

## PR2P<sup>Q&As</sup>

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## QUESTION 1

During Executing a Work package, specialist products are created and quality reviews are carried out - which management product captures the details of these reviews?

- A. Team Plan
- B. Checkpoint Report
- C. Quality Register
- D. Configuration Item Record

Correct Answer: C

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## QUESTION 2

The Manage by Exception principle sets tolerances for six areas of the project. Time, Cost and Quality are three of them, what are the other three?

- A. Scope, People and Resources, Benefit
- B. Scope, Risk, Product
- C. Risk, Benefit, Product
- D. Scope, Risk, Benefit

Correct Answer: D

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## QUESTION 3

Which project controls should be established for the Outsourcing project?

- A. Highlight Reports to the Project Manager; Exception Reports to the Project Board when project tolerances are forecast to be exceeded.
- B. Highlight Reports to the Project Board; Exception Reports to corporate management when stage tolerances are forecast to be exceeded.
- C. Highlight Reports to the Project Board; Exception Reports to the Project Board when stage or project tolerances are forecast to be exceeded.

Correct Answer: C

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## QUESTION 4

Project Scenario

Calendar Project (Note: The companies and people within the scenario are fictional.)

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for

next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company

image as described in the existing corporate branding standards. Another project is currently producing a new company logo when it is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

Design for each month - correctly showing public holidays and new company logo

Selected photographs- 12 professionally-produced photographs, showing different members of staff

Selected paper and selected envelope - for printing and mailing the calendar

Chosen label design - a competition to design a label will be held as part of this project

List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages:

Stage 2 will include the activities to:

Create the customer list using information from the Accounts and Marketing departments

Confirm compliance with the Data Protection Legislation

Create a design for each month - this will be done by the internal creative team

Select and appoint a professional photographer

Gather photograph design ideas from previous project and agree photographic session schedule

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select the professionally-taken photographs

Hold the label design competition and choose the label design

Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of

the project. The production cost forecast will be reviewed by the Project Board to determine whether the project should continue. It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to

enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist

products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance

of +1 week /-2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

Whilst identifying the mailing costs for the calendars the Project Manager was surprised to find the costs could vary considerably depending on the size of the package and the delivery service used. For the purpose of this project, the Project

Manager has selected an appropriate service but feels that a corporate standard for postage would have reduced the time and effort invested. It could reduce the company's overheads by up to £20k per year. How should the Project Manager

record this observation within the project?

- A. Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.
- B. Make a note of the observation in the Daily Log to be transferred to a Benefits Review Plan at the end of the project.
- C. Record the observation in an Exception Report to the Project Board.
- D. Make an entry in the Lessons Log for future consideration by corporate management.

Correct Answer: D

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## QUESTION 5

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 appointing the MFH Quality Manager to administer the configuration management procedure is correct?

- A. The MFH Quality Manager should administer the configuration management procedure on this project because this task should always be assigned to corporate or programme management.
- B. The MFH Quality Manager should only administer the configuration management procedure on one project at a time. If the MFH Quality Manager already performs this task on another project, another individual should be appointed.
- C. The MFH Quality Manager would be suitable to perform this task because he is the author of the document control process and is likely to have the knowledge required for this role.

Correct Answer: C

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**QUESTION 6**

## Scenario

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being

monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the

impact on the Engineering staff. This meeting should have occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response.

The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's

calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

Which 2 statements should be recorded under the Proximity heading?

- A. Proximity categories for this project are: Imminent; Within the stage; Within the project; Beyond the project.
- B. The risk of MFH having no outsourcing experience will be categorized as Stage 4 proximity.
- C. Imminent risks are those which may occur within two weeks.
- D. Any risk with a proximity category of imminent will be estimated as having a very high impact.
- E. The risk of staff leaving the organization will be categorized as beyond the project proximity.

Correct Answer: CD

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**QUESTION 7**

While planning the initiation stage, the Project Manager reviewed some threats that had been recorded in the Daily Log. Which threat should have been assessed for possible risk responses to be included in the Initiation Stage Plan?

- A. MFH has no experience in outsourcing and this may affect understanding of what is required, resulting in inadequate plans and strategies.
- B. The Project Brief is a complex document and may not be approved by the Executive.
- C. There is a shortage of service providers so there is a possibility that no suitable service providers respond to the

request for proposals. This would prevent the Outsourcing project from proceeding.

Correct Answer: C

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**QUESTION 8****HOTSPOT****Project Scenario**

Calendar Project (Note: The companies and people within the scenario are fictional.)

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for

next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing. The design of the calendar will be similar to one sent out previously, and must reflect the company

image as described in the existing corporate branding standards. Another project is currently producing a new company logo when it is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

Design for each month - correctly showing public holidays and new company logo

Selected photographs- 12 professionally-produced photographs, showing different members of staff

Selected paper and selected envelope - for printing and mailing the calendar

Chosen label design - a competition to design a label will be held as part of this project

List of customers - names and addresses of customers to whom the calendar will be sent.

The project is currently in initiation and will have two further stages:

Stage 2 will include the activities to:

Create the customer list using information from the Accounts and Marketing departments

Confirm compliance with the Data Protection Legislation

Create a design for each month - this will be done by the internal creative team

Select and appoint a professional photographer

Gather photograph design ideas from previous project and agree photographic session schedule

Prepare a production cost forecast

Select paper and envelope.

Stage 3 will include the activities to:

Produce and select the professionally-taken photographs

Hold the label design competition and choose the label design

Assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and marketing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of

the project. The product cost forecast will be reviewed by the Project Board to determine whether the project should continue.

It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products

and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week / -2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is

no risk budget.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options 1 to 6, that applies. Each option can be used once, more than once or not at all.

Hot Area:



	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

Correct Answer:



	Assertion		Reason	
1	The label design competition should be planned and managed as two management stages.	True-False	A decision can only be made by the Project Board at the end of a management stage.	True-False
2	Quality tolerances allocated to the photos can be used to remedy a forecast threat to time tolerance.	True-False	Any forecast threat to time tolerance should first be resolved by use of any available quality tolerance.	True-False
3	A suitable point for a stage boundary would be after the production cost forecast has been produced.	True-False	A stage boundary represents a go/no go decision point.	True-False
4	With +1 week 1-2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	True-False	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.	True-False
5	If the project is forecast to exceed the cost tolerance of +£6k, the Project Manager should send an Exception Report straight to corporate management.	True-False	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.	True-False
6	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	True-False	The Project Board reviews all products at the end of each stage.	True-False

## QUESTION 9

### HOTSPOT

#### Additional Information

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for their services has been set up and is being

monitored by the Purchasing Manager and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photo sessions to minimize the

impact on the Engineering staff. This meeting should have occurred by now.

The Engineering Manager was made aware of this requirement but when asked he reported that he has received no communication from the photographer. The Project Manager has tried to call the photographer and has had no

response.

The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

The contract is to be reviewed and Portraits Ltd reminded of their agreement.

Hot Area:

	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True - false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True - false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True - false	A risk owner should be the person most capable of managing the risk.	True - false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True - false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True - false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True - false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True - false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True - false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True - false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True - false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True - false

Correct Answer:



	Assertion		Reason	
1	The Engineering Manager should have raised the fact that there has been no contact with the photographer as an issue.	True - false	Any forecast to exceed the agreed stage tolerances should be escalated to the Project Board.	True - false
2	As the person monitoring the contract, the Purchasing Manager would be an appropriate owner for the risk.	True - false	A risk owner should be the person most capable of managing the risk.	True - false
3	The photographer should have raised any concerns about their availability for the work as a risk before accepting the Work Package.	True - false	A separate Risk Register should be created for each Work Package to monitor specialist risks associated with the creation of specialist products.	True - false
4	If estimation of the risk shows that it is likely to impact upon time, the Project Manager will need to raise an Issue Report.	True - false	When the impact of a risk has been identified, an Issue Report will be required to implement any agreed risk actions.	True - false
5	Regular Checkpoint Reports from the photographer will help the Project Manager manage the risk.	True - false	Checkpoint Reports should provide early warning of any delay in the photographer's work.	True - false
6	As a Work Package has been agreed with the photographer, responsibility for the risk will automatically have been transferred to this third party.	True - false	When selecting the most appropriate risk response to take, the best option is usually the least expensive.	True - false

**QUESTION 10**

Which of the following is NOT an objective of Initiating a Project?

- A. Understanding the scope of what is to be done and the products to be delivered
- B. Understanding the roles and responsibilities of the Project Management Team
- C. Understand how quality required will be achieved
- D. Understand how progress will be monitored and controlled

Correct Answer: B

**QUESTION 11**

Scenario

A central government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and

outdated technology. External consultants were employed to conduct a feasibility study to identify options to address the problems, and the likely costs and benefits. The following options were considered:

Do nothing.

Re-engineer selected business functions.

Outsource selected business functions.

The feasibility study concluded that there was a case for outsourcing the MFH Information Technology Division and the Facilities Division (maintenance of buildings and grounds). The recommendations were:

One service provider should be contracted to provide the services currently provided by the Information Technology Division and the Facilities Division.

A 10-year service contract should be agreed with the selected service provider.

The feasibility study developed high-level designs of the current organization, processes, systems and operating models, plus an outline Business Case for the required project. The external consultants also made the following

recommendations for the management of the project:

Use PRINCE2.

Set up the project with 4 management stages:

Stage 1. Standard PRINCE2 initiation activities.

Stage 2. Create detailed designs (future organization, processes, systems and operating models) and the service level agreement between MFH and the future service provider.

Stage 3. Request and evaluate proposals, select service provider and agree contract.

Stage 4. Transfer equipment and staff, transfer responsibility for service provision and run trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete. MFH senior management agreed that there was a case for outsourcing, and accepted the recommendations as a basis for the project. There is an

expected saving of £20m over 10 years.

The Outsourcing project has completed the Starting up a Project process and is now in the initiation stage. Because of the strategic importance of the project, the MFH Chief Executive Officer has taken the role of Executive. A PRINCE2 experienced Project Manager has been appointed from within MFH. Staff within the business functions being outsourced will work with the external consultants who conducted the feasibility study to define the detailed designs.

Which 2 statements should be recorded under the Business options heading?

A. The re-engineering of selected business functions would not provide the required outcome.

B. The lack of up-to-date technology in MFH means a re-engineering of existing services will not necessarily deliver the performance improvements required.

- C. Use external consultants to provide guidance on the detailed design of the outsourced services.
- D. Set up a PRINCE2 project to deliver the outsourced services.
- E. Review a list of service providers to determine a short-list of possible service providers.

Correct Answer: CD

Reference: <http://www.whatisprince2.net/prince2-theme-business-case.php>

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### QUESTION 12

During a work package the Team manager needs to keep the project manager informed, which management product is used for this?

- A. Highlight report
- B. Checkpoint Report
- C. Issue Report
- D. End Stage Report

Correct Answer: B

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### QUESTION 13

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 be decided which of the photographers to use.

Which 2 statements explain why the Marketing Director should be appointed as a Senior User for this project?

- A. She can represent the Marketing department.
- B. She previously had a successful career in publicity.
- C. The Marketing department will help to deliver the benefits of this project.
- D. The project will be funded from the business marketing budget.
- E. A number of the products will be produced by the Sales department and the Marketing department.

Correct Answer: AC

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#### QUESTION 14

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 15

What is the purpose of a Product Status Account?

- A. A set of records that describe information about the project
- B. A log used to record problems or concerns about products
- C. An audit or review to compare actual status of products
- D. A report covering the status about the state of the projects products within

Correct Answer: D

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