



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

Exin PRINCE2 Practitioner (PR2P)

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## QUESTION 1

### 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to cut costs, better manage suppliers' performance and reduce the confusion caused by inadequate internal controls, outdated standards and

outdated technology.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 Expected dis-benefits heading?



- A. An investment of ?5m is required.
- B. Staff morale will be negatively affected.
- C. The project will take two years to deliver.
- D. Staff may lose the opportunity to work in Information Technology.
- E. MFH will lose direct control over the outsourced business functions.

Correct Answer: CE

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

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## QUESTION 2

### 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 Risk management procedure heading?

- A. When a new problem arises, a full impact analysis will be undertaken to assess the impact on the project's objectives and Business Case.
- B. Probability will be assessed against the scales defined in this Risk Management Strategy.
- C. Any risk which has an expected value of more than ? k will NOT be registered.
- D. Every threat and opportunity identified must be clearly defined in terms of cause, event and effect.



E. \Reduce\ Response actions which result in a lower impact and/or probability rating.

Correct Answer: BD

**QUESTION 3**

Scenario Additional Information Product Description

Title	Service Level Agreement.
Purpose	<ul style="list-style-type: none"> <li>This agreement specifies the level of service MFH requires from the selected service provider and provides measurable criteria against which the selected service provider's performance will be assessed.</li> </ul>
Composition	<ul style="list-style-type: none"> <li>Responsibilities of MFH and selected service provider.</li> <li>Mechanisms for monitoring and reporting performance levels.</li> <li>Dispute resolution process.</li> <li>Confidentiality provisions.</li> <li>Conditions for termination of contract.</li> <li>Glossary of technical terms contained in SLA.</li> </ul>
Format and presentation	<ul style="list-style-type: none"> <li>A4, Word document, printed both sides in black and white.</li> <li>Font: Arial, 12pts.</li> </ul>
Quality criteria	<ul style="list-style-type: none"> <li>Contains all composition items listed above.</li> <li>Not more than 60 pages.</li> <li>Complies with MFH corporate branding standards.</li> <li>No typographical errors.</li> </ul>
Quality skills required	<ul style="list-style-type: none"> <li>Proof-reading skills.</li> <li>Director of Compliance Division - Reviewer.</li> <li>Director of Information Technology Division - Reviewer.</li> <li>Administrator.</li> </ul>
Quality responsibilities	<ul style="list-style-type: none"> <li>Producer/Presenter: Director of Facilities Division.</li> <li>Chair: Project Manager.</li> </ul>

Quality notes from the Daily Log

The Director of Information Technology Division (DIT) has been asked to ensure that any changes to the outsourced staff employment contracts adhere to employment law. The DIT will review future job descriptions of the transferred staff



before the final contract is signed with the selected service provider.

The service level agreement between MFH and the selected service provider will specify the type and quality of service required. The selected service provider must follow the industry standards for providing outsourced services.

MFH has a quality management system which contains a document control procedure for all its documentation, however this does not include change management. All project documents will be subject to a quality review. Nominated products

will require a formal approval record signed-off by the quality review chair.

Extract from the draft Quality Management Strategy (may contain errors)

#### Introduction

1.

This document defines the approach to be taken to achieve the required quality levels during the project.

2.

The Project Board will have overall responsibility for the Quality Management Strategy.

3.

Project Assurance will provide assurance on the implementation of the Quality Management Strategy. Quality management procedure - Quality standards

4.

The selected service provider will operate to industry standards for providing outsourced services.

5.

MFH document standards will be used.

#### Records

6.

A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.

7.

Configuration Item Records will be maintained for each product to describe its status, version and variant.

8.

Approval records for products that require them will be stored in the quality database. Roles and responsibilities

9.

The DIT will check that the employment contracts for outsourced staff adhere to employment law.

10.



Team Managers will provide details of quality checks that have been carried out.

11.

Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.

12.

The Senior User will review the Product Descriptions of the products to be produced by the selected service provider to ensure that they can be achieved.

Although it is not specified in the current corporate branding standards, the MFH corporate logo should be shown on the front page of the service level agreement.

- A. Obtain agreement from the Director of Facilities Division to amend this within the remaining +2 days tolerance.
- B. Raise an issue (off-specification).
- C. Raise an issue (request for change).
- D. Accept this error as a concession.

Correct Answer: C

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#### QUESTION 4

Scenario

Extract from the Project Product Description (with errors)



<b>Composition</b>	1. Monthly calendar displays 2. 100gsm glossy paper 3. Full colour 4. Selected envelope 5. Chosen label design 6. List of customers 7. Selected photos 8. Photo session schedule
<b>Derivation</b>	9. New company logo design 10. Previous calendar designs 11. Internal creative team 12. Production cost forecast
<b>Development skills required</b>	13. Photographer 14. Internal creative team 15. Printer
<b>Customer's quality expectations</b>	16. Professional photos 17. 10% more calendars should be printed than required to allow for any late additions to the list of customers 18. Compliance with applicable corporate standards 19. The calendar should reflect the company image as described in the corporate branding standards 20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months
<b>Acceptance criteria</b>	21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it 22. Appearance - new company logo promotes strong image 23. Security - complies with Data Protection Act 24. Accuracy - public holidays match the list supplied by Marketing on 01 November

Which 2 statements apply to the Derivation section?

- A. Move entry 9 to Composition because this is within the scope of the project.
- B. Delete entry 10 because this is NOT a source product for this project.
- C. Delete entry 11 as this is already correctly shown under Development Skills required.
- D. Move entry 12 to Composition, because this is within the scope of this project.
- E. Add '\\Professional photographer\\'.

Correct Answer: CD

**QUESTION 5**



HOTSPOT

Extract from the Project Product Description (with errors)

<b>Composition</b>	<ol style="list-style-type: none"> <li>1. Monthly calendar displays</li> <li>2. 100gsm glossy paper</li> <li>3. Full colour</li> <li>4. Selected envelope</li> <li>5. Chosen label design</li> <li>6. List of customers</li> <li>7. Selected photos</li> <li>8. Photo session schedule</li> </ol>
<b>Derivation</b>	<ol style="list-style-type: none"> <li>9. New company logo design</li> <li>10. Previous calendar designs</li> <li>11. Internal creative team</li> <li>12. Production cost forecast</li> </ol>
<b>Development skills required</b>	<ol style="list-style-type: none"> <li>13. Photographer</li> <li>14. Internal creative team</li> <li>15. Printer</li> </ol>
<b>Customer's quality expectations</b>	<ol style="list-style-type: none"> <li>16. Professional photos</li> <li>17. 10% more calendars should be printed than required to allow for any late additions to the list of customers</li> <li>18. Compliance with applicable corporate standards</li> <li>19. The calendar should reflect the company image as described in the corporate branding standards</li> <li>20. The calendar will increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months</li> </ol>
<b>Acceptance criteria</b>	<ol style="list-style-type: none"> <li>21. Appearance - each photo should be sufficiently attractive and humorous that the customer wants to display it</li> <li>22. Appearance - new company logo promotes strong image</li> <li>23. Security - complies with Data Protection Act</li> <li>24. Accuracy - public holidays match the list supplied by Marketing on 01 November</li> </ol>

Column 1 is a list of objectives. For each objective in Column 1, select from Column 2 the quality activity that addresses it. Each selection from Column 2 can be used once, more than once or not at all. Drop down the right answer.

Hot Area:





Column 1	Column 2
Understanding the customer's quality expectations.	<input type="text"/> Quality assurance Quality control Quality planning
Approval of the project's products.	<input type="text"/> Quality assurance Quality control Quality planning
Confirmation that corporate management standards and policies are being adhered to.	<input type="text"/> Quality assurance Quality control Quality planning

Correct Answer:



Column 1	Column 2
Understanding the customer's quality expectations.	<input type="text"/> Quality assurance Quality control Quality planning
Approval of the project's products.	<input type="text"/> Quality assurance Quality control Quality planning
Confirmation that corporate management standards and policies are being adhered to.	<input type="text"/> Quality assurance Quality control Quality planning

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