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QUESTION 1

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 Introduction section?

- A. No change to entry 1 because this shows the purpose and content of this document.
- B. Amend entry 1 to read '\\This document contains the controls and reporting to be established for the project management team\\'.
- C. Amend entry 1 to read '\\This document contains the means and frequency of communication between the project management team, the print company and other external parties.

Correct Answer: A

QUESTION 2

Scenario:

The Ministry of Food Hygiene (MFH) has a quality management system which contains a document control process to manage all documentation requirements. The document control process was created by the MFH Quality Manager, who now maintains all of MFH's documents and performs an organization-wide configuration management role. The MFH Quality Manager will administer the configuration management procedure for the Restructuring project since this must comply with the MFH document control process.

According to PRINCE2, which statement about the Configuration Management Strategy for the Outsourcing project is correct?

- A. Every project needs a Configuration Management Strategy, even if the organization has existing configuration management standards, because every project has different circumstances.
- B. A separate Configuration Management Strategy will be required for each of the suppliers within this project because each will have a different way of managing and storing products.
- C. A Configuration Management Strategy is unnecessary for this project because the MFH document control process is documented. It is acceptable simply to reference this in the Quality Management Strategy.

Correct Answer: A

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

HOTSPOT Product Summary A list of customers will be collated. This will use existing information from the Accounts department about current customers, and existing information from the Marketing department about prospective customers.

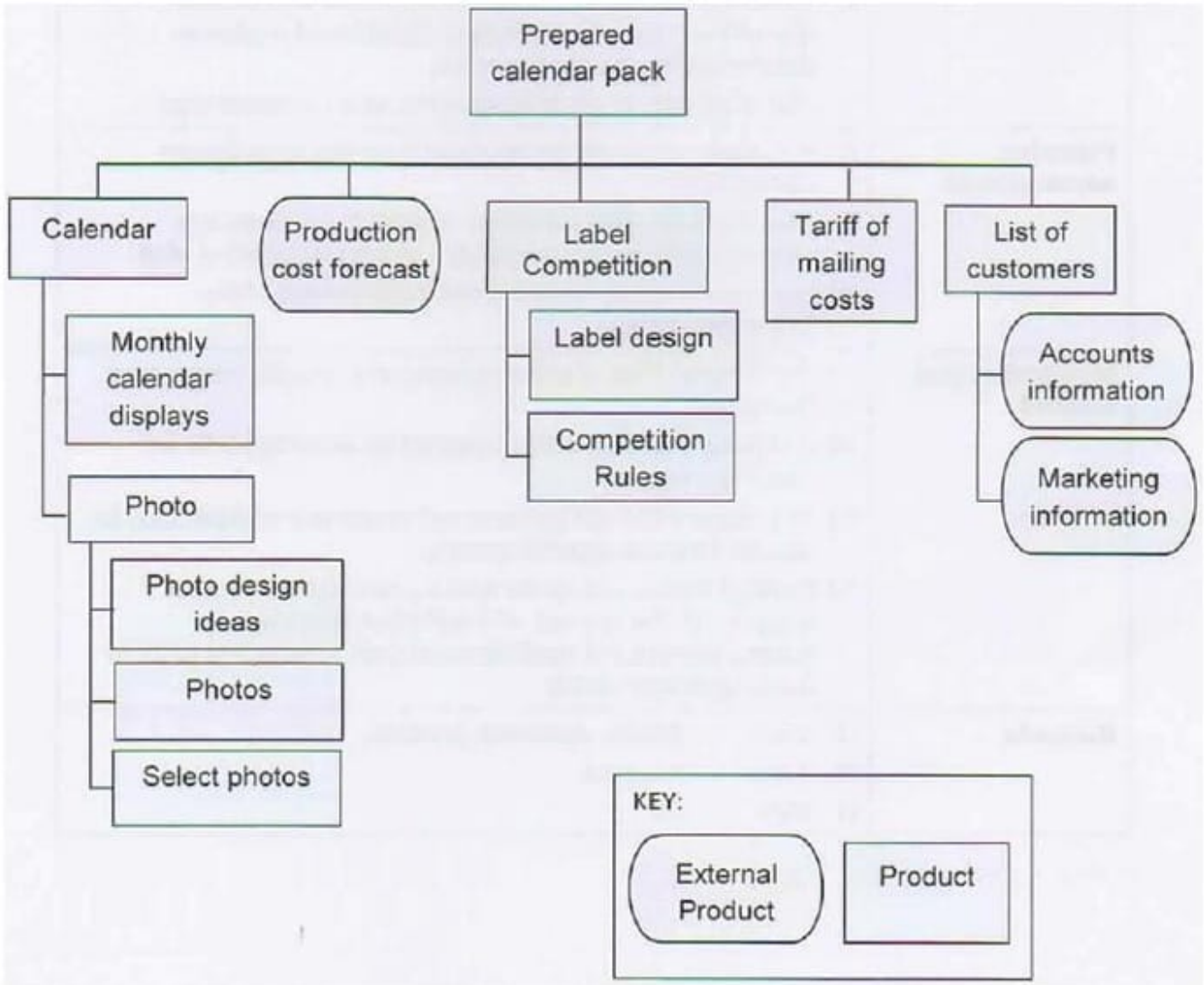
Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the

approval to launch the internal label design competition. Competition rules will be required to communicate details of the competition to the staff. The chosen label design will then be selected from the competition entries.

The photos for the calendar must be based on existing photo design ideas available from the Marketing department. The selected photos will be chosen from these. Monthly calendar displays will be created to show the required layout of each

page.

Product Breakdown Structure (contains errors)



Extract from Stage Plan for stage 3.

(All entries are true statements but may not be shown under the correct heading or in the correct document).



Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actual throughout the stage. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actual. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.
Budgets	15. Cost £5k for specialist products 16. Time 4 weeks 17. Risk £0

Using the Product Summary and Product Breakdown Structure provided as additional Information for this question In the Scenario Booklet, answer the following question.

Column 1 is a list of some of the entries in the product breakdown structure. Determine whether each entry in Column 1 has been correctly shown in the product breakdown structure. Select from Column 2 the appropriate statement that correctly describes that entry. Each selection from Column 2 can be used once, more than once or not at all.

Hot Area:



Column 1

Column 2

Production cost forecast

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Tariff of mailing costs

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Photo design ideas

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Accounts information

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Monthly calendar displays

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Label design

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Select photos

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry



Correct Answer:



Column 1

Column 2

Production cost forecast

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Tariff of mailing costs

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Photo design ideas

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Accounts information

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Monthly calendar displays

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Label design

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry

Select photos

External product incorrectly shown
Internal product incorrectly shown as an external product
NOT a product
Correctly shown entry



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 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