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QUESTION 1

Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the

authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the

company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the

promotional calendar.

Central Records: This group of five staff looks after all company records and document control.

They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project. Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar. It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Purchasing Manager should be appointed as a Senior Supplier for this project?

- A. He is responsible for the organization's procurement activities.
- B. He is responsible for the performance of supplier contracts.
- C. He was an engineer and worked in that area before taking up his current position.
- D. He can influence the external supplier's Business Case.
- E. He is not appropriate for the role of Executive or Senior User.

Correct Answer: AB

QUESTION 2

It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely. There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.

Which product should show that the staff photo sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager?

- A. Follow-on action recommendations
- B. Lessons Report
- C. Project closure notification
- D. Risk Register

Correct Answer: B

QUESTION 3

While preparing the Risk Management Strategy, the Project Manager considered the commercial customer/supplier environment and how this may affect the management of risk. Which approach should the Outsourcing project adopt?

- A. Plan to use the selected service provider's risk management procedures.
- B. All project risks associated with the specialist deliverables should be owned by the selected service provider.
- C. Due to the sensitive nature of this project, consideration should be given to creating a separate Risk Register to be held by MFH and the selected supplier.

Correct Answer: C

QUESTION 4

The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week, resulting in a three-week delay. The Work Package only has one week tolerance.

Which 2 actions should the Team Manager take in response to this situation?

- A. Ask the reviewers to work overtime to prevent the delay.
- B. Ensure that the situation is included in the next Highlight Report.
- C. Raise an issue explaining that tolerances are forecast to be exceeded.
- D. Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.
- E. Ensure that the Quality Register is updated with the quality review result.

Correct Answer: CE

QUESTION 5

Scenario:

Techniques, processes and procedures

1.
Any threat that may result in a loss of MFH data must be escalated immediately. Joint agreements
2.
Work is to start at the beginning of week 2 (Stage 4).
3.
The project will take two years to complete, at an estimated cost of ?5m. Tolerances
4.
None. Constraints
5.
MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6.
Installation work must take place during MFH normal working hours.
7.
+?0,000 / -?5,000. Reporting arrangements
8.
Highlight Report every Monday by 10.00 am.
9.
The report must contain a summary of all products worked on during the previous week.
10.
Project Manager must be notified of any issues immediately by telephone. Problem handling and escalation
11.
Impact analysis of all issues must be completed within 24 hours. Extracts or references
12.
The Stage Plan for stage 4 is available from Project Support. Approval method

13.

Project Assurance will review the completed Work Package and confirm completion

Which 2 statements apply to either the Extracts or references or Approval method sections?

- A. Delete entry 12 because this should be the Team Plan not the Stage Plan.
- B. A suitable entry for Extracts or references would be '\\Product Descriptions are available from Project Support\\'.
- C. Move entry 13 to Reporting arrangements because this describes how completion will be advised to the Project Manager.
- D. Delete entry 13 because this is NOT a Project Assurance responsibility.
- E. Add '\\The Project Manager is to be advised of completion of the Work Package by email\\'.

Correct Answer: AB

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