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QUESTION 1

HOTSPOT 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 £2.5m.

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. +£10,000 / -£25,000.

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

At the end of stage 3, the service provider will be selected and the contract awarded. During stage 4, the Account Manager for the selected service provider will work with the Project Manager to complete the transition of the services to the

selected service provider.

Hot Area:

	Assertion		Reason	
1	The Project controls section of the Project Initiation Documentation should be updated as soon as the service provider has been selected during stage 3.	True+False	The Project Initiation Documentation contains a summary of the project level controls for monitoring and reporting.	True+False
2	Time-driven controls should be used to monitor the service provider's progress during stage 4.	True+False	The Project Manager requires regular progress reports from a Team Manager in order to monitor the progress of a Work Package.	True+False
3	Once the service provider is selected, the Product Description for the selected service provider should be updated.	True+False	The composition field of a Product Description should be used to record an change in the status of a product.	True+False
4	Checkpoint Reports should provide updates on the progress of the transfer of equipment and staff.	True+False	A Work Package defines the reporting arrangements and approval method between a supplier and the Project Board.	True+False
5	The selected service provider, acting as a Team Manager in stage 4, should provide an Exception Report for the Project Manager if their Work Package is forecast to exceed its tolerance.	True+False	The Team Manager is responsible for informing the Project Manager if any of the agreed tolerances for a Work Package are forecast to be exceeded.	True+False
6	Benefit tolerance should be set in the next Stage Plan for Project Assurance to monitor.	True+False	Project Assurance is responsible for monitoring the Business Case against project progress.	True+False

Correct Answer:

	Assertion		Reason	
1	The Project controls section of the Project Initiation Documentation should be updated as soon as the service provider has been selected during stage 3.	True-False	The Project Initiation Documentation contains a summary of the project level controls for monitoring and reporting.	True-False
2	Time-driven controls should be used to monitor the service provider's progress during stage 4.	True-False	The Project Manager requires regular progress reports from a Team Manager in order to monitor the progress of a Work Package.	True-False
3	Once the service provider is selected, the Product Description for the selected service provider should be updated.	True-False	The composition field of a Product Description should be used to record an change in the status of a product.	True-False
4	Checkpoint Reports should provide updates on the progress of the transfer of equipment and staff.	True-False	A Work Package defines the reporting arrangements and approval method between a supplier and the Project Board.	True-False
5	The selected service provider, acting as a Team Manager in stage 4, should provide an Exception Report for the Project Manager if their Work Package is forecast to exceed its tolerance.	True-False	The Team Manager is responsible for informing the Project Manager if any of the agreed tolerances for a Work Package are forecast to be exceeded.	True-False
6	Benefit tolerance should be set in the next Stage Plan for Project Assurance to monitor.	True-False	Project Assurance is responsible for monitoring the Business Case against project progress.	True-False

QUESTION 2

Which management product defines the detailed nature, purpose and function of a product?

- A. Plan
- B. Quality Register
- C. Project Product Description
- D. Product Description

Correct Answer: D

QUESTION 3

In the PRINCE2 Quality review technique, who would most likely carry out the role of administrator:

- A. Project manager
- B. Project support
- C. Team Manager
- D. Project Assurance

Correct Answer: B

QUESTION 4

Scenario Additional Information During the initiation stage the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the order numbers at the MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of ?2k. The Marketing department believes that sending a promotional calendar to our current and prospective customers would increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including: 20% discount for all repeat customers - not cost-effective and very short term A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year A series of television and press advertisements? was too expensive A direct mail shot to all customers - benefit would be short term Creation of an internet website - would not suit all customers

The calendar is seen as the favored option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

Using the Project Scenario and the additional Information provided for this question In the Scenario Booklet, answer the following question.

Lines A to E in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Hot Area:

	Assertion	True False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	<input type="checkbox"/> True <input type="checkbox"/> False	The Business Case includes options for the delivery of the chosen solution.	<input type="checkbox"/> True <input type="checkbox"/> False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	<input type="checkbox"/> True <input type="checkbox"/> False	The Business Case is no longer viable if stage tolerances are exceeded during project.	<input type="checkbox"/> True <input type="checkbox"/> False
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project" Brief.	<input type="checkbox"/> True <input type="checkbox"/> False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	<input type="checkbox"/> True <input type="checkbox"/> False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	<input type="checkbox"/> True <input type="checkbox"/> False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	<input type="checkbox"/> True <input type="checkbox"/> False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	<input type="checkbox"/> True <input type="checkbox"/> False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	<input type="checkbox"/> True <input type="checkbox"/> False

Correct Answer:

	Assertion	True False	Reason	
A	If the calendar solution is changed there should be a review of, and possible changes to, the Business Case.	<input checked="" type="checkbox"/> True <input type="checkbox"/> False	The Business Case includes options for the delivery of the chosen solution.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
B	The Business Case will no longer be viable if the prepared calendar pack is only available for printing in the first week of December.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False	The Business Case is no longer viable if stage tolerances are exceeded during project.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False
C	The fact that the project's aim is to try to counter the fall in orders should be documented in the project" Brief.	<input checked="" type="checkbox"/> True <input type="checkbox"/> False	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief.	<input checked="" type="checkbox"/> True <input type="checkbox"/> False
D	The Benefits Review Plan should include an assessment in 12 months time of the increase in orders.	<input checked="" type="checkbox"/> True <input type="checkbox"/> False	The Benefits Review Plan contains details of benefits reviews to be conducted during the project	<input checked="" type="checkbox"/> True <input type="checkbox"/> False
E	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False	Only those benefits that can be measured in financial terms should be defined in the Business Case.	<input type="checkbox"/> True <input checked="" type="checkbox"/> False

QUESTION 5

Who would be responsible for maintaining the Configuration Item Records?

- A. Project Manager
- B. Project Support
- C. Project Assurance
- D. Team Manager

Correct Answer: B

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