

# DUMPS ARENA

## PRINCE2 Practitioner (PR2P)

Exin PR2P

Version Demo

Total Demo Questions: 10

Total Premium Questions: 190

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## Topic Break Down

Topic	No. of Questions
Topic 1, PRINCE2 Principles	6
Topic 2, Business Case Theme	21
Topic 3, Organization Theme	21
Topic 4, Quality Theme	25
Topic 5, Plans Theme	14
Topic 6, Risk Theme	15
Topic 7, Change Theme	14
Topic 8, Progress Theme	19
Topic 9, Starting up and Initiating a Project	30
Topic 10, Directing a Project, Controlling a Stage and Managing Product Delivery	12
Topic 11, Managing a Stage Boundary and Closing a Project	13
<b>Total</b>	<b>190</b>

**QUESTION NO: 1**

While preparing the Risk Management Strategy, the Project Manager considered the commercial customer/ supplier environment and how this may affect the management of risk. Which approach should the Outsourcing project adopt?

- A. Plan to use the selected service provider's risk management procedures.
- B. All project risks associated with the specialist deliverables should be owned by the selected service provider.
- C. Due to the sensitive nature of this project, consideration should be given to creating a separate Risk Register to be held by MFH and the selected supplier.

**ANSWER: C****QUESTION NO: 2 - (HOTSPOT)**

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

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

**Explanation:**

**QUESTION NO: 3**

Scenario

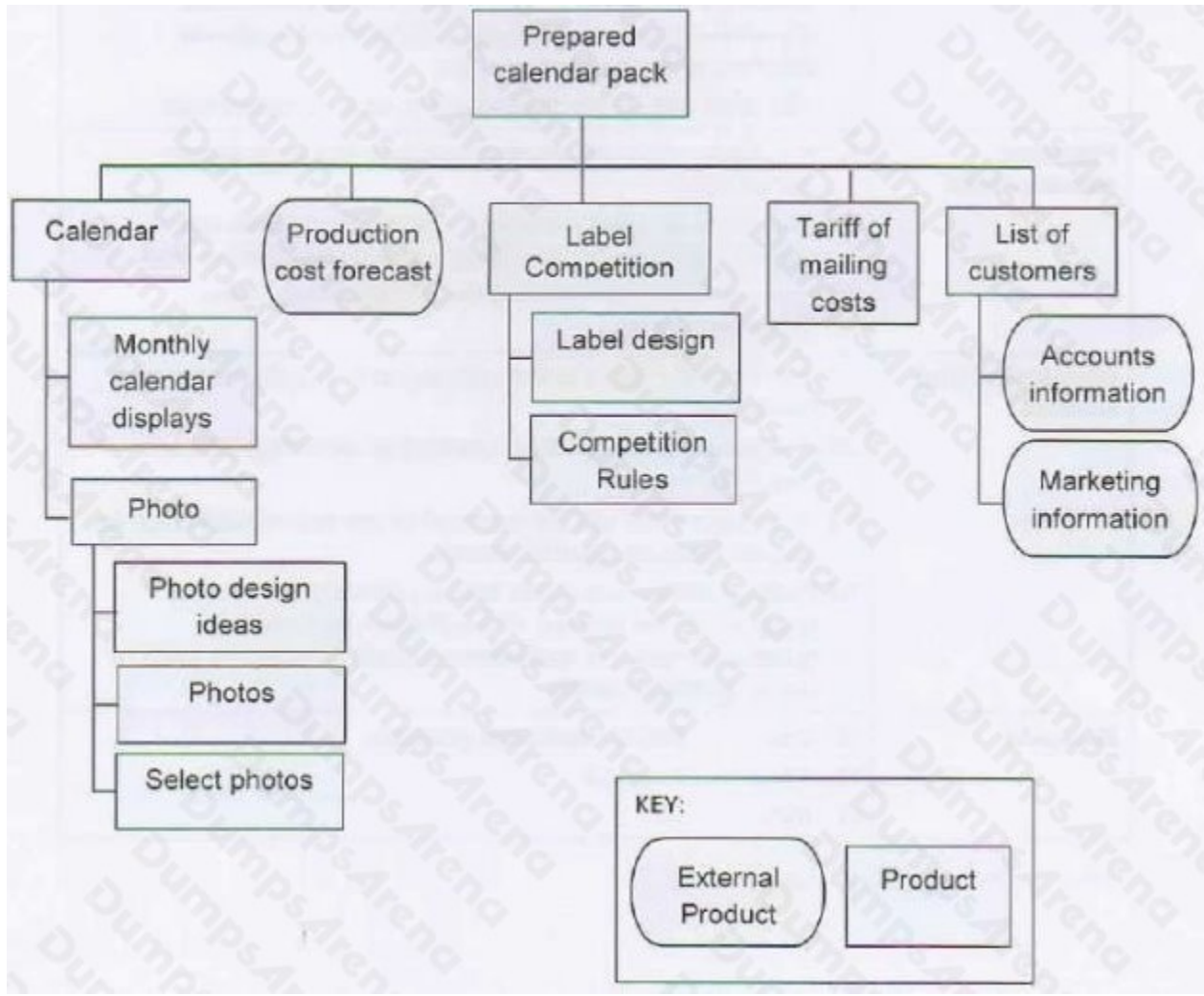
Product Summary

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 Project Scenario and the Extract from Stage Plan for stage 3 provided as additional intonation for this question in the Scenario Booklet, answer the following 5 questions.

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the Monitoring and control section?

- A. Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.
- B. No change to entry 12 because this describes how the Project Board will control the stage. ~
- C. C Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.
- D. Delete entry 13 because this is part of the Controlling a Stage process.
- E. Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.

**ANSWER: A B**

#### **QUESTION NO: 4**

Which of the following is not a factor to consider when determining the length of a stage?

- A. The amount of resources available the short term
- B. How far ahead you can sensibly plan detail
- C. The technical stages within the project
- D. The amount of risk associated with the project

**ANSWER: A**

#### **QUESTION NO: 5**

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.

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' 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 £1 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.

**ANSWER: B D**

### QUESTION NO: 6 - (HOTSPOT)

#### HOTSPOT 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.

Column 1 contains a number of risk responses identified by the Project Manager following an assessment of this risk. Column 2 contains a list of threat response types. For each risk response in Column 1, select from Column 2 the type of response it represents. Each option from Column 2 can be used once, more than once or not at all.

Column 1 contains a number of possible risk responses to the above risk. For each risk response, select from Column 2 the appropriate risk threat response type that it represents. Each selection from Column 2 can be used once, more than once or not at all.

#### Hot Area:

**Column 1**

Contract an outsourcing specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.

Include a clause in the contract with the selected service provider stating that, if the expected savings are not achieved, the selected service provider will reduce their fees accordingly.

Hire experienced outsourcing contractors to assist in-house staff throughout the project.

Rely on the selected service provider to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.

Request assistance from central government if difficulties arise in understanding what is happening.

Identify MFH employees with knowledge or experience in outsourcing and include them in the project team.

**Column 2**

- Avoid
- Reduce
- Fallback
- Transfer
- Accept
- Share

- Avoid
- Reduce
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- Reduce
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**ANSWER:**

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**Explanation:**

**QUESTION NO: 7**

Scenario

Product Summary



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

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The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photo session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager. None of the £500 change budget has been used to date and this is available for the stage.

Which 2 statements apply to the External dependencies section?

- A. Delete entry 5 because the new company logo is being delivered by a separate project and will be detailed in the plans for that project.
- B. Move entry 5 to Plan prerequisites because the new company logo will influence the label designs.
- C. Move entry 5 to Plan description because the new company logo will be delivered during stage 3.
- D. Delete entry 6 because the customer details were used in stage 2 to create the customer list.
- E. Delete entry 7 because it should be shown in the Product Description for the label design.

**ANSWER: D E**

**QUESTION NO: 8**

Scenario

Additional Information

Product Description

<b>Title</b>	<b>Service Level Agreement.</b>
<b>Purpose</b>	<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>
<b>Composition</b>	<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>
<b>Format and presentation</b>	<ul style="list-style-type: none"> <li>• A4, Word document, printed both sides in black and white.</li> <li>• Font: Arial, 12pts.</li> </ul>
<b>Quality criteria</b>	<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>
<b>Quality skills required</b>	<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>
<b>Quality responsibilities</b>	<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.

**Records**

**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.

The service level agreement looks like any other MFH document.

**A.** Obtain agreement from the Director of Facilities Division to redesign the service level agreement within the remaining +2 days tolerance.

**B.** Raise an issue (off-specification).

**C.** Accept this error as a concession.

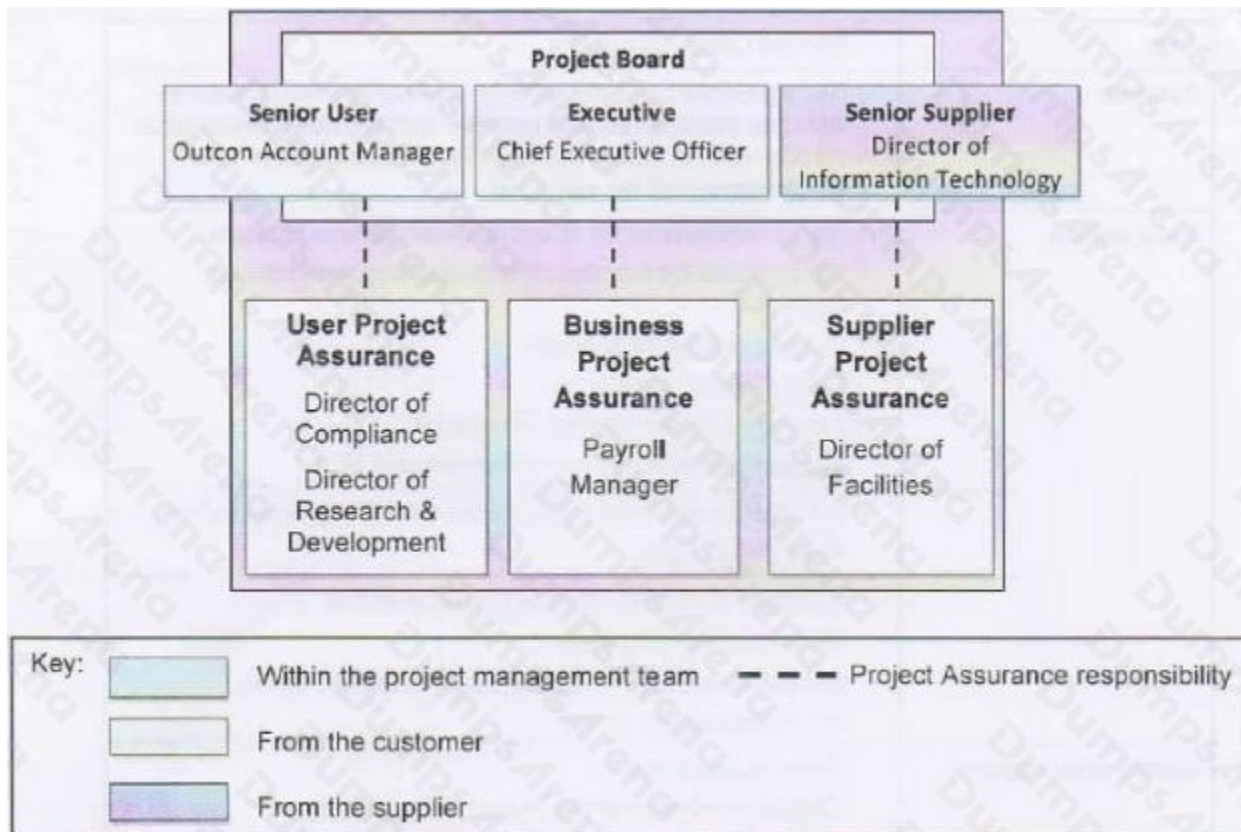
**D.** No action required.

**ANSWER: D**

### **QUESTION NO: 9**

Scenario

Additional Information



Further information on some resources who could be involved in the project:

**Outcome Account Manager:** He represents Outcome which is a recruitment agency that provides specialist outsourcing resources. Outcome provided the consultants who carried out the feasibility study and the same consultants will be providing support and guidance to the Information Technology and Facilities teams during the project.

**Director of Finance Division:** She was transferred from the Information Technology Division 12 months ago. She is responsible for ensuring a cost-conscious approach is adopted in all operational and project activities across the Ministry of Food Hygiene.

**Hardware Manager:** Reports to the Director of Information Technology. He provides computer hardware to all business functions but has little awareness of the needs of his colleagues working in software.

**Payroll Manager:** Reports to the Director of Finance. He is a very experienced and efficient qualified accountant who has much of the responsibility of running the Finance Division on behalf of the Director of Finance. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Which 2 alternative actions apply to the proposed business assurance for this project?

- A. Remove because he will be impacted by the project and therefore represents a user.
- B. Replace with 'Project Manager' because this is a simple project that does not require additional business assurance.
- C. Add Outcome Consultants' because they carried out the feasibility study.
- D. Add 'Director of Finance Division' because she is responsible for checking that any supplier and contractor payments are authorized.

E. Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.

**ANSWER: D E**

**QUESTION NO: 10**

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 at 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.

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.

**ANSWER: D**