

PRINCE2 Foundation Mock Exam (60 Questions)

This original practice paper simulates the PRINCE2® Foundation exam.
Format: 60 MCQs · 60 minutes · 1 mark each. Suggested pass: 33/60 (55%).
Answers with rationales are provided at the end.

Section A: Principles

1. Which PRINCE2 principle ensures ongoing alignment with organisational strategy and benefits?
 - a) Manage by stages
 - b) Continued business justification
 - c) Focus on products
 - d) Learn from experience
2. Tailor to suit the project environment means:
 - a) Change principles as needed
 - b) Adjust themes/processes/management products to context
 - c) Remove governance to be agile
 - d) Use minimal documentation always
3. Which principle clarifies accountability across business, user and supplier?
 - a) Defined roles and responsibilities
 - b) Manage by exception
 - c) Learn from experience
 - d) Focus on products
4. Use of tolerances and escalation by exception is part of:
 - a) Manage by stages
 - b) Manage by exception
 - c) Focus on products
 - d) Learn from experience
5. Creating product descriptions before planning activities applies:
 - a) Focus on products
 - b) Manage by stages
 - c) Continued business justification
 - d) Defined roles and responsibilities
6. Re-evaluating viability at each boundary reflects:
 - a) Learn from experience
 - b) Manage by stages
 - c) Manage by exception
 - d) Tailor to suit
7. Capturing and applying lessons throughout supports:
 - a) Learn from experience
 - b) Focus on products
 - c) Defined roles and responsibilities
 - d) Manage by exception
8. About PRINCE2 principles which is TRUE?
 - a) All seven are mandatory
 - b) Only five are mandatory
 - c) They are optional guidelines
 - d) They apply only to large projects

Section B: Themes

9. Who owns the Business Case?
- a) Project Manager
 - b) Executive
 - c) Senior User
 - d) Senior Supplier
10. Which product contains costs, benefits, risks and timescales?
- a) Business Case
 - b) Project Brief
 - c) PID
 - d) Benefits Management Approach
11. When should the Business Case be reviewed?
- a) Only at closure
 - b) At each stage end and on exceptions
 - c) Only in initiation
 - d) Weekly by PM
12. Project Board provides:
- a) Daily management
 - b) Direction and control by exception
 - c) Configuration records
 - d) Work Package detail
13. Senior User is responsible for:
- a) Technical feasibility
 - b) Benefits and user needs
 - c) Quality reviews only
 - d) Risk ownership only
14. Project Assurance best described as:
- a) Same as Support
 - b) Independent checking of performance and products
 - c) External audit only
 - d) A PM task
15. Customer acceptance criteria are in:
- a) Project Product Description
 - b) Quality Register
 - c) Issue Register
 - d) Risk Register
16. Quality tolerance is recorded in:
- a) Product Descriptions
 - b) End Stage Report
 - c) Benefits Approach
 - d) Checkpoint Report
17. Purpose of Quality Register:
- a) Schedule/track quality activities
 - b) List configuration items
 - c) Record changes
 - d) Escalate exceptions
18. Recommended plan levels:
- a) Corporate, Project, Team
 - b) Project, Stage, Team
 - c) Programme, Project, Work Package
 - d) Portfolio, Project, Stage

19. First step in product-based planning:
- a) List activities
 - b) Create Product Breakdown Structure
 - c) Estimate effort
 - d) Assign resources
20. Which document plans benefits measurement timing?
- a) Project Plan
 - b) Benefits Management Approach
 - c) Quality Management Approach
 - d) PID only
21. A positive risk is:
- a) Threat
 - b) Issue
 - c) Opportunity
 - d) Exception
22. Typical threat response is:
- a) Exploit
 - b) Enhance
 - c) Avoid
 - d) Share
23. Risk owner vs actionee:
- a) Owner decides; actionee implements responses
 - b) Same person always
 - c) Owner implements; actionee decides
 - d) Neither monitors exposure
24. Register for change requests and off-specs:
- a) Issue Register
 - b) Risk Register
 - c) Lessons Log
 - d) Daily Log
25. Purpose of configuration management:
- a) Control versions/status/relationships of products
 - b) Manage meetings
 - c) Plan sprints
 - d) Track benefits
26. Change Authority may be:
- a) Only the Board
 - b) Executive only
 - c) Delegated person/group within budget
 - d) Corporate only
27. Which is NOT a control?
- a) Tolerances
 - b) Time-driven reports
 - c) Event-driven reviews
 - d) Critical Path Method
28. Exception Plan is created when:
- a) Minor issue occurs
 - b) Forecast exceeds tolerance
 - c) Product completed early
 - d) At closure only

29. Highlight Reports are:
- a) To Team Managers
 - b) Time-driven for the Board
 - c) For suppliers only
 - d) For users only
30. Who assesses major change impact?
- a) Change Authority
 - b) Project Board
 - c) PM alone
 - d) Senior Supplier only
31. Who accepts completed products?
- a) Team Manager
 - b) Executive
 - c) User representatives
 - d) Change Authority
32. Quality control activities include:
- a) Verification/validation vs criteria
 - b) Setting corporate policy
 - c) Approving Business Case
 - d) Raising exceptions only

Section C: Processes

33. Purpose of Starting up a Project (SU):
- a) Authorize project
 - b) Ensure prerequisites for initiation
 - c) Approve PID
 - d) Close project
34. Key output of SU:
- a) Project Brief
 - b) Exception Plan
 - c) Benefits Approach
 - d) End Stage Report
35. Roles appointed in SU:
- a) Executive and Project Manager
 - b) Team Manager only
 - c) Change Authority
 - d) Senior Supplier only
36. Key output of Initiating a Project:
- a) PID
 - b) Project Brief
 - c) Exception Report
 - d) Checkpoint Report
37. Which approach is NOT produced in IP?
- a) Risk Management Approach
 - b) Quality Management Approach
 - c) Benefits Management Approach
 - d) Team Management Approach
38. Communication needs are planned in the:
- a) Communication Management Approach
 - b) Stakeholder Register only
 - c) Lessons Log
 - d) Team Plan

39. Directing a Project is performed by:
- a) Project Manager
 - b) Project Board
 - c) Team Manager
 - d) Project Assurance only
40. DP activity includes:
- a) Authorize initiation
 - b) Produce PID
 - c) Accept Work Package
 - d) Update Team Plan
41. Who approves Exception Plans?
- a) Project Manager
 - b) Team Manager
 - c) Project Board
 - d) Change Authority
42. Which product authorizes team work?
- a) Work Package
 - b) End Stage Report
 - c) Checkpoint Report
 - d) Issue Report
43. Time-driven report from teams:
- a) Checkpoint Report
 - b) Exception Report
 - c) End Project Report
 - d) Lessons Report
44. First action when an issue is raised:
- a) Escalate immediately
 - b) Record and assess in Issue Register
 - c) Ignore minor issues
 - d) Change plan without record
45. Managing Product Delivery focuses on:
- a) Authorizing stages
 - b) Accepting/executing/delivering Work Packages
 - c) Updating Business Case
 - d) Approving exceptions
46. Confirms understanding of work/constraints:
- a) Work Package acceptance
 - b) Product Description
 - c) Daily Log
 - d) Risk Register
47. Completed product handover is recorded via:
- a) Product Status Account and quality records
 - b) Risk Register
 - c) Issue Register only
 - d) Checkpoint Report
48. End of stage performance summary:
- a) End Stage Report
 - b) Highlight Report
 - c) Checkpoint Report
 - d) Lessons Report only

49. Plan refined for the next period of control:
- a) Project Plan
 - b) Next Stage Plan
 - c) Team Plan only
 - d) Benefits Plan
50. Exception at boundary results in:
- a) Immediate closure
 - b) Board decision and possibly an Exception Plan
 - c) Automatic tolerance increase
 - d) Change Authority decision only
51. Customer acceptance confirmed by:
- a) Acceptance/handover records
 - b) Lessons Report
 - c) Risk Register
 - d) Issue Register
52. End Project Report includes:
- a) Next Stage Plan
 - b) Benefits to date and recommendations
 - c) Team Plans
 - d) New Business Case
53. Post-project reviews are planned in:
- a) Benefits Management Approach
 - b) PID
 - c) Quality Approach
 - d) Risk Approach
54. Who decides whether to continue after an exception?
- a) Project Manager
 - b) Project Board
 - c) Senior User
 - d) Team Manager
55. Which process receives Exception Reports?
- a) Managing Product Delivery
 - b) Directing a Project
 - c) Starting up a Project
 - d) Closing a Project
56. Which activity belongs to SB rather than CS?
- a) Review WP status
 - b) Produce Next Stage Plan
 - c) Take corrective action within tolerance
 - d) Produce Checkpoint Reports

Section D: Tailoring & Roles

57. Who ensures alignment with business objectives and benefits realisation?
- a) Executive (with Senior User for benefits)
 - b) Project Manager
 - c) Senior Supplier
 - d) Project Support
58. Tailoring should be documented primarily in:
- a) Project Brief
 - b) PID
 - c) Benefits Management Approach
 - d) Work Package

59. Which statement about roles is TRUE?

- a) Project Board collectively owns success
- b) Only Executive is accountable
- c) PM is a Board member
- d) PM performs Project Assurance

60. Guiding principle when tailoring documentation:

- a) Minimize docs regardless of risk
- b) Right-size controls to scale/complexity/risk
- c) Remove quality records
- d) Use only verbal reporting

Answer Key & Explanations

- Q1: B · Projects must remain desirable, viable and achievable; stop if justification is lost.
- Q2: B · Principles are universal; tailoring applies to themes, processes, roles and products.
- Q3: A · PRINCE2 defines clear responsibilities and decision-making interfaces.
- Q4: B · Delegation with tolerances and escalation only on breach.
- Q5: A · Define and agree products first to drive the plan and acceptance criteria.
- Q6: B · Stage control provides periodic re-justification and re-planning.
- Q7: A · Lessons are sought, recorded and applied proactively.
- Q8: A · All seven principles must be applied for a project to be PRINCE2.
- Q9: B · The Executive is accountable for continued business justification.
- Q10: A · The Business Case documents investment appraisal.
- Q11: B · Reviewed at boundaries; Board decides to continue.
- Q12: B · Board directs; PM manages day-to-day.
- Q13: B · Senior User specifies and realizes benefits.
- Q14: B · Performed independently of the PM.
- Q15: A · PPD holds acceptance criteria and expectations.
- Q16: A · Each Product Description has criteria and tolerance.
- Q17: A · Tracks planned and performed quality events.
- Q18: B · Project Plan, Stage Plans and optional Team Plans.
- Q19: B · Start with PBS then PFD and activities.
- Q20: B · Benefits reviews and responsibilities are defined here.
- Q21: C · Opportunities can be exploited/enhanced/shared.
- Q22: C · Avoid/reduce/transfer/accept for threats.
- Q23: A · Owner accountable; actionee executes specific actions.
- Q24: A · Issues encompass changes, off-specs and problems.
- Q25: A · Ensures product integrity and status accounting.
- Q26: C · Board can delegate limited authority within a change budget.
- Q27: D · CPM is a technique, not a PRINCE2 control.
- Q28: B · Produced when forecast breaches tolerance.
- Q29: B · Provide regular updates to Board between stage ends.
- Q30: B · Significant changes typically go to the Board.
- Q31: C · Users accept on behalf of the user community.
- Q32: A · Reviews/tests/inspections against criteria.
- Q33: B · SU confirms a viable project exists to initiate.
- Q34: A · The Project Brief refines the mandate.
- Q35: A · Executive and PM are designed and appointed.
- Q36: A · PID consolidates baselines and strategies.
- Q37: D · No PRINCE2 product named Team Management Approach.
- Q38: A · Defines who needs what information, when and how.
- Q39: B · Board provides overall direction and decisions.
- Q40: A · Board authorizes initiation, stages, exceptions and closure.
- Q41: C · Board decides on exceptions beyond tolerance.
- Q42: A · Work Packages define and authorize work to teams.
- Q43: A · Checkpoint Reports are produced at agreed intervals.
- Q44: B · Capture and evaluate per Change theme.
- Q45: B · MP ensures delivery to quality and constraints.
- Q46: A · Accepting the WP confirms understanding and commitment.
- Q47: A · Configuration and quality records document delivery.
- Q48: A · Summarizes actuals, issues, risks, lessons.
- Q49: B · Next Stage Plan is produced and submitted.
- Q50: B · Board decides whether to continue and approves Exception Plan if required.
- Q51: A · Formal acceptance and transfer records.
- Q52: B · Compares results vs baselines and recommends follow-up.
- Q53: A · Defines when/how benefits will be measured after closure.
- Q54: B · Board directs the project and decides on exceptions.
- Q55: B · Exception Reports go to the Board as part of DP.
- Q56: B · Producing the next Stage Plan is SB.
- Q57: A · Executive owns justification; Senior User ensures benefits are realized.
- Q58: B · PID consolidates strategies and tailoring decisions.
- Q59: A · Board is collectively accountable; Executive leads.
- Q60: B · Balance control with effort appropriate to context.