worthwhile to initiate the project (Y/N)
- Create the set of management products required to control the project (Y/N)

A3: Answer

- Prevent poor projects from starting up Yes
- Ensure that there is authority to deliver the project's products No
- Provide information to decide whether it is worthwhile to initiate the project Yes
- Create the set of management products required to control the project No

Q4: Which are two objectives of the Starting up a Project process? (Tip: What documents are created in the SU process?)

- Check if there is a business reason for the project (Y/N)
- Ensure all Team Managers understand their responsibilities (Y/N)
- Create the stage plan for the Initiation Stage (Y/N)
- Prepare the Project Initiation Documentation to initiate the project (Y/N)

A4: Answer

- Check if there is a business reason to for the project. Yes
- Ensure all Team Managers understand their responsibilities No
- Create the stage plan for the Initiation Stage Yes
- Prepare the Project Initiation Documentation to initiate the project No

Q5: Who is responsible for creating the following five documents in the SU process?

- Lesson Log, Daily Log, Project Brief, Outline Business Case, Project Product Description

A5: The Executive is responsible for the Outline Business Case and the Project Manager is responsible for creating the other management products.

12 Initiating a Project (IP) Process

12.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the purpose of the IP process.
- Know the objectives of the IP process.
- Have an understanding of what happens in the IP process in relation to the rest of the project.
- Know the purpose of the Project Initiation Documentation (PID).

12.2 Questions

Q1: Fill in the gaps:

The purpose of the Initiating a Project process is to establish solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project's p_____.

Q2: Which management product forms the contract between the Project Board and Project Manager and is created in the IP process? It contains the four strategy documents, progress controls, the Project Plan, the Business Case, etc.

Q3: Which **two** are established within the Initiating a Project process?

- The various ways in which the project can be delivered (Y/N)
- Those who require project information have been identified (Y/N)
- All of the information to develop the Project Brief is available (Y/N)
- The Risk and Quality Management Strategy for the project (Y/N)

Q4: In which process is the Stage Plan for the second stage created (the second stage is the first delivery stage) and who creates it?

Q5: Which of the following products is **not** part of the PID?

Choose from: Risk Management Strategy, Business Case, Initiation Stage Plan, Project Plan.

Q6: Which is an **objective** of the Initiating a Project Process?

- Develop the Quality Management System for the project (Y/N)
- Prepare all plans for each delivery stage (Y/N)
- Describe how PRINCE2 will be tailored to suit the project (Y/N)

12.3 Questions & Answers

Q1: Fill in the gaps:

The purpose of the Initiating a Project process is to establish solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project's p_____.

A1:to deliver the project's **products**

Q2: Which management product forms the contract between the Project Board and Project Manager and is created in the IP process?. It contains the four strategy documents, progress controls, the Project Plan, the Business Case, etc.

A2: This is the Project Initiation Documentation (PID).

Q3: Which two are established within the Initiating a Project process?

- The various ways in which the project can be delivered (Y/N)
- Those who require project information have been identified (Y/N)
- All of the information to develop the Project Brief is available (Y/N)
- The Risk and Quality Management Strategy for the project (Y/N)

A3: Answers

- The various ways in which the project can be delivered No
 - This is the Project Approach – SU process
- Those who require project information have been identified Yes
- All of the information to develop the Project Brief is available No
 - The Project Brief is created in the SU process
- The Risk and Quality Management Strategy for the project Yes

Q4: In which process is the Stage Plan for the second stage created (the second stage is the first delivery stage) and who creates it?

A4: The Stage Plan for the second stage is created in the SB process by the Project Manager.

Q5: Which of the following products is not part of the PID?

Choose from: Risk Management Strategy, Business Case, Initiation Stage Plan, Project Plan.

A5: The Initiation Stage Plan is not part of the PID; it is created in the SU process.

Q6: Which is an *objective* of the Initiating a Project Process?

- Develop the Quality Management System for the project (Y/N)
- Prepare all plans for each delivery stage (Y/N)
- Describe how PRINCE2 will be tailored to suit the project (Y/N)

A6: Answers

- Develop the Quality Management System for the project No, the Strategy is updated
- Prepare all plans for each delivery stage No, plans are created in SB
- Describe how PRINCE2 will be tailored to suit the project Yes, this is the Project Plan

13 Directing a Project (DP) Process

13.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the purpose of the DP process.
- Know the objectives of the DP process.
- Have an understanding of what happens in the DP process in relation to the rest of the project.

13.2 Questions

Q1: Which **two** are purposes of the Directing a Project process?

- Enable the Project Board to exercise overall control of a project (Y/N)
- Enable the Project Board to make key decisions (Y/N)
- Establish the prerequisites for the initiation of a project (Y/N)
- Assign Work Packages (Y/N)

Q2: Which process does the Directing a Project process follow?

Q3: Which process provides an interface with corporate or programme management?

Q4: Which of the following is **NOT** authorized by the Project Board?

Choose from: Initiation, The Project, Work Package, Stage Plan, Exception Plan.

Q5: Who does the Project Board hand the Benefits Review Plan to at the end of the project?

Choose from: Team Manager, Project Support, Senior Supplier, Corporate or Programme Management.

Q6: Which is NOT an objective of the Directing a Project Process?

- a) Ensure that **plans** for realizing the post-project benefits are updated (reviewed)
- b) Provide sufficient information to enable the continuing viability of a project to be assessed
- c) Provide management direction during the project
- d) Ensure there is authority to close the project.

13.3

13.4 Questions & Answers

Q1: Which two are purposes of the Directing a Project process?

- Enable the Project Board to exercise overall control of a project (Y/N)
- Enable the Project Board to make key decisions (Y/N)
- Establish the prerequisites for the initiation of a project (Y/N)
- Assign Work Packages (Y/N)

A1: Answers

- Enable the Project Board to exercise overall control of a project Yes
- Enable the Project Board to make key decisions Yes
- Establish the prerequisites for the initiation of a project No
- Assign Work Packages No

Q2: Which process does the Directing a Project process follow?

A2: The Directing a Project process follows the SU process

Q3: Which process provides an interface with corporate or programme management?

A3: The Directing a Project process.

Q4: Which of the following is NOT authorized by the Project Board?

Choose from: Initiation, The Project, Work Package, Stage Plan, Exception Plan.

A4: Work Packages. The Project Manager authorizes Work Packages.

Q5: Who does the Project Board hand the Benefits Review Plan to at the end of the project?

Choose from: Team Manager, Project Support, Senior Supplier, Corporate or Programme Management.

A5: Corporate or Programme Management. They will follow up on the benefits after the project has closed.

Q6: Which is NOT an objective of the Directing a Project Process?

- a) Ensure that **plans** for realizing the post-project benefits are updated (reviewed)
- b) Provide sufficient information to enable the continuing viability of a project to be assessed
- c) Provide management direction during the project
- d) Ensure there is authority to close the project.

A6: Answer **b**: This information is provided by the Project Manager not be the Project Board.

14 Controlling a Stage (CS) Process

14.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the purpose of the CS process.
- Know the objectives of the CS process.
- Have an understanding of what happens in the CS process in relation to the rest of the project.

14.2 Questions

Q1: Which **two** are purposes of the Controlling a Stage process?

- Take corrective actions to control deviations from the Stage Plan (Y/N)
- Decide on tolerances for the next stage (Y/N)
- Report progress to the Project Board (Y/N)

Q2: Who does most of the day to day work in the Controlling a Project process?

Q3: Which three register files can be updated regularly in the CS process?

Q4: What are **two** objectives of the Controlling a Project process?

- Produce the Stage Plan for the next stage (Y/N)
- Focus attention on delivery of the stage's products (Y/N)
- Escalate threats to tolerances (Y/N)

Q5: Which role is responsible for authorizing Work Packages and monitoring work to be completed and for taking corrective action within a stage?

14.3 Questions & Answers

Q1: Which two are purposes of the Controlling a Stage process?

- Take corrective actions to control deviations from the Stage Plan (Y/N)
- Decide on tolerances for the next stage (Y/N)
- Report progress to the Project Board (Y/N)

A1: Answer:

- Take corrective actions to control deviations from the Stage Plan ` Yes
- Decide on tolerances for the next stage No
- Report progress to the Project Board Yes

Q2: Who does most of the day to day work in the Controlling a Project process?

A2: The Project Manager.

Q3: Which three register files can be updated regularly in the CS process?

A3: The Risk Register, Quality Register and Issue Register.

Q4: What are two objectives of the Controlling a Project process?

- Produce the Stage Plan for the next stage (Y/N)
- Focus attention on delivery of the stage's products (Y/N)
- Escalate threats to tolerances (Y/N)

A4: Answer:

- Produce the Stage Plan for the next stage No
- Focus attention on delivery of the stage's products Yes
- Escalate threats to tolerances Yes

Q5: Which role is responsible for authorizing Work Packages and monitoring work to be completed and for taking corrective action within a stage?

A5: The Project Manager.

15 Managing Product Delivery (MP) Process

15.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the purpose of the MP process.
- Know the objectives of the MP process.
- Have an understanding of what happens in the MP process in relation to the rest of the project.

15.2 Questions

Q1: Which role is responsible for creating the Team Plans?

Q2: Which is the only other process that the Managing Product Delivery process interacts with?

Q3: When is the frequency of the Checkpoint Reports from the Team Manager decided?

Q4: Which register product gets updated after the products described in the Work Package have been executed (created) and before the completed Work Packages are handed back to the Project Manager? (Tip: Look at the Management Product Map.)

Q5: Which two products can the Project Manager use to check on the progress of the Work Packages? (Tip: One is a report and the other is a register.)

15.3 Questions & Answers

Q1: Which role is responsible for creating the Team Plans?

A1: The Team Manager is responsible for creating the Team Plans.

Q2: Which is the only other process that the Managing Product Delivery process interacts with?

A2: The Controlling a Stage process. The Team Manager accepts Work Packages from the Project Manager and returns the completed Work Packages back to the CS process.

Q3: When is the frequency of the Checkpoint Reports from the Team Manager decided?

A3: The frequency is agreed when the Project Manager is discussing and handing over the Work Package to the Team Manager.

Q4: Which register product gets updated after the products described in the Work Package have been executed (created) and before the completed Work Packages are handed back to the Project Manager? (Tip: Look at the Management Product Map.)

A4: The Quality Register. All products must pass their agreed quality tests before they can be accepted and the results of these quality tests are added to the Quality Register.

Q5: Which two products can the Project Manager use to check on the progress of the Work Packages? (Tip: One is a report and the other is a register.)

A5: The Project Manager will receive regular Checkpoint Reports from the Team Manager. The Project Manager can also check the Quality Register to see if the planned quality tests have taken place and monitor the results.

16 Managing a Stage Boundary (SB) Process

16.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the purpose of the SB process.
- Know the objectives of the SB process.
- Have an understanding of what happens in the SB process in relation to the rest of the project.

16.2 Questions

Q1: Which product (document) is normally updated in the Managing a Stage Boundary process? (Tip: The Project Manager also uses this to review Business Justification for the project.)

Q2: Which is **an** objective of the Managing a Stage Boundary process?

- Request authorization to start the next stage (Y/N)
- Ensure that all risks for the current stage have been closed (Y/N)

Q3: When should the SB process start? Towards the end of the management stage or only after the management stage is complete?

Q4: Which two products are **not** updated in the SB process?

Choose from: Business Case, Project Plan, Highlight Report, Team Plan.

Q5: If an Exception Plan is created in the SB process (to complete the current stage), then which product will not be created in the SB process?

16.3 Questions & Answers

Q1: Which product (document) is normally updated in the Managing a Stage Boundary process? (Tip: The Project Manager also uses this to review Business Justification for the project.)

A1: The Business Case may be updated to reflect any changes in the original estimated costs and timescales of the next Stage Plan.

Q2: Which is an objective of the Managing a Stage Boundary process?

- Request authorization to start the next stage (Y/N)
- Ensure that all risks for the current stage have been closed (Y/N)

A2: Answer:

- Request authorization to start the next stage Yes
- Ensure that all risks for the current stage have been closed No

Q3: When should the SB process start? Towards the end of the management stage or only after the management stage is complete?

A3: The SB process should be executed near the end of the management stage. The Project Manager will begin with creating the Stage Plan for the next stage.

Q4: Which two products are not updated in the SB process?

Choose from: Business Case, Project Plan, Highlight Report, Team Plan.

A4: The Highlight Report and Team Plan are not updated in the SB process.

Q5: If an Exception Plan is created in the SB process (to complete the current stage), then which product will not be created in the SB process?

A5: The Stage Plan for the Next Stage will not be created. The Project Manager creates a Stage Plan or an Exception Plan but not both in the SB process.

17 Closing a Project (CP) Process

17.1 What you need to know for the Foundation Exam

You just need to know the following:

- Know the purpose of the CP process.
- Know the objectives of the CP process.
- Have an understanding of what happens in the CP process in relation to the rest of the project.

17.2 Questions

Q1: How is the Project Initiation Document (PID) used during the CP process?

Q2: In which process is it confirmed that the project's **objectives** have been achieved?

Q3: Are the activities for the CP process normally defined in a separate CP Stage Plan or in the Stage Plan for the final management stage?

Q4: Which is an **objective** of the Closing a Project process?

- Check that all the project's products have been accepted by the users (Y/N)
- Prepare for the final stage of the project (Y/N)
- Ensure that products can be supported after the project is disbanded (Y/N)

Q5: What is purpose of the CP process?

- To provide a fixed point to check that the project has reached its objectives (Y/N)
- Prepare a plan for the next project to deal with new requirements (Y/N)
- Provide a fix point at which acceptance for the project is confirmed (Y/N)
- Identify who will perform the activities to close a project (Y/N)

17.3 Questions & Answers

Q1: How is the Project Initiation Document (PID) used during the CP process?

A1: It is used as a basis for comparing the original aim of the project against what was actually achieved. The Project Manager will use this information to create the End Project Report. Perhaps the most common parts of the PID that the Project Manager will review are the original Project Product Description, Project Plan and Business Case.

Q2: In which process is it confirmed that the project's objectives have been achieved?

A2: This happens during the CP process.

Q3: Are the activities for the CP process normally defined in a separate CP Stage Plan or in the Stage Plan for the final management stage?

A3: The CP process activities should be defined in the Stage Plan for the final management stage. The CP process is always the last part of the last stage.

Q4: Which is an objective of the Closing a Project process?

- Check that all the project's products have been accepted by the users (Y/N)
- Prepare for the final stage of the project (Y/N)
- Ensure that products can be supported after the project is disbanded. (Y/N)

Q4: Answer:

- Check that all the project's products have been accepted by the users Yes
- Prepare for the final stage of the project No
- Ensure that products can be supported after the project is disbanded. Yes

Q5: What is purpose of the CP process?

- To provide a fixed point to check that the project has reached its objectives (Y/N)
- Prepare a plan for the next project to deal with new requirements (Y/N)
- Provide a fix point at which acceptance for the project is confirmed (Y/N)
- Identify who will perform the activities to close a project (Y/N)

A5: Answer:

- To provide a fixed point to check that the project has reached its objectives Yes
- Prepare a plan for the next project to deal with new requirements No
- Provide a fix point at which acceptance for the project is confirmed Yes
- Identify who will perform the activities to close a project No

18 Summary

We hope you have found this book useful and that you are now ready to take the online practice exam questions. You should be aiming to get more than 60%. If you find that you are already getting about 80% then stop and learn something else as you are ready for the exam. You will get a pass whether you get 51% or 99%!

Some tips for the exam:

- Answer what you consider to be the easy questions first. This will give you your 55% and then you usually have another 30 minutes to look at the other questions.
- Try to think about what the answer could be without looking at the options. This will also help you focus.
- Use the process of elimination to help answer some questions.
- Answer all questions as there is no negative marking.
- There are always five test questions in the exam (you get 75 questions but you get marked on 70 questions). You don't know which questions they are. Some of these test questions can be rather tricky to read, so don't worry about them or get annoyed if you can't understand all questions.

All the best in your exam; we hope you like our training style and thanks in advance for any feedback.
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END