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PRINCE2 PRINCE2-Foundation

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QUESTION NO: 1

How does the ‘managing product delivery’ process achieve its purpose?

A. By agreeing requirements for how project work should be undertaken

B. By producing highlight reports to enable the project board to oversee the work

C. By requiring the project manager to produce and monitor team plans

D. By escalating issues and risks that cannot be resolved within stage tolerance

ANSWER: A

Explanation:

The correct answer is *“By agreeing requirements for how project work should be undertaken”*. Managing Product Delivery provides the controlled interface between the project manager and the team manager(s) responsible for creating specialist products. Its purpose is achieved through agreeing the work to be done before it starts, including the products to be delivered, their quality expectations, the tolerances within which the team may operate, reporting arrangements, and the method and timing for delivery.

In PRINCE2, this agreement is normally embodied in a work package. The project manager authorizes the work package, while the team manager accepts it and manages the assigned work. This creates clear mutual understanding of what is required and gives the team manager appropriate authority to undertake the work within agreed limits. The process also supports ongoing control because progress and completed products can be reported and handed back through the defined project-management structure.

This reflects PRINCE2’s product-based and delegation-focused approach: project work is not simply started informally, but is agreed, authorized, performed, and delivered against defined requirements. See the official PRINCE2 7 Foundation certification page and PeopleCert’s PRINCE2 training information.

QUESTION NO: 2

Which term is defined-as the amount and type or risk that the business is willing to take in pursuit of is objectives?

A. Risk appetite

B. Opportunity

C. Risk tolerance

D. Risk cause

ANSWER: A

Explanation:

Risk appetite is the correct term because it expresses the overall amount and type of risk an organization is prepared to accept while pursuing its objectives. In PRINCE2, this provides important organizational context for project-level risk management: the project should understand the degree of exposure that the business considers acceptable when making decisions, selecting responses, and escalating significant risks. Risk appetite is set at an organizational or business level and reflects the desired balance between pursuing benefits and controlling uncertainty. It can differ according to the organization’s objectives, operating environment, capacity to absorb adverse outcomes, and willingness to pursue potentially valuable opportunities. Establishing this position helps ensure that project decisions remain aligned with the business’s expectations rather than treating every risk in isolation. PRINCE2’s risk practice supports the identification, assessment, response, and control of uncertainty within the limits and expectations established by the organization. The official PRINCE2 certification overview is available from PeopleCert PRINCE2 7 Foundation, and further PRINCE2 best-practice information is available at AXELOS PRINCE2.

QUESTION NO: 3

Which TWO assumptions are made about a PRINCE2 project's environment?

1. There will be a customer and supplier.

2. The customer will specify the desired results.

3. The supplier will be external to the project organization.

4. The supplier will pay for the project.

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

ANSWER: A

Explanation:

The correct selection is **1 and 2**. PRINCE2 is designed to be used in a customer/supplier environment. It assumes that there is a customer side, which defines the business need and is accountable for realizing the required benefits, and a supplier side, which provides the specialist resources, products, or services needed to deliver the project's outputs. This customer/supplier perspective supports the project's governance structure, including representation of business, user, and supplier interests in project decision-making.

Within this environment, the customer specifies the desired results: the customer's needs and expectations provide the basis for defining what the project must achieve. These needs are progressively clarified through project documentation and controls, such as the business case, project product description, and product descriptions. The supplier's role is to contribute the capability and expertise necessary to create the agreed products, rather than to define the customer's underlying desired outcome.

This foundational customer/supplier model allows PRINCE2 to be applied whether parties are separate organizations or functions within one organization. See the official PRINCE2 Foundation certification overview and PRINCE2 guidance overview.

QUESTION NO: 4

If a project is part of a programme, which 'starting up a project' process activities are MOST likely to be reduced or eliminated?

A. Appointing the project board and producing the project brief

B. Planning the initiation stage and appointing the project manager

C. Producing the additional role descriptions and validating the project product description

D. Verifying the project approach and capturing previous lessons

ANSWER: A

Explanation:

Appointing the project board and producing the project brief is correct. A programme provides an overarching framework for coordinating related projects and delivering strategic outcomes. Consequently, programme-level governance will commonly establish the project's authority structure, including the individuals or roles that will provide direction and decision-making through the project board. The programme may also have already defined the project's purpose, required product or outcome, scope boundaries, dependencies, constraints, and justification in its programme documentation. This information can form, or substantially populate, the project brief.

Starting up a project is intended to ensure that essential foundations are in place before detailed initiation work begins. Where those foundations have already been established and controlled by the programme, the associated project activities need not be repeated in full. They may instead consist of confirming, tailoring, and recording the programme's decisions for the specific project. This reflects PRINCE2's principle of tailoring the method to the project environment and its organizational context, while retaining appropriate governance and accountability. See the official PRINCE2 Foundation certification overview and PeopleCert guidance on PRINCE2 certification.

QUESTION NO: 5

How is the tailoring approach defined for a project?

A. The project board approves the approach

B. The project board documents the approach

C. Project assurance approves the approach

D. Project assurance documents the approach

ANSWER: A

Explanation:

The project board approves the approach because tailoring is a project-level decision that must remain aligned with the organization's governance arrangements, the project's scale, risk, complexity, delivery approach, and business requirements. In PRINCE2, tailoring means applying the method proportionately: adapting its practices, processes, roles, management products, and controls without undermining the principles on which the method is based. The project manager proposes and records the chosen approach, normally as part of the Project Initiation Documentation, so that everyone understands how the project will be directed and controlled. Approval by the project board provides the necessary authority and confirms that the proposed level of governance and control is appropriate before the project proceeds. This is consistent with the board's accountability for project direction and for authorizing key project-management baselines. Tailoring is therefore not merely an administrative record; it is an agreed governance approach that the project board must endorse. See the official PRINCE2 overview from PeopleCert and PRINCE2 guidance on AXELOS.

QUESTION NO: 6

What needs to be in place to ensure effective issue and change control?

A. Configuration management system

B. Manage by exception

C. Quality planning

D. Information needs for stakeholders

ANSWER: A

Explanation:

A configuration management system is needed to support effective issue and change control because it provides the controlled environment for identifying, recording, versioning, tracking, and safeguarding project products and their associated configuration information. When an issue or request for change is raised, the project must be able to establish precisely which product, version, baseline, and related documents could be affected. The configuration management system makes that impact assessment reliable and traceable, and it ensures that approved changes are implemented against the correct controlled versions.

In PRINCE2, issue and change control depends on maintaining product status information and preserving an auditable history of decisions and changes. A configuration management system can include processes, records, tools, and responsibilities; it does not necessarily mean a particular software application. Its purpose is to ensure that project products

remain identifiable and that changes are controlled from request through assessment, authorization, implementation, and confirmation. This supports continued alignment between delivered products and approved baselines. PRINCE2 Foundation covers the method's practices and controls for managing projects; see PeopleCert PRINCE2 7 Foundation and AXELOS PRINCE2 project management.

QUESTION NO: 7

From whom does a Team Manager obtain approval for a completed product?

A. Project Manager

B. Project Support

C. The authority defined in the Product Description

D. Senior Supplier

ANSWER: C

Explanation:

The authority defined in the Product Description is correct because PRINCE2 treats product approval as a quality responsibility that must be explicitly assigned for each product. A Product Description defines the product's purpose, composition, quality criteria, quality tolerances, quality-method requirements, and the responsibilities for producing, reviewing, and approving it. Consequently, once a Team Manager has delivered a completed product under a Work Package, approval is sought from the individual or group named as the product's approver in that Product Description.

This approach ensures that acceptance is based on the agreed quality criteria and quality-control method, rather than on an assumed role or reporting line. The approval authority may differ between products according to the specialist knowledge, user interests, supplier interests, or governance needed to confirm that a particular product is fit for purpose. Recording that authority in the Product Description makes the acceptance decision clear, auditable, and aligned with the project's quality-management approach. PRINCE2's product-based planning and defined quality responsibilities support this controlled handover of completed work. See PeopleCert's PRINCE2 certification overview and AXELOS PRINCE2 guidance.

QUESTION NO: 8

What must a PRINCE2 project demonstrate?

A. Application of PRINCE2 principles

B. Application of proper leadership skills

C. Application of the activities in each process

D. Application of tools appropriate for the industry

ANSWER: A

Explanation:

Application of PRINCE2 principles is correct because the principles define whether a project is genuinely being managed as a PRINCE2 project. PRINCE2 is founded on seven universal principles: continued business justification; learn from experience; defined roles, responsibilities and relationships; manage by exception; manage by stages; manage by product; and tailor to suit the project. These principles are mandatory rather than optional guidance. A project may tailor the practices, processes, techniques, documentation, controls, and terminology to its size, risk, complexity, delivery approach, and organizational environment, but that tailoring must not remove the underlying principles.

Demonstrating the principles provides assurance that the project retains PRINCE2's governance and management basis throughout its life. For example, continued business justification ensures the project remains worthwhile, while defined accountability and management by exception establish appropriate decision-making and control. The principles therefore

distinguish a PRINCE2 project from a project that merely uses selected templates or activities. This aligns with the official PRINCE2 description from PeopleCert PRINCE2 certifications and the framework overview provided by PRINCE2.com.

QUESTION NO: 9

In a commercial environment, which process links the team manager and the PRINCE2 method used in a project?

A. Directing a project

B. Managing product delivery

C. Managing a stage boundary

D. Initiating a project

ANSWER: B

Explanation:

Managing product delivery is the PRINCE2 process through which team managers carry out, report on, and deliver the specialist work assigned to them. Its purpose is to control the connection between the project manager's direction and the team's production of project products. In practical terms, the project manager authorizes a work package, a team manager accepts it and manages the required work, and the completed products are returned for review and acceptance. This creates a defined interface that allows the project manager to retain overall control while delegating day-to-day specialist delivery to the team manager.

In a commercial environment, this formal work-package arrangement is particularly valuable because it makes expectations explicit: the products to be delivered, quality criteria, tolerances, reporting requirements, timescales, and responsibilities can all be agreed before work begins. The process therefore applies PRINCE2 controls directly to the work performed by delivery teams, ensuring that progress and product completion are visible and managed consistently. PRINCE2 describes Managing Product Delivery as the process that controls the link between the project manager and team manager(s). See PeopleCert PRINCE2 and PRINCE2.com's overview of PRINCE2 processes.

QUESTION NO: 10

Identify the missing word(s) in the following sentence:

[?] dependency is one between two products of a project, over which the project team has control.

A. An internal

B. A schedule-driven

C. An external

D. A resource-driven

ANSWER: A

Explanation:

An internal is the correct completion because PRINCE2 defines an internal dependency as a dependency between two project products that the project team can control. A project product may need to be created, reviewed, approved, or made available before another product can be developed or used. Because both sides of this relationship fall within the project's sphere of control, the team can plan the sequence of work, assign responsibilities, monitor progress, and take action when the dependency affects delivery.

Recognizing internal dependencies is important when preparing product-based plans. The project team uses product descriptions, product flow diagrams, and the sequence of activities derived from those products to make the required relationships visible. This supports realistic scheduling and helps ensure that prerequisites are delivered in time for dependent work to proceed. PRINCE2's planning practice is founded on defining and analysing products before detailed

activities and schedules are produced. See the official PRINCE2 7 Foundation certification information and the PRINCE2 methodology overview for further context on PRINCE2 planning and product-based techniques.

QUESTION NO: 11

What is the purpose of the Starting up a Project process?

A. Establish whether a worthwhile and viable project exists

B. Authorize the delivery of the project's products

C. Accept the completed project product

D. Control the work of an authorized stage

ANSWER: A

Explanation:

The purpose of **Starting up a Project** is to ensure that the prerequisites for initiating a project are in place by answering the question: “Do we have a worthwhile and viable project?” It is a pre-project process and should require only limited time and resources.

During this process, the project mandate is reviewed, the Executive and Project Manager are appointed, previous lessons are captured, the Project Brief is prepared and the approach to the project is selected. The resulting information enables the Project Board to decide whether to authorize initiation. See PeopleCert PRINCE2 certification information.

QUESTION NO: 12

The project manager needs to confirm that operational teams are responsible for the running of the outputs.

During which step of the ‘organizational design and development’ technique should the project manager ensure this?

A. Manage the ongoing changes to the project ecosystem

B. Transition the project into the organizational ecosystem

C. Understand the organizational ecosystem

D. Develop the project ecosystem

ANSWER: B

Explanation:

“Transition the project into the organizational ecosystem” is correct because this step establishes how the project’s outputs will become embedded in business-as-usual operations. A project delivers outputs, but their intended benefits generally depend on those outputs being accepted, used, supported, maintained, and governed after the project closes. The project manager must therefore work with the relevant operational areas to ensure that ownership is transferred clearly and that the people responsible for ongoing operation understand and accept their responsibilities. This includes confirming operational readiness, such as support arrangements, required capabilities, procedures, controls, and accountability for running the delivered products. The transition is not simply a handover of physical or technical outputs; it is the integration of the project’s products into the organization’s wider ecosystem so they can continue to be operated effectively and contribute to the planned benefits. This reflects PRINCE2’s emphasis on considering the organizational context and enabling successful adoption of project outputs beyond the project’s temporary management structure. See the official PRINCE2 7 Foundation certification page and PRINCE2 overview.

QUESTION NO: 13

Identify the missing words in the following sentence.

The six aspects of project performance to be managed are [?] costs, timescales and scope.

A. benefits, change, risk,

B. benefits, quality, risk,

C. change, quality, risk,

D. benefits, change, quality,

ANSWER: B

Explanation:

The correct completion is **"benefits, quality, risk,"** because PRINCE2 identifies six project performance targets that must be managed throughout the project: benefits, costs, time, quality, scope, and risk. Together, these provide a balanced view of whether the project remains viable, controlled, and able to deliver what is required. Benefits concern the measurable improvements or value expected from the project's outputs. Quality concerns the extent to which products meet their defined requirements and acceptance criteria. Risk concerns uncertainty that could have a positive or negative effect on the project's objectives. Costs, timescales, and scope complete the six targets stated in the question. PRINCE2 uses these aspects when setting tolerances, monitoring performance, and deciding whether issues need escalation to the project board. Managing all six ensures that a project is not judged solely by delivery speed or expenditure, but also by the value it will realize, the standard of what it delivers, and the uncertainties affecting delivery. See the PeopleCert PRINCE2 Foundation overview and the PRINCE2 best-practice overview.

QUESTION NO: 14

The project manager needs to document how risk management will be undertaken during the project.

In which step of the 'risk management' technique should the project manager document this?

A. Identify: define context and objectives

B. Identify: identify threats and opportunities

C. Assess: prioritize risks

D. Assess: combine risk profile

ANSWER: A

Explanation:

Identify: define context and objectives is correct because this is the opening activity in PRINCE2's risk-management procedure, establishing the basis on which risk will be managed for the particular project. Before individual threats and opportunities can be recorded and evaluated, the project needs an agreed approach that defines the risk-management objectives, scope, responsibilities, reporting arrangements, risk categories, scales for probability and impact, tolerances, and the timing of risk reviews. This information is documented in the project's Risk Management Approach, which provides a consistent framework for risk work throughout the project lifecycle. Defining the context also ensures that risk management is tailored to the project's scale, complexity, organizational environment, and stakeholders, in line with the PRINCE2 principle of tailoring the method to suit the project. Once this foundation is in place, the project team can apply the agreed approach to identify, assess, plan, implement, and communicate risk responses in a controlled and repeatable way. PRINCE2 guidance and certification information are available from PeopleCert's PRINCE2 7 Foundation page and the AXELOS glossary.

QUESTION NO: 15

Which statement is CORRECT about representatives of the 'user' stakeholder interest?

A. They have to ensure that the project justifies the business investment

B. They have to ensure that project expenditure provides good value for money

C. They have the understand the standards that need to be applied

D. They have to operate the project's outputs during their operational life

ANSWER: D

Explanation:

They have to operate the project's outputs during their operational life. In PRINCE2, the user interest represents the people or organizations that will use the project's products, receive benefits from their use, or operate them once they are handed over into business-as-usual. User representatives therefore define the needs that the project must satisfy and confirm that the delivered products will be usable and fit for purpose. Their perspective extends beyond the project's technical delivery: they are concerned with realizing practical value from the outputs in the operational environment. This is why operating the outputs during their operational life is a defining characteristic of the user stakeholder interest. PRINCE2 recognizes business, user, and supplier as the three primary stakeholder interests that must be represented in project decision-making. The user role ensures that decisions remain aligned with the needs of those who will ultimately use, benefit from, and, where applicable, run the project products. See the PRINCE2 overview from PeopleCert and the official PRINCE2 guidance resources at PRINCE2.com.

QUESTION NO: 16

The project board Wants to consider whether td continue to operate in the same way, of Whether to change operations by means. of a project.

In which step of 'business case management technique should this be considered?

A. Develop

B. Check

C. Maintain

D. Confirm

ANSWER: A

Explanation:

Develop is correct because this is the step in which the rationale for the proposed project is established and documented in the business case. Before committing resources to a project, the organization needs to understand the underlying business problem or opportunity and consider the available response. This includes considering the baseline position: continuing to operate as currently, improving or changing operational activity without a project, or making the change through a project. Comparing these possibilities helps establish whether a project is justified and provides the foundation for identifying expected benefits, costs, risks, timescales, and investment appraisal information. The resulting business case gives the project board the information it needs to decide whether the project represents a worthwhile, desirable, viable, and achievable investment. It also creates the initial justification that will be kept under review throughout the project, ensuring that the project remains aligned with the organization's objectives and continues to offer value. PRINCE2 treats the business case as the key basis for project decision-making, beginning with its development before authorization of substantive project work. See the PeopleCert PRINCE2 Foundation overview and PRINCE2 guidance from AXELOS.

QUESTION NO: 17

What does the 'managing product delivery' process enable?

A. The reporting of team progress direct to the project board

B. The assessment of project risks before committing to spend

C. The coordination of delivery of at least one project product

D. The review of the achievability of delivering the project plan

ANSWER: C

Explanation:

The coordination of delivery of at least one project product is correct. The purpose of the Managing Product Delivery process is to control the link between the Project Manager and the Team Manager(s), ensuring that work on agreed products is authorized, undertaken, monitored and reported in a controlled way. It enables the Team Manager to accept, execute and deliver work packages, while providing progress information to the Project Manager. A work package defines the product(s) to be created, the applicable quality criteria, constraints, tolerances and reporting arrangements. Consequently, this process is focused on coordinating the specialist work needed to create one or more project products and confirming that completed products meet the specified requirements before they are handed back to the Project Manager. The process supports product-based planning and maintains management control at the delivery level, without transferring the Project Manager's overall accountability for the project. Further information on PRINCE2 processes and their purposes is available from PeopleCert's PRINCE2 Foundation page and the PRINCE2 best-practice overview.

QUESTION NO: 18

Which management product records the project's lessons that may be useful to future projects?

A. Lessons Report

B. End Project Report

C. Issue Report

D. Benefits Review Plan

ANSWER: A

Explanation:

The **Lessons Report** is used to document lessons that can be applied to future projects. It is prepared during the Closing a Project process and provides a summary of the lessons learned during the project, including what worked well, what did not work well, and recommendations for improvement.

Lessons are captured throughout the project in the Lessons Log. The Lessons Report draws together the relevant information at closure so that it can be communicated to those responsible for organizational learning or future projects. This supports the PRINCE2 principle of learning from experience. See PeopleCert PRINCE2 certification information.

QUESTION NO: 19

When is a work breakdown structure MOST useful?

A. When there are multiple work packages with a mix of internal and external resources

B. in a simple project with one work package for the work of a small team

C. When establishing a change authority aligned to project tolerances

D. When assuring business, user and supplier aspects of project performance

ANSWER: A

Explanation:

When there are multiple work packages with a mix of internal and external resources is correct because a work breakdown structure provides a hierarchical decomposition of the project's total scope into manageable pieces of work. In this situation, the structure makes the required deliverables and work packages visible, enabling the project manager to plan, assign,

monitor, and control work across organizational boundaries. It provides a common basis for agreeing who is responsible for each part of the work, what resources are needed, and how the component work contributes to the overall project outcome. This is particularly valuable where internal teams and external suppliers must coordinate their contributions, since clear decomposition reduces ambiguity at interfaces and supports effective reporting and control. Within PRINCE2, planning is product-based and uses structured definitions of what must be delivered; decomposing the work needed to create and manage those deliverables supports the practical organization of work packages and their allocation to teams or suppliers. The approach is consistent with PRINCE2's focus on clear responsibilities, manageable stages, and control through defined products and work packages. See the official PRINCE2 7 Foundation certification overview and the PMI overview of work breakdown structure principles.

QUESTION NO: 20

Which feature of a stage plan suggests that a project is in danger of scope creep?

A. Stage plans are prepared by the project manager as the stage comes to an end

B. Products identified in a stage plan cannot be traced back to the project plan

C. The team delivering the stage plan includes staff from different parts of an organization

D. it is not possible to implement remedial actions for an exception by updating a stage plan

ANSWER: B

Explanation:

Products identified in a stage plan cannot be traced back to the project plan is the correct indicator of potential scope creep. PRINCE2 uses product-based planning, in which the project's required products are defined and planned in a structured way, starting from the project-level scope and then developing the detail needed for each management stage. A stage plan should therefore provide a detailed, controlled view of the work needed to create products that contribute directly to the approved project plan and its product baseline.

If a product appears in a stage plan without that traceability, it may represent work that has been introduced without confirmation that it supports the agreed project scope, benefits, or objectives. This is a warning that the stage is beginning to include unapproved additions rather than merely elaborating the authorized work. The project manager should investigate the product's origin and ensure that any necessary change is assessed and controlled through the project's change-control approach before committing resources. Maintaining this alignment supports the PRINCE2 principles of continued business justification, defined roles and responsibilities, and management by stages. See PeopleCert's PRINCE2 7 Foundation overview and AXELOS PRINCE2 guidance.

QUESTION NO: 21

How should the 'managing product delivery' process be used?

A. As a way of obtaining project acceptance from the project board

B. As an alternative to using the PRINCE2 quality review technique

C. As an interface to third party suppliers that are not using PRINCE2

D. As a way to allow team managers to create their own work packages

ANSWER: C

Explanation:

The correct use is **"As an interface to third party suppliers that are not using PRINCE2"**. Managing Product Delivery is the PRINCE2 process through which the project manager and the people or teams creating specialist products agree, undertake, monitor, and report the delivery of work packages. It establishes a controlled supplier interface: work is

authorized through an agreed work package, the team manager delivers the specified products, and progress, issues, and completion are reported back to the project manager.

This interface does not require the delivery organization to operate the full PRINCE2 method. A third-party supplier can use its own delivery approach, controls, and internal management practices, while still accepting and reporting against the project's work-package requirements. The project manager retains project-level control over product requirements, tolerances, reporting expectations, quality criteria, and handover, without imposing PRINCE2 processes throughout the supplier organization. This is particularly valuable where contracted suppliers, specialist groups, or external development teams are contributing defined products to a PRINCE2 project.

PRINCE2 describes its process-based, scalable project-management approach at PeopleCert's PRINCE2 certification page. Further PRINCE2 guidance is available from PRINCE2.com.

QUESTION NO: 22

Which statement describes the 'Implement' step within the recommended risk management procedure?

A. Take planned action to respond to a risk

B. Implement the responsibilities for risks defined in the Risk Management Strategy

C. Assess the proximity of a risk

D. Identify the level of risks that can be tolerated by the project

ANSWER: A

Explanation:

"Take planned action to respond to a risk" correctly describes the Implement step of PRINCE2's recommended risk management procedure. Once a risk has been identified, assessed, and a response has been selected and planned, the response must be put into effect. Implementing may involve carrying out actions intended to avoid, reduce, transfer, share, exploit, enhance, reject, or otherwise manage the risk, according to whether it is a threat or an opportunity. The risk owner remains accountable for managing the risk, while a risk action owner may be assigned responsibility for completing specific response actions. The project manager monitors that these actions are completed and that the response is producing the intended effect. This step is therefore about execution of the agreed response, rather than merely defining responsibilities, assessing a risk characteristic, or setting the project's risk tolerance. PRINCE2 treats risk management as an ongoing control activity: responses are implemented, their effectiveness is reviewed, and risks are escalated where tolerances may be exceeded. See the PRINCE2 guidance overview from PeopleCert and the UK government's Project Delivery Functional Standard and guidance library for related project risk-management context.

QUESTION NO: 23

Which term is defined as a product that will not meet is quality specifications?

A. Off-specification

B. Request for change

C. Concern

D. Problem

ANSWER: A

Explanation:

Off-specification is the correct term. In PRINCE2, an off-specification is a type of issue concerning something that the project is required to provide but that is currently not provided, or is forecast not to be provided. A product that is forecast to fail its defined quality specifications is therefore an off-specification, because it will not conform to the acceptance and quality criteria recorded for that product. The forecast may arise from quality-control results, inspections, testing, or other monitoring

information. Recording the matter as an off-specification ensures it is assessed through the project's issue-management approach, including its impact on tolerances, plans, product quality, and the business justification. The appropriate authority can then decide whether corrective action is required, whether the specification should be changed, or whether the matter needs escalation. This use of the term supports PRINCE2's product-based planning and quality practices: products are defined in advance and checked against measurable quality specifications rather than merely judged informally. See the official PeopleCert PRINCE2 certification information and the PRINCE2 best-practice overview.

QUESTION NO: 24

Which is a type of issue?

A. A lesson

B. A request for change

C. An Exception Report

D. A risk with an estimated high impact

ANSWER: B

Explanation:

A request for change is a type of issue in PRINCE2. An issue is an event or concern that has arisen and requires examination, decision-making, or action by the project management team. PRINCE2's issue management approach provides a controlled way to capture, assess, prioritize, decide upon, and implement such matters. A request for change specifically proposes an alteration to an approved baseline, such as a change to a product, scope, requirement, design, or agreed project management approach.

When it is raised, the request is recorded in the issue register and assessed for its effect on the project's objectives, including time, cost, quality, scope, benefits, risk, and tolerances. The project manager then acts within delegated authority or escalates the matter when the change exceeds those limits. This ensures that baseline changes are authorized and traceable rather than being introduced informally. PRINCE2 recognizes requests for change as one of the standard issue types handled through the issue management procedure. See the official PRINCE2 certification overview and PRINCE2 guidance.

QUESTION NO: 25

Which is NOT one of the PRINCE2 integrated elements?

A. Tailoring PRINCE2 to the project environment

B. The processes

C. The products

D. The themes

ANSWER: C

Explanation:

The products is the correct answer. PRINCE2 is a product-based project-management method, so it uses management products extensively to define, plan, monitor, and control work. Examples include the business case, project brief, project plan, product descriptions, highlight reports, and end stage reports. These products support the method's application, but they are not themselves classified as one of its integrated elements.

The PRINCE2 integrated elements describe the connected parts of the method that must work together when it is applied to a project. In the PRINCE2 6th-edition structure reflected in this question, these include the principles, themes, processes, the project environment, and tailoring PRINCE2 to the project environment. The themes provide areas of management focus throughout the project, while the processes describe the project-management lifecycle and associated decision points.

Tailoring ensures the method is applied proportionately to the project's scale, complexity, risk, and organizational context. Management products are important outputs and records used within those elements, rather than an integrated element in their own right. See the official PRINCE2 Foundation certification overview and PRINCE2 methodology overview.

QUESTION NO: 26

When is the 'controlling a stage' process USUALLY first used?

A. At the end of the first stage after initiation

B. During the 'starting up a project' process

C. During the 'initiating a project' process

D. After the project board has authorized the project

ANSWER: D

Explanation:

The correct answer is **"After the project board has authorized the project"**. Controlling a Stage is the project manager's day-to-day management process for an authorized management stage. It includes authorizing work packages, monitoring progress, reviewing issues and risks, reporting progress to the project board, taking corrective action within agreed tolerances, and escalating exceptions when forecast performance is expected to exceed those tolerances.

Although the process is normally first applied once the project board has authorized the project, PRINCE2 recognizes that there can be a lengthy initiation stage. In that situation, the project board may authorize a delivery stage before the project itself is fully authorized. The process is therefore generally first used following project authorization, when the project manager has authority to control the first delivery stage and manage the work being undertaken. This timing ensures that the project is governed through defined management stages, with the board retaining control of key decisions and the project manager managing work within delegated limits.

See the official PRINCE2 process overview at PeopleCert PRINCE2 Foundation and the PRINCE2 Agile process reference at AXELOS Publications.

QUESTION NO: 27

Identify the missing words in the following sentence.

The role of [?] is assigned to the project manager if it is not allocated to another person.

A. change authority

B. project assurance

C. project support

D. senior user

ANSWER: C

Explanation:

project support is correct. In PRINCE2, project support provides practical administrative, technical, and specialist assistance to the project-management team. This can include maintaining project-management documentation and registers, supporting the use of project controls and configuration-management procedures, collecting and analysing data, arranging meetings, and helping with reporting. The amount and formality of this support are tailored to the project's scale, complexity, risks, and organizational environment.

PRINCE2 does not require a separate individual or team to be appointed for project support. Where the role has not been allocated to someone else, its responsibilities default to the project manager. This ensures that essential administration and

control activities remain owned and performed, rather than being left unassigned. On larger or more complex projects, dedicated project support may be supplied by a project office or programme office, allowing the project manager to delegate support work while retaining overall responsibility for managing the project. This allocation principle is part of PRINCE2's defined project-management team structure and its tailoring approach. See PRINCE2 project management team roles and responsibilities and PeopleCert PRINCE2 information.

QUESTION NO: 28

What should the project manager do to support the 'learn from experience' principle?

A. Incorporate lessons identified into the regular checkpoint report

B. Seek supplier experiences when considering the project approach

C. Summarize project lessons in a lessons log during project closure

D. Produce the executive's role description and responsibilities

ANSWER: B

Explanation:

"Seek supplier experiences when considering the project approach" supports the learn from experience principle because PRINCE2 requires the project to actively seek, record and act on relevant lessons from the outset and throughout its life. When the project approach is being selected, suppliers can provide valuable experience from comparable products, delivery methods, technologies, commercial arrangements and previous implementations. Using this information helps the project manager make an informed decision about how the project should be delivered, rather than relying only on assumptions or starting from scratch.

Learning is not limited to the project team's internal history. Relevant experience may come from previous projects, programmes, operational teams, specialists, customers and suppliers. The project manager should ensure that useful knowledge is considered when tailoring the project approach and is captured for continued use during the project. This is consistent with PRINCE2's emphasis on continual learning and on applying lessons early enough for them to improve planning and decision-making. See the official PRINCE2 certification information from PeopleCert and PRINCE2 guidance from AXELOS.

QUESTION NO: 29

Which is an objective of the 'directing a project' process?

A. To tailor the project's products and roles so that the project suits the circumstances

B. To respond to the project mandate by starting up a project

C. To provide an interface between the project and corporate management

D. To ensure the stage products are delivered to the stated quality standards

ANSWER: C

Explanation:

To provide an interface between the project and corporate management is an objective of the Directing a Project process because this process is performed by the Project Board, which represents the interests of the business, users, and suppliers at the level above day-to-day project management. It establishes the governance link through which organizational direction, priorities, tolerances, and decisions are communicated to the project, while key project information, forecasts, exceptions, and requests for authorization are escalated to the appropriate management level.

The Project Board directs the project by authorizing initiation, project delivery, and stage boundaries; by giving ad hoc direction when needed; and by deciding whether to continue or close the project. This oversight enables corporate, programme, or customer management to retain control while delegating routine management to the Project Manager. The

interface is therefore essential to PRINCE2's management-by-exception approach: the Project Board remains accountable for project success and intervenes when decisions exceed the Project Manager's delegated authority. See the PRINCE2 overview from PeopleCert and the AXELOS PRINCE2 resource page.

QUESTION NO: 30

Why is it crucial that the Project Product Description clearly defines acceptance methods?

A. Enables Project Assurance to authorize quality activities

B. Defines how all project products will be reviewed and approved

C. Defines how it will be proven that the completed project product meets the customer's expectations

D. Provides confirmation that all project products have met their quality criteria

ANSWER: C

Explanation:

The Project Product Description defines the project's major product: what it must achieve, the quality expectations for it, and the acceptance criteria and acceptance methods that will be used. Clearly defining acceptance methods is crucial because they specify the practical means by which the customer or user will demonstrate that the completed project product satisfies their expectations and is fit for purpose. These methods may include inspection, testing, demonstration, review, or another agreed assessment approach. Establishing them early creates a shared and objective basis for acceptance, so the project team knows what evidence must be produced and the customer knows how acceptance will be decided. This supports the PRINCE2 focus on products principle by ensuring that the required end product and its measurable quality requirements are understood from the outset. It also enables acceptance to be planned and managed throughout the project rather than being left as an uncertain decision at closure. PRINCE2 describes product-based planning and product descriptions as central techniques for defining products and their quality requirements. See the official PRINCE2 7 Foundation certification page and PRINCE2 methodology overview.

QUESTION NO: 31

Which is a purpose of a quality register?

A. To record the quality management approach for a product

B. To issue a unique reference number for each product

C. To detail the number and type of quality activities to be conducted

D. To identify corrective actions that are required after an audit by quality assurance

ANSWER: C

Explanation:

To detail the number and type of quality activities to be conducted is correct because the quality register records the quality-control activities that are planned and those that have already taken place during the project. It provides a consolidated view of activities such as quality reviews, inspections, testing, and approvals, including their planned dates, actual dates, results, and any follow-up status. This enables the project manager and project board to monitor whether products are being checked in accordance with the agreed quality management approach and product descriptions.

The register is therefore a practical control record for the project's quality activities rather than merely a statement of policy. By showing the scope and progress of planned quality work, it supports informed reporting and helps ensure that quality-control responsibilities are performed at the appropriate points in product development. PRINCE2 defines the quality register as a record of all quality-control activities planned or undertaken, making the stated purpose directly aligned with its role. See the PRINCE2 quality-management overview at PRINCE2.com and the quality register definition at PRINCE2 Wiki.

QUESTION NO: 32

Which is a purpose of the ‘starting up a project’ process?

A. To prevent poorly conceived projects from being initiated

B. To ensure the communication requirements of all stakeholders are documented

C. To learn lessons from this project

D. To document how changes required by corporate or program management will be reviewed

ANSWER: A

Explanation:

The purpose of starting up a project is to establish whether a project is worthwhile and viable enough to justify the investment of time and resources required for formal initiation. A key outcome is preventing poorly conceived projects from being initiated. This process provides a light but essential pre-project check: it confirms that there is a clear project mandate, identifies the executive and project manager, captures relevant previous lessons, develops the outline business case, and prepares the project brief and initiation-stage plan. These activities give the organization sufficient information to decide whether to authorize initiation.

The wording “from being initiated” is important because PRINCE2 distinguishes this preliminary process from the formal initiation work that follows authorization. Starting up a project does not seek to complete all detailed planning; it ensures that the fundamental basis for proceeding exists before that effort is committed. This supports PRINCE2’s continued business justification principle by ensuring that unsuitable ideas can be stopped early, while viable proposals can proceed to the initiation stage with appropriate authority. See the PRINCE2 Agile guidance on Starting up a Project and the PRINCE2 certification overview.

QUESTION NO: 33

How does product-based planning help to determine the project approach?

A. By identifying the outputs that the project must deliver

B. By planning in detail how to deliver the outputs over a more predictable time scale

C. By managing constraints to the planned completion date for the project

D. By dividing the delivery of the project's outputs into stages which do not overlap

ANSWER: A

Explanation:

By identifying the outputs that the project must deliver is correct because product-based planning starts with a clear definition of the project’s required products, rather than beginning with a list of activities. In PRINCE2, this establishes the scope of what the project is intended to produce and enables the project team to understand the composition of the final product and any intermediate or specialist products needed to create it. The resulting product breakdown structure and product descriptions provide the basis for deciding an appropriate delivery approach, including the skills, methods, resources, dependencies, and controls that will be needed. Identifying the products also makes quality expectations explicit through defined quality criteria and quality methods. This product focus supports planning from the desired outcomes backwards: once the required products are known, the team can determine the work, sequence, and responsibilities necessary to deliver them. It therefore helps ensure that the project approach is aligned with the tangible products required to achieve the project’s objectives and justify its investment. PRINCE2 describes product-based planning as a technique for defining and analysing products before planning the activities required to produce them. See PRINCE2.com: What is product-based planning? and PeopleCert PRINCE2 7 Foundation.

QUESTION NO: 34

Which is a purpose of a Project Brief?

A. Enable the assembly of the project mandate

B. Describe the reporting requirements of the various layers of management involved with the project

C. Describe how changes to products will be controlled

D. Provide a solid basis for the initiation of the project

ANSWER: D

Explanation:

Provide a solid basis for the initiation of the project is correct. In PRINCE2, the Project Brief is developed during the Starting up a Project process. It gathers the key information needed to decide whether the project is worthwhile and sufficiently defined to proceed to formal initiation. It includes the outline Business Case, Project Product Description, project approach, project management team structure, and an initial plan. Together, these provide the project board with a clear foundation for authorizing initiation and enable the project manager to prepare the more detailed Project Initiation Documentation during the Initiating a Project process. The Project Brief therefore establishes a common understanding of the proposed project's purpose, scope, expected product, justification, organization, and initial direction before significant resources are committed. PRINCE2 describes the purpose of Starting up a Project as ensuring that the prerequisites for initiating a project are in place, with the Project Brief serving as the essential basis for that decision. See the PRINCE2 certification overview from PeopleCert and the PRINCE2 best-practice overview.

QUESTION NO: 35

Which statement about tailoring roles is CORRECT?

A. The PRINCE2 roles should not be tailored

B. The accountability of each role should be maintained

C. The 'defined roles and responsibilities' principle can be ignored

D. The project management team should proactively tailor their own roles

ANSWER: B

Explanation:

The accountability of each role should be maintained. PRINCE2 permits tailoring of its organization practices to suit the project's size, complexity, risk, delivery approach, and organizational context. For example, one individual may undertake more than one role on a smaller project, or role responsibilities may be adapted to align with an organization's existing governance structure. However, this flexibility must not remove or obscure the defined accountabilities needed for effective direction, management, and delivery of the project. Clear accountability ensures that decisions are made at the appropriate management level, that delegated authority is understood, and that no essential project-management responsibility is left unowned. Tailoring roles therefore means adjusting how roles are implemented while preserving the purpose and accountability that PRINCE2 assigns to them. In particular, the project board's accountability for project success and the project manager's responsibility for day-to-day management need to remain clear, even where individuals combine duties. This supports PRINCE2's continued business focus, effective governance, and the principle that roles and responsibilities must be defined. See PeopleCert's PRINCE2 certification overview and AXELOS' PRINCE2 best-practice overview.

QUESTION NO: 36

At which level does the project board set tolerances?

A. Programme

B. Project

C. Stage

D. Work package

ANSWER: C

Explanation:

Stage is correct. Under PRINCE2's management-by-exception principle, the Project Board delegates authority to the Project Manager to manage each stage within agreed limits. The Project Board therefore sets the tolerances for a stage, covering the permissible variation in areas such as time, cost, scope, risk, quality, benefits, and sustainability performance. These limits define the Project Manager's decision-making authority during the stage. If a forecast shows that a stage tolerance is expected to be exceeded, the Project Manager must escalate the matter to the Project Board by raising an exception report. The Board can then decide whether to approve an exception plan, alter the tolerances, or take another appropriate course of action. This delegation allows the Board to retain overall control while avoiding unnecessary involvement in routine day-to-day management. Stage boundaries are key decision points at which the Project Board reviews progress, confirms continued business justification, and authorizes the next stage with its associated controls and tolerances. This application of tolerances is central to PRINCE2's governance framework and its use of management by exception. See PeopleCert's PRINCE2 overview and AXELOS PRINCE2 guidance.

QUESTION NO: 37

Whose approval is needed to replace a Stage Plan with an Exception Plan?

A. Corporate or programme management

B. Project Board

C. Project Manager

D. Team Manager

ANSWER: B

Explanation:

Project Board is correct because an Exception Plan is produced when a stage is forecast to exceed the tolerances delegated by the Project Board. This represents an exception that must be escalated through the manage by exception principle. The Project Manager prepares the Exception Plan to show how the stage can be brought back under control, including the impact on time, cost, scope, risk, benefits, and any revised forecasts. However, the plan does not become the approved basis for controlling the remainder of the stage until the Project Board has reviewed and authorized it.

Once authorized, the Exception Plan replaces the current Stage Plan and provides the approved direction and tolerances for completing that stage. This preserves the Project Board's accountability for project-level decisions and ensures that changes beyond delegated authority receive appropriate governance. The PRINCE2 method describes the Project Board as the decision-making authority for directing the project, including considering exception situations and authorizing appropriate responses. See PeopleCert's overview of the PRINCE2 method and its governance-based approach at PeopleCert PRINCE2 certifications and the official PRINCE2 guidance catalogue at Managing Successful Projects with PRINCE2 7.

QUESTION NO: 38

Identify the missing word in the following sentence relating to one of the principles: A PRINCE2 project should have [?] defined for each project objective.

A. themes

B. principles

C. processes

D. tolerances

ANSWER: D

Explanation:

tolerances is correct because it expresses the PRINCE2 principle of managing by exception. PRINCE2 delegates authority to the appropriate management level while retaining clear limits on that authority. Tolerances set the permitted variation around agreed objectives, allowing the project manager to manage day-to-day work without escalating every minor deviation to the project board.

The project's objectives cover the key performance targets that must remain under control, including time, cost, scope, quality, benefits and risk. Defining tolerances for these objectives establishes the boundaries within which a lower management level may act. If a forecast indicates that a tolerance is likely to be exceeded, this becomes an exception situation and must be escalated to the level of management that set that tolerance. That higher authority can then decide how to proceed, for example by approving an exception plan or changing the project's authorized limits.

This approach provides effective governance while avoiding unnecessary management overhead. It ensures that senior decision-makers focus on matters requiring their attention and that accountability is clear throughout the project. See the PRINCE2 overview from PeopleCert and the guidance on PRINCE2 best practice.

QUESTION NO: 39

Which describes a time-driven control?

A. The dates for the project's end stage assessment included in the project plan

B. The expected frequency of progress reports specified in a work package

C. The expected dates for planned checks of specialist products included in a stage plan

D. The planned exception assessment meeting to authorize a requested exception plan

ANSWER: B

Explanation:

The expected frequency of progress reports specified in a work package is a time-driven control because it requires monitoring and reporting at predetermined intervals, such as weekly or monthly, regardless of whether a particular event, issue, or threshold has occurred. In PRINCE2, progress controls provide the project management team and project board with timely information for decision-making and oversight. A work package is the means by which work is assigned to a team manager or team, and it defines the controls to be used while that work is carried out. Specifying how often progress reports are required establishes a regular reporting cadence, enabling the project manager to monitor status, assess actual progress against the stage plan, and identify emerging concerns promptly. The key characteristic is that the control is triggered by the passage of time rather than by completion of a product, an event, or an exception. This aligns with PRINCE2's progress practice, which uses regular reports and review points to maintain control throughout delivery. See the official PRINCE2 7 Foundation certification page and PeopleCert official training materials.

QUESTION NO: 40

Identify the missing words in the following sentence. The role of [?] is responsible for carrying out a risk response action to respond to a particular risk.

A. Project Assurance

B. Project Support

C. the risk actionee

D. the risk owner

ANSWER: C

Explanation:

The role of **the risk actionee** is responsible for carrying out a specified risk response action. PRINCE2 distinguishes responsibility for managing a risk from responsibility for implementing the practical action selected to address it. A risk response may involve preventive measures to reduce the probability of a threat, actions that lessen its impact, activities to exploit an opportunity, or implementation of a fallback plan if a risk occurs. The risk actionee is assigned the relevant action, performs it, and provides status information so that the response can be monitored.

This assignment supports clear accountability: the person undertaking the action knows precisely what is required, while the risk remains visible and controlled through the project's risk-management approach and records. The role may be allocated to an individual within the project team or, where appropriate, to someone outside it who is able to perform the agreed response. PRINCE2's treatment of risk roles and response actions is summarized in AXELOS guidance on PRINCE2 risk management and is consistent with the risk-response concepts described by the PRINCE2 Foundation certification syllabus.

QUESTION NO: 41

Which is an objective of the Initiating a Project process?

A. Develop the corporate quality management system as part of the Project Initiation Documentation

B. Prepare the plans for the subsequent stages

C. Summarize how the organization's project management method will be tailored for the project

D. Request authority from corporate management to deliver the project

ANSWER: C

Explanation:

Summarize how the organization's project management method will be tailored for the project is correct because Initiating a Project establishes the sound foundations required before the Project Board commits to delivery. PRINCE2 is deliberately designed to be tailored to the project's size, complexity, importance, risk environment, and organizational context. During initiation, the Project Initiation Documentation records the agreed project controls, management approaches, roles, plans, and other arrangements that define how PRINCE2 will be applied in practice. This gives the Project Board, project team, and stakeholders a shared understanding of the project's governance and management method before significant resources are committed. Tailoring is not an optional informal activity; it ensures that the method remains appropriate and proportionate while retaining the controls needed for effective direction and decision-making. Capturing the tailored approach during initiation also provides a clear baseline against which the project can be governed throughout its life. The PRINCE2 Foundation qualification covers the principles, practices, processes, and tailoring of PRINCE2: PeopleCert PRINCE2 Foundation. Further information on PRINCE2 and its adaptable method is available from PRINCE2.com.

QUESTION NO: 42

Which role is responsible for ensuring that the project management team works well with all the functional units involved in the project?

A. Project board

B. Project manager

C. Team manager

D. Project assurance

ANSWER: A

Explanation:

Project board is correct because it provides the project with overall direction and governance, acting as the interface between the project and the wider organization. Its members represent the key business, user, and supplier interests and collectively ensure that the project is appropriately aligned with organizational priorities and the functions contributing to, affected by, or supporting the work. Through its decision-making authority, direction to the project manager, and oversight of continued business justification, the project board enables effective coordination across those functional interests rather than allowing the project to operate in isolation.

PRINCE2 defines the project board as the body accountable for the project's success and responsible for providing unified direction. This governance role includes ensuring that the project has the organizational support, decisions, resources, and stakeholder alignment needed for the project management team to work effectively with the relevant functional units. The project board delegates day-to-day management within agreed tolerances while retaining accountability for the project's strategic integration and control. See the PRINCE2 overview from PeopleCert and the PRINCE2 best-practice information from AXELOS.

QUESTION NO: 43

Which action should the project manager take to ensure effective progress management when a team manager is inexperienced?

A. Increase the frequency of checkpoint reports

B. Allow the team manager more flexibility to exceed cost tolerance

C. Increase the frequency of event-driven controls

D. Increase the frequency of escalations by the team manager

ANSWER: A

Explanation:

Increase the frequency of checkpoint reports is correct because Checkpoint Reports are a PRINCE2 time-driven control used by a team manager to provide the project manager with regular information about the status of assigned work packages. They communicate actual progress against the agreed plan, forecast progress for the next reporting period, and identify issues or risks that may need attention. When the team manager is inexperienced, more frequent reporting gives the project manager closer visibility of delivery and creates regular opportunities to provide guidance, confirm understanding of priorities, and act promptly if a forecast indicates that tolerances may be threatened. This is a proportionate way to tailor the project's controls to the capability and experience of the delivery role while retaining the team manager's responsibility for managing the work package. The reporting frequency should be agreed as part of the work package and can be adjusted to reflect the level of management control needed. PRINCE2's progress practice emphasizes using controls that provide timely, reliable information for decision-making and escalation. See the PeopleCert PRINCE2 7 Foundation overview and the PRINCE2 overview.

QUESTION NO: 44

The project manager needs to plan the reviews to confirm whether the expected measurable improvements have been achieved.

A. Benefits management approach

B. Business case

C. Quality management approach

D. End project report

ANSWER: A

Explanation:

The **Benefits management approach** is correct because it defines how the project's expected benefits will be identified, measured, reviewed, and reported. In PRINCE2, a benefit is a measurable improvement resulting from an outcome that is perceived as advantageous by one or more stakeholders. Since benefits may be realized during the project, at its closure, or after the project has ended, the approach establishes the timing of benefit reviews, the measures or indicators to be used, responsibilities for carrying out those reviews, and the reporting arrangements. This gives the project manager and business representatives a planned method for confirming whether the improvements anticipated in the Business Case have actually been achieved. It also supports continued business justification by ensuring that benefit realization is monitored rather than merely assumed when products are delivered. PRINCE2 treats benefits management as a continuing business responsibility, often involving review activities beyond formal project closure. See the PeopleCert PRINCE2 Foundation certification overview and the AXELOS PRINCE2 guidance overview.

QUESTION NO: 45

Which of the following can be done to control the size of the Project Board on a project that involves multiple users and suppliers?

A. Create a separate Project Board to manage the supplier elements of the project

B. Create multiple smaller Project Boards during the process of Starting up a Project, one for each of the project's stages.

C. Create user and supplier groups

D. Appoint corporate quality assurance to perform the Project Assurance role for all members of the Project Board

ANSWER: C

Explanation:

Create user and supplier groups is correct because PRINCE2 requires the Project Board to provide the key decision-making interests of business, users and suppliers, while remaining a manageable directing body. Where a project has many user organizations, suppliers, or stakeholder representatives, they do not all need individual places on the Project Board. Instead, they can be organized into user and supplier groups and represented through the appropriate Senior User and Senior Supplier roles. Those representatives are accountable for ensuring that the needs, concerns and specialist interests of their respective groups are properly represented in Project Board decisions.

This approach preserves the PRINCE2 governance model: the Executive remains accountable for the project's continued business justification, the Senior User represents those who will use or benefit from the project's products, and the Senior Supplier represents those providing resources and expertise. Grouping stakeholders therefore makes communication and decision-making practical without removing the necessary user and supplier perspectives from project direction. The Project Board should be tailored to the project's environment and complexity, but its membership must still provide clear authority and representation. See the PeopleCert PRINCE2 Foundation overview and the PRINCE2 overview from AXELOS.

QUESTION NO: 46

Identify the missing word in the following sentence. The guiding obligations and good practices which determine whether the project is genuinely being managed using PRINCE2 form the [?] of the method.

A. Principles

B. Themes

C. Processes

D. Techniques

ANSWER: A

Explanation:

Principles is correct. In PRINCE2, the principles are the method's guiding obligations and good practices. They provide the basis for judging whether a project is being managed in a way that can genuinely be described as PRINCE2. PRINCE2 is intended to be tailored to the project's context, scale, risk, complexity, and delivery approach; however, tailoring must not remove or undermine the principles. They therefore provide the method's defining foundation rather than a prescriptive set of documents or activities.

The principles express core expectations for project management, including continued business justification, learning from experience, clearly defined roles and responsibilities, management by stages, management by exception, focus on products, and tailoring to suit the project. Applying these principles supports effective governance and enables an organization to use PRINCE2 proportionately without losing the essential characteristics of the method. The official PeopleCert PRINCE2 page describes PRINCE2 as a globally applicable project-management method and provides certification information at PeopleCert PRINCE2. Further information about PRINCE2 guidance and publications is available from AXELOS PRINCE2.

QUESTION NO: 47

Within which integrated element does PRINCE2 set minimum requirements?

A. Themes

B. Processes

C. Principles

D. Project environment

ANSWER: A

Explanation:

Themes is correct. In the PRINCE2 method, themes are the integrated elements that address aspects of project management which must be applied continually throughout the project, rather than at only one process point. The themes cover the ongoing management disciplines needed to establish and maintain effective project control, such as business justification, organization, quality, plans, risk, change, and progress.

PRINCE2 defines a set of minimum requirements for each theme. These requirements establish the essential management products, controls, decisions, and responsibilities that must be present for a project to claim that it is using PRINCE2. They provide a consistent baseline while still permitting tailoring: the project can adapt how a theme is applied to suit its scale, complexity, risk, and organizational context, provided that the relevant minimum requirements remain satisfied. This supports PRINCE2's principle of tailoring the method to the project environment without losing the method's core governance and control framework.

For an overview of PRINCE2 and its adaptable project-management framework, see PeopleCert's PRINCE2 information and AXELOS: What is PRINCE2?.

QUESTION NO: 48

How should the 'progress' practice be used?

A. To define how the products will be delivered to enable control

B. To predict whether the benefits will exceed the costs

C. To identify opportunities that may make the project more successful

D. To deliver change which will benefit people in their day-to-day work

E. To monitor actual achievements against plans, forecast performance, and enable control decisions

ANSWER: E

Explanation:

The progress practice should be used to establish a regular, reliable basis for monitoring what has actually been achieved against what was planned, forecasting future performance, and enabling informed control decisions. It gives the project's decision-makers timely information about status at management stages and work-package level, including progress against plans, tolerances, and the project's targets. This allows the project manager and project board to recognize when actual or forecast performance may require corrective action, escalation, or a decision on how to proceed.

Using progress in this way supports the PRINCE2 principle of managing by exception: routine performance is handled within agreed tolerances, while forecasts showing a likely exception are brought to the appropriate management level. Progress information is therefore not merely retrospective reporting; it is used to predict whether plans and targets remain achievable and to maintain control throughout the project. PRINCE2 7 describes progress as the practice that provides mechanisms for monitoring and comparing actual achievements against planned achievements and for forecasting objectives. See the official PRINCE2 7 Foundation certification page and the PRINCE2 7 overview.

QUESTION NO: 49

Which question is answered by applying the 'defined roles and responsibilities' principle?

A. What management products should be created to suit this project?

B. How should I apply PRINCE2 to this project?

C. How can I save my managements time on this project?

D. What should I contribute to this project?

ANSWER: D

Explanation:

The correct question is **"What should I contribute to this project?"** The defined roles and responsibilities principle ensures that every person and group involved in the project understands their purpose, authority, accountabilities, and expected contribution. PRINCE2 establishes a clear project management team structure, including the project board, executive, senior user, senior supplier, project manager, team manager, project assurance, and project support. Each role is assigned specific responsibilities so that decisions are made by the appropriate authority and work is directed, managed, and assured effectively.

Applying this principle therefore helps an individual identify what they are expected to do for the project: the decisions they may make, the information they must provide, the products or activities for which they are responsible, and the parties to whom they report or from whom they receive direction. Clear responsibilities also support accountability throughout the project lifecycle and ensure that user, business, and supplier interests are represented. This directly answers the question of what an individual should contribute to the project. The principle is part of the PRINCE2 method covered in the PRINCE2 7 Foundation certification; further method guidance is available from PRINCE2.com's overview of the PRINCE2 principles.

QUESTION NO: 50

Which of the following statements about stakeholders are true?

1. Someone who thinks they will be affected by a project is a stakeholder on that project.

2. Stakeholders may be internal or external to the corporate organization.

A. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 or 2 are true

ANSWER: C

Explanation:

Both 1 and 2 are true. PRINCE2 uses a broad understanding of a stakeholder: it includes people, groups, or organizations that can affect a project, may be affected by it, or perceive that they may be affected. Therefore, someone's perception that the project will affect them is sufficient for them to be treated as a stakeholder. This is important because perceived impacts can influence stakeholder expectations, support, concerns, and the project's ability to achieve acceptance of its products.

Stakeholders can also be located either within or outside the corporate organization. Internal stakeholders may include project team members, operational staff, senior management, or departments that will use or support the project's outputs. External stakeholders can include customers, users, suppliers, regulators, partner organizations, and local communities. PRINCE2 expects the project to identify relevant stakeholders and manage engagement and communication in a way that supports the project's objectives. Recognizing both internal and external perspectives helps ensure that important interests, requirements, and potential impacts are considered throughout the project. See PeopleCert's PRINCE2 overview and AXELOS glossary resources.

QUESTION NO: 51

Which describes a purpose of the 'quality' theme?

A. To facilitate control by defining the activities to deliver the specified products

B. To provide the means to check that the products meet specified criteria

C. To summarize completed quality activities for input to the end stage report

D. To define what the project must deliver in order to gain acceptance

ANSWER: B

Explanation:

The correct description is *"To provide the means to check that the products meet specified criteria."* In PRINCE2, the quality theme establishes how the project will define, implement and verify quality. Its purpose is to ensure that project products are fit for purpose and satisfy the quality expectations, acceptance criteria and quality specifications agreed for them. This requires the project to identify measurable quality criteria for each product and then plan appropriate quality-control activities, such as inspections, reviews, testing or approvals, to confirm that the criteria have been met.

Quality is therefore not merely a final check at project closure. It provides a structured, documented basis for checking products throughout their development and delivery. Product descriptions specify the relevant quality criteria and quality methods, while quality records provide evidence that planned checks have occurred and their results. This enables the project to demonstrate objectively that delivered products meet the standards required for acceptance. Further information on PRINCE2 methods and the treatment of quality management is available from AXELOS PRINCE2 and the current certification overview at PeopleCert PRINCE2 Foundation.

QUESTION NO: 52

Which PRINCE2 theme should be applied to establish an effective project management team structure?

A. Business case

B. Quality

C. Organization

D. Plans

ANSWER: C

Explanation:

Organization is correct because the PRINCE2 Organization theme establishes the project's management structure and defines the responsibilities, accountabilities, and authority needed to direct, manage, and deliver the project. It ensures that the appropriate people are appointed to key project-management roles, including the project board, project manager, team managers, project assurance, and project support. Applying this theme creates clear reporting lines and decision-making authority, so that everyone understands who is responsible for specific management activities and who is accountable for project-level decisions.

A suitably designed project management team must reflect the project's scale, complexity, stakeholder interests, and organizational environment. The Organization theme also supports effective communication by identifying stakeholders and clarifying how information and decisions flow between the customer, supplier, and business interests represented within the project governance structure. In PRINCE2 7, this area is expressed through the Organizing practice, while earlier editions identify it as the Organization theme; the underlying purpose remains the same. See the official PRINCE2 overview from PeopleCert and the PRINCE2 guidance overview from AXELOS.

QUESTION NO: 53

The project board is reviewing the project initiation documentation (PID) to decide whether the project should continue or close. What should the project board ensure the PID is aligned with?

A. The business objectives

B. The business' existing governance practices

C. The project's delivery method

D. The ways of working used on previous projects

ANSWER: A

Explanation:

The business objectives is correct because the PID provides the baseline for how the project will be managed, controlled, and justified, and it must support the reason the organization is investing in the work. At the end of initiation, the project board uses the PID together with the business case to decide whether the project remains desirable, viable, and achievable enough to authorize delivery or stop the project. Alignment with business objectives confirms that the planned outputs, expected outcomes, benefits, scope, controls, risks, and resource commitments continue to contribute to the organization's intended strategic direction. This is essential to PRINCE2's continued business justification principle: a project should proceed only while there is a valid business reason for doing so. The project board therefore needs confidence that the project's defined approach is not merely complete as a management document, but is genuinely focused on delivering value and supporting the objectives that initiated the investment. PRINCE2 also assigns the project board accountability for ensuring continued alignment between the project and business objectives throughout the project lifecycle. See PeopleCert PRINCE2 7 Foundation and AXELOS PRINCE2 guidance.

QUESTION NO: 54

The project manager reviews the project product description to identify the detailed requirement for each product.

In which step of the quality management technique should the project manager do this review?

A. Gathering user inputs

B. Accepting products

C. Describing the quality management approach

D. Controlling quality

ANSWER: A

Explanation:

Gathering user inputs is the appropriate step because it establishes the information needed to understand what users and other stakeholders require from the project's products. The project product description provides an initial, high-level definition of the project's final product, including the customer's quality expectations and acceptance criteria. Reviewing it at this point helps the project manager identify the detailed requirements that will need to be specified for individual products.

Those inputs provide the foundation for defining measurable quality specifications and suitable quality controls later in the quality management work. This ensures that requirements are based on the needs of those who will use, operate, support, or accept the products, rather than being derived solely from technical assumptions. Capturing and clarifying these inputs supports PRINCE2's product focus: products should be defined with clear quality criteria so that their suitability can be assessed objectively before acceptance.

This is consistent with the PRINCE2 principle of focusing on products and with the quality practice's purpose of ensuring that products are fit for purpose and meet documented requirements. See PeopleCert's PRINCE2 7 Foundation overview and the PRINCE2 best-practice overview.

QUESTION NO: 55

Identify the missing word(s) in the following sentence. During a quality review meeting [?] any identified defects.

A. a solution should be designed for

B. an issue should be created for

C. the agreed actions should be recorded for

D. the chair will approve the solution to

ANSWER: C

Explanation:

"the agreed actions should be recorded for" correctly completes the sentence because a quality review meeting is intended to reach a documented, controlled outcome for every defect found in the reviewed product. Review participants examine the product against its agreed quality criteria, identify defects or required changes, and agree the actions needed to resolve them. Recording those actions ensures that the work is not merely discussed: each required correction can be assigned, tracked, and followed up before the product is accepted or progresses to the next relevant activity.

This reflects PRINCE2's emphasis on planned and controlled quality management. Quality review is a structured technique for checking that a product is fit for purpose and meets its specified quality expectations. The resulting agreed actions provide an auditable record of what must happen following the review and support accountability for resolving defects. This control is especially important because product approval should be based on evidence that the relevant quality criteria have been satisfied. PRINCE2 Foundation learning includes the application of quality-management practices and techniques within a controlled project environment; see the PeopleCert PRINCE2 Foundation certification overview and the PRINCE2 best-practice overview.

QUESTION NO: 56

Which role represents the stakeholders who will operate the project's products after the project is complete?

A. Executive

B. Senior user

C. Senior supplier

D. Project manager

ANSWER: B

Explanation:

Senior user is correct because PRINCE2 assigns this role responsibility for representing the interests of those who will use, operate, maintain, or otherwise gain benefit from the project's products. The Senior User ensures that user requirements are accurately specified, that the proposed products are fit for their intended purpose, and that the expected benefits can be realized after the project has delivered its outputs. Where there are several user interests, the Senior User represents them collectively on the project board and may be supported by user representatives.

This responsibility is especially important because the project's delivery does not by itself guarantee successful use in operational service. By representing the operational stakeholder community, the Senior User helps ensure that acceptance criteria, usability needs, training or transition needs, and benefit expectations are considered throughout the project. In PRINCE2, the project board brings together business, user, and supplier perspectives; the Senior User provides the user perspective and safeguards the interests of those who will use the solution. See the PRINCE2 overview from PeopleCert and the PRINCE2 guidance overview from AXELOS.

QUESTION NO: 57

Which role is responsible for creating Checkpoint Reports?

A. Senior Supplier

B. Team Manager

C. Change Authority

D. Project Support

ANSWER: B

Explanation:

The Team Manager is responsible for creating Checkpoint Reports. In PRINCE2, a Checkpoint Report is a regular progress report produced by the Team Manager for the Project Manager while a work package is being carried out. It communicates the status of the team's work, including progress against the agreed plan, any issues or risks requiring attention, forecasts, and the current state of products assigned within the work package. The reporting frequency and any required format are agreed when the Project Manager authorizes the work package. This provides the Project Manager with timely, controlled visibility of delivery progress and supports management by exception, since emerging tolerances or forecast problems can be identified early. Checkpoint Reports are therefore a key interface between the team-management level and project-management level of PRINCE2. The PRINCE2 method defines clear accountabilities for management products and emphasizes tailoring report content and frequency to the project's needs. See the official PeopleCert PRINCE2 certification information and the PRINCE2 best-practice overview.

QUESTION NO: 58

Which report is produced by a Team Manager to provide the Project Manager with regular information on the status of a Work Package?

A. Checkpoint Report

B. Highlight Report

C. Exception Report

D. End Stage Report

ANSWER: A

Explanation:

A **Checkpoint Report** is produced by a Team Manager to provide regular information on the status of a Work Package. It reports progress against the agreed plan and highlights actual or forecast problems, risks and issues that need attention.

The frequency, format and content of Checkpoint Reports are agreed in the Work Package. This enables the Project Manager to monitor delivery activity and maintain control of the stage. A Highlight Report is sent by the Project Manager to the Project Board, whereas an Exception Report is used when a tolerance is forecast to be exceeded. See PeopleCert PRINCE2 certification information.

QUESTION NO: 59

In which step of the 'planning' technique should a team manager break down the cost of delivering a work package?

A. Preparing estimates

B. Defining and analyzing the products

C. Organizing work packages

D. Preparing a schedule

ANSWER: A

Explanation:

Preparing estimates is the correct step because PRINCE2 planning requires the effort, duration, resource requirements and costs associated with planned work to be estimated before the plan can be scheduled and budgeted. For a work package, the team manager considers the work needed to create the required products and develops estimates for the resources and time involved. Applying relevant resource rates to those estimates enables the cost of delivering the work package to be calculated or broken down into meaningful components. These estimates provide an essential input to the project plan's budget and support the team manager's agreement with the project manager on what can be delivered within the work package's tolerances. They also provide the basis for monitoring actual effort and expenditure against the authorized work. Once estimates have been prepared, the work can be arranged into a schedule, with activities sequenced and assigned dates. PRINCE2's product-based planning approach ensures that estimates are grounded in the products to be delivered and the activities required to produce them, rather than being an unsupported top-down cost figure. See the official PeopleCert PRINCE2 certification information and AXELOS PRINCE2 guidance.

QUESTION NO: 60

Which is a feature of an effective project team?

A. It should rely on the team sitting together in order to easily build effective working relationships

B. It should consist of people with a wide range of skills, abilities and viewpoints

C. It should plan and control effective communications with the project's stakeholders

D. It should consist of full-time team members who can focus attention on the project's needs

ANSWER: B

Explanation:

It should consist of people with a wide range of skills, abilities and viewpoints is correct because PRINCE2 recognizes that projects are delivered by people and that successful delivery depends on establishing an effective project team. A team with complementary capabilities can address the project's different specialist, management, technical, operational, and stakeholder-related needs. Bringing together varied abilities also supports sound decision-making: team members can contribute relevant expertise, identify risks or implications from different perspectives, and develop practical responses to issues as they arise. Diversity of viewpoints is particularly valuable because it helps avoid narrow assumptions and encourages constructive challenge, innovation, and more balanced solutions. In PRINCE2 7, the people element is integrated throughout the method; effective collaboration, leadership, and working relationships are necessary for the project management practices and processes to operate successfully. The project organization should therefore ensure that the individuals involved collectively provide the knowledge, experience, authority, and perspectives needed to achieve the

project's objectives. This reflects PRINCE2's emphasis on tailoring the project approach to its context while enabling capable people to work together effectively. See the official PRINCE2 website and PeopleCert PRINCE2 certification information.

QUESTION NO: 61

Which is a minimum requirement when applying the 'business case' theme?

A. Defining the alternative business options for the project in the benefits management approach

B. Ensuring that the involvement of suppliers in the project is justified

C. Defining who will be responsible for approving and updating the business case

D. Documenting the best case, expected case, and worst case business case

ANSWER: C

Explanation:

Defining who will be responsible for approving and updating the business case is a minimum requirement because PRINCE2 requires clear accountability for the business case throughout the project lifecycle. The business case provides the continuing justification for the project: it establishes why the work is worthwhile, identifies the expected benefits, and supports decisions on whether the project should proceed. It is not simply created once at the start; it must remain current as information about costs, risks, benefits, timescales, and forecasts becomes clearer.

Assigning responsibility for approval ensures that the appropriate authority can confirm that the project remains desirable, viable, and achievable. Assigning responsibility for updating ensures that the document reflects the latest position and can be used reliably at key decision points, including stage boundaries and exception situations. In practice, the project's business-case management approach defines how this responsibility and the related review, update, and control procedures will operate. This supports PRINCE2's principle of continued business justification and enables informed governance decisions throughout delivery. See the PeopleCert PRINCE2 7 Foundation overview and the PRINCE2 Wiki business case theme summary.