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QUESTION 1

Which of the following management products ARE updated as part of Managing a stage boundary?

1.
Business Case
 2.
Benefits Review Plan
 3.
Configuration Item Records
 4.
Project Brief
- A. 1, 2, 3
B. 1, 3, 4
C. 1, 2, 4
D. 2, 3, 4

Correct Answer: A

QUESTION 2

During which of the following activities is the Project Product Description created?

- A. Design and appoint the Project Management Team
- B. Prepare the outline business case
- C. Select the project approach and assemble the project brief
- D. Plan the initiation stage

Correct Answer: B

QUESTION 3

Scenario

Additional Information

Extract from the Communication Management Strategy.



The project information in the table below is true, but it may not be recorded under the correct heading or be in the correct document.

Introduction	1. This document contains details of how the project management team will send information to individuals working on the Calendar project, and receive information from them.
Communication procedure	2. See MNO Manufacturing Company standards for all internal company communications.
Tools and techniques	3. Use the staff newsletter to launch the label design competition and to promote the chosen label design. 4. Using the number of responses to the label design competition as a measure, report fortnightly to the Project Board on the effectiveness of the staff newsletter as a vehicle for communication. 5. Use the company website to advertise the promotional calendar to customers.
Records	6. A record should be maintained for each product of the project. As a minimum this should show the project name, product name, product title, and version number. 7. External email and correspondence relating to the Calendar project should be recorded electronically in the project folder. 8. Information received in hard copy should, where possible, be scanned and filed as above.
Timing of communication activities	9. At the end of each stage, audit and report on the performance of the communication methods being used. 10. Highlight Reports to be provided to appropriate stakeholders, at the frequency defined in each Stage Plan.
Stakeholder analysis: Interested parties	11. Photographer. 12. Print company.
Information needs for each interested party	13. Weekly updates will be provided by email to the individual producing the staff newsletter. 14. Engineering Manager is to be consulted when preparing the photo session schedule.

Using the Project Scenario, select the appropriate response to each of the following 5 questions which have been raised by the Project Board. The project is now at the end of the initiation stage. Having decided that the Calendar project is a relatively simple project, the Project Manager combined the Starting Up a Project process and the Initiating a Project process. No Project Brief has been produced. Instead the Project Manager used the project mandate to produce a simple Project Initiation Documentation (PIO). The PIO includes the Business Case, a product checklist and several Product Descriptions, including the Project Product Description. Short sections are also included for each of the strategies and the controls to be applied. The Project Manager has elected to use the Daily Log to record all risks, issues, lessons and quality - results. After the initiation stage there will be two further stages during which a small number of Work Packages will be authorized. While these are being managed, the Project Manager will hold regular checkpoints, which will support the production of weekly Highlight Reports to the Project Board.

This question provides a number of changes which may or may not be required to the Extract from the Communication Management Strategy provided in the additional information.



Which statement applies to the Timing of communication activities section?

- A. Delete entry 9 because activities for controlling the project should be planned as part of Project controls in the Project Initiation Documentation.
- B. No change to entry 9 because it describes the timing of performance reports.
- C. Delete entry 10 because Highlight Reports are a Project Board control, the frequency of which should be recorded in the Project controls section of the Project Initiation Documentation.

Correct Answer: B

QUESTION 4

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 Sales Manager should be appointed as User Assurance for this project?

- A. He joined the company last year with huge enthusiasm and is keen to increase sales.
- B. He can provide an evaluation of the potential impact the calendar will have on sales.
- C. He is able to advise on suitable stakeholder engagement of current and prospective customers.
- D. He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
- E. He can resolve any conflict in requirements between the Sales department and the Marketing department.



Correct Answer: BC

QUESTION 5

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 type="checkbox"/> True <input checked="" 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 type="checkbox"/> True <input checked="" 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