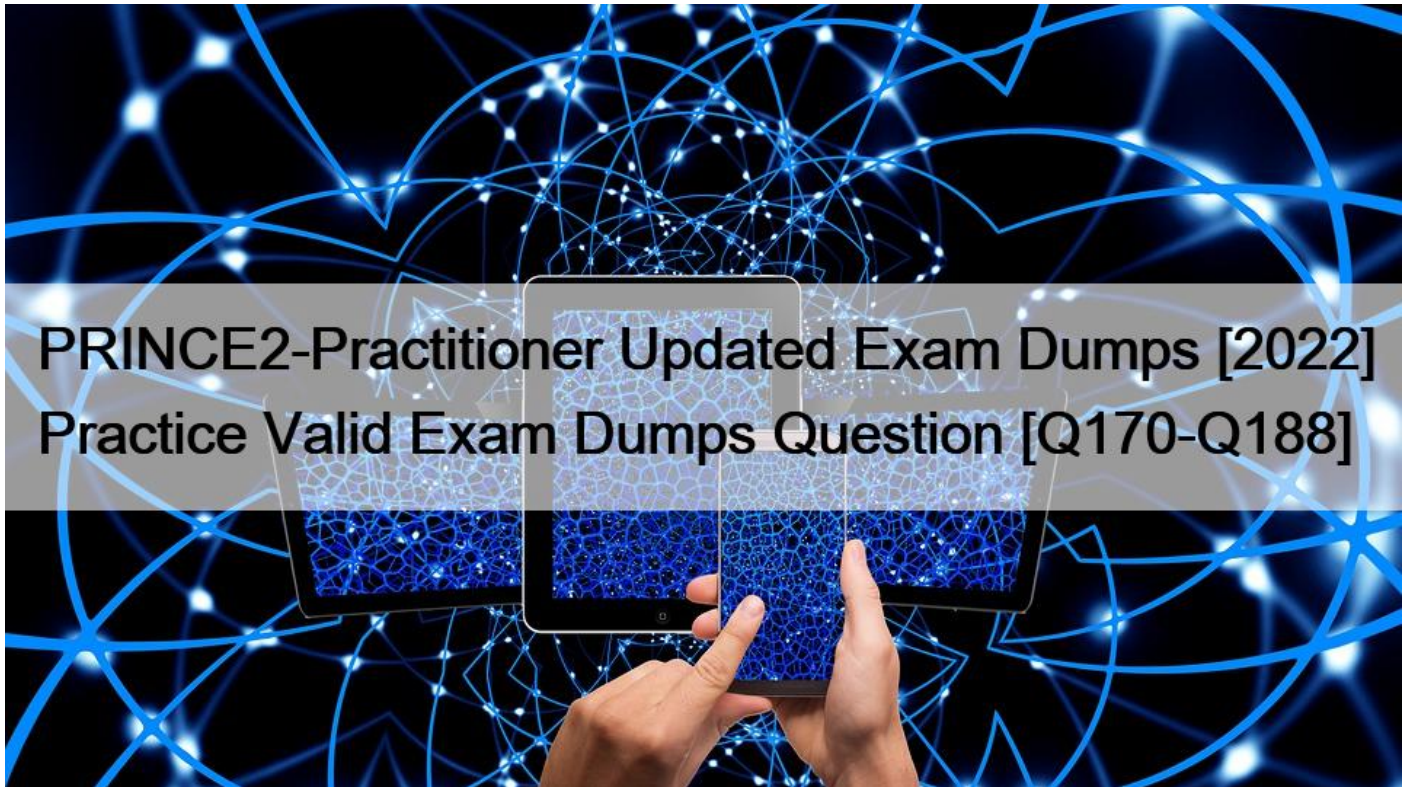


PRINCE2-Practitioner Updated Exam Dumps [2022 Practice Valid Exam Dumps Question [Q170-Q188]



PRINCE2-Practitioner Updated Exam Dumps [2022] Practice Valid Exam Dumps Question
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NO.170 Which 2 statements should be recorded under the Costs heading?

- * The MNO marketing budget this year is E120k.
- * The project will be funded from the business marketing budget
- * 10 further orders with an average profit of E2k will deliver a benefit of E20k in the first year.
- * The new company logo is estimated to cost E4k.
- * Project costs are estimated to be a total of E26.5k.

NO.171 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.

Having created the Issue Report and analyzed the impact of removing the Facilities Division from the scope of the Outsourcing project, the proposed option exceeds tolerance. What is the next action the Project Manager should consider?

- * Create an Exception Report to inform the Project Board of the situation and the available options.
- * Update the associated Configuration Item Records with details of the Issue Report that caused the change.
- * Amend the Stage Plan for stage 3: remove all products related to the Facilities Division and add the activities required to deliver the new Government initiative.
- * Create an Exception Plan to change all of the project's products to reflect the exclusion of services provided by the Facilities Division.

NO.172 Which principle is central to the quality theme and provides explicit understanding of what the project will create?

- * Manage by stages
- * Focus on products
- * Manage by exception
- * Learn from experience

NO.173 Which statement best explains the purpose of Tailor to suit the project environment?

- * Ensure project controls are based on project's scale, complexity, importance, capability and risk
- * To use a set of pre-defined templates for the size of project
- * To tailor the use of the principles to suit the project
- * To pick which PRINCE2 processes to apply and which to leave out

Topic 2, Business Case Theme

NO.174 Which 2 statements apply to the Customer's quality expectations section?

- * Delete entry 16 because this should be shown on the Product Description for the photos.
- * Delete entry 17 because this is beyond the scope of this project.
- * Delete entry 18 because standards should NOT be shown here.
- * Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
- * Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.

NO.175 Scenario

Additional Information

Chief Executive Officer (CEO): He started the company 25 years ago and knows his job very well. He injured his leg two years ago which has restricted his visits to the engineering area. As CEO he has an overall perspective of the business strategic requirements and the authority to commit resources as required.

Marketing Director: She has been with the company for three years, following a successful career with a publicity company. She has the ability to represent the needs of the business, particularly as this is a marketing project. She has the authority to commit the annual business marketing budget, from which the project will be funded, as she sees appropriate. She will be responsible for monitoring the expected benefits of the calendar, in particular the improvement of the company's image.

Engineering Manager: He has been responsible for many engineering innovations in the company and is still as keen and energetic as the day he started. Whilst he will not be part of the project team, his staff will feature in the photos for the promotional calendar.

Central Records: This group of five staff looks after all company records and document control. They now maintain all project files.

Bright Lights: This is the local office supplies company. It supplies all the stationery and office equipment needs of the company and will supply the stationery for this project.

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photos for the company calendar.

It has yet to be decided which of the photographers to use.

Which 2 statements explain why the Sales Manager should be appointed as User Assurance for this project?

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

NO.176 The project is in stage 2. The project manager is reviewing stage status and has collected the checkpoint

reports from the team managers. These show that the products are being completed on schedule. However,

project support has raised issues that quality reviews have not been completed as agreed. The project

manager reports in the highlight report that the stage is progressing well.

Is this appropriate, and why?

- * Yes, because the highlight report is a summary of the information in the checkpoint reports.
- * Yes, because the highlight report is used to provide the project board with stage and project progress.
- * No, because the project manager should have recorded the cause of the delay to the quality reviews in the

lessons log.

- * No, because the issues raised by project support are a cause for concern and should be reflected in the

highlight report.

NO.177 There are four steps in the Risk Management procedure, what are they?

- * Identify, Assess, Resource, Implement
- * Identify, Evaluate, Resource, Implement
- * Identify, Assess, Plan, Implement
- * Identify, Evaluate, Plan, Implement

NO.178 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?

- * No change to entry 1 because this shows the purpose and content of this document.
- * Amend entry 1 to read 'This document contains the controls and reporting to be established for the project management team';.
- * 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.'

Explanation/Reference:

NO.179 After preparing the stage 3 plan, the project manager left the company. The project board has decided that, as the stage plan has been agreed, it will not appoint a project manager for stage 3. The team managers will report directly to the project board and will prepare highlight reports instead of checkpoint reports.

Is this an appropriate tailoring of the roles in the 'managing a stage boundary' process?

- * Yes, because work may be delegated to those with the necessary skills, such as a team manager.
- * Yes, because the team managers should have the information required to prepare highlight reports.
- * No, because the reporting in the 'controlling a stage' process should not be changed.
- * No, because the team managers should not share the responsibilities of the project manager.

Explanation/Reference: <https://www.prinice2primer.com/the-project-manager-role/>

NO.180 Which principle is central to the quality theme and provides explicit understanding of what the project will create?

- * Manage by stages
- * Focus on products
- * Manage by exception
- * Learn from experience

NO.181 Which 2 statements should be recorded under the Expected dis-benefits heading?

- * A high quality, glossy product will involve additional costs.
- * Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.
- * The calendar may not result in the expected 10% increase in orders.
- * Because the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.
- * The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.

Explanation/Reference:

NO.182 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 for the label design competition as a measure, report formally 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, should 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 (PID). The PID 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 Information needs for each interested party section?

- * Delete entry 13 because the activity to provide the weekly updates should be scheduled in the relevant Stage Plan.
- * Move entry 13 to Tools and techniques because it describes the method to be used to communicate to the individual producing the staff newsletter.
- * Delete entry 14 because this relates to the development of a particular product and should be recorded under Development interfaces within the relevant Work Package.

NO.183 Which of the following is False?

A Successful project management team should.

- * Have business, user and supplier stakeholder representation
- * Never be reviewed as members should stay with the team for the duration
- * Ensure appropriate governance by defining responsibilities for directing, managing and delivering the

project and clearly defining accountability at all levels

- * Have an effective strategy to manage communication flows to and from stakeholders

NO.184 It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photos for the calendar. However, the Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. After analyzing the impact of this Issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.

There are a number of key facts relating to this project that would need to be recorded if the project Y-e to be closed now.

Which product should show that the project has been closed prematurely and has not achieved the objectives defined in the Project Initiation Documentation (PID)?

- * Benefits Review Plan
- * End Project Report
- * Exception Report
- * Project closure notification

NO.185 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, should 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.

There is no mention of any Stage Plans, yet there are two further stages proposed. How will this be resolved?

- * It is appropriate for the Calendar project to be run as two further stages as there is a key decision to be made at the end of stage 2. Stage Plans will be produced.
- * Whilst the activities are divided into two further stages, there is no reason why the Calendar project should use stages. The project will therefore be run as a single stage project and the activities will be added to the Initiation Stage Plan.
- * There will be three Stage Plans, the two management stages plus an additional stage to plan and complete the activities of the Closing a Project process.

NO.186 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 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 tie 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 tie 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 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

	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 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

NO.187 Scenario

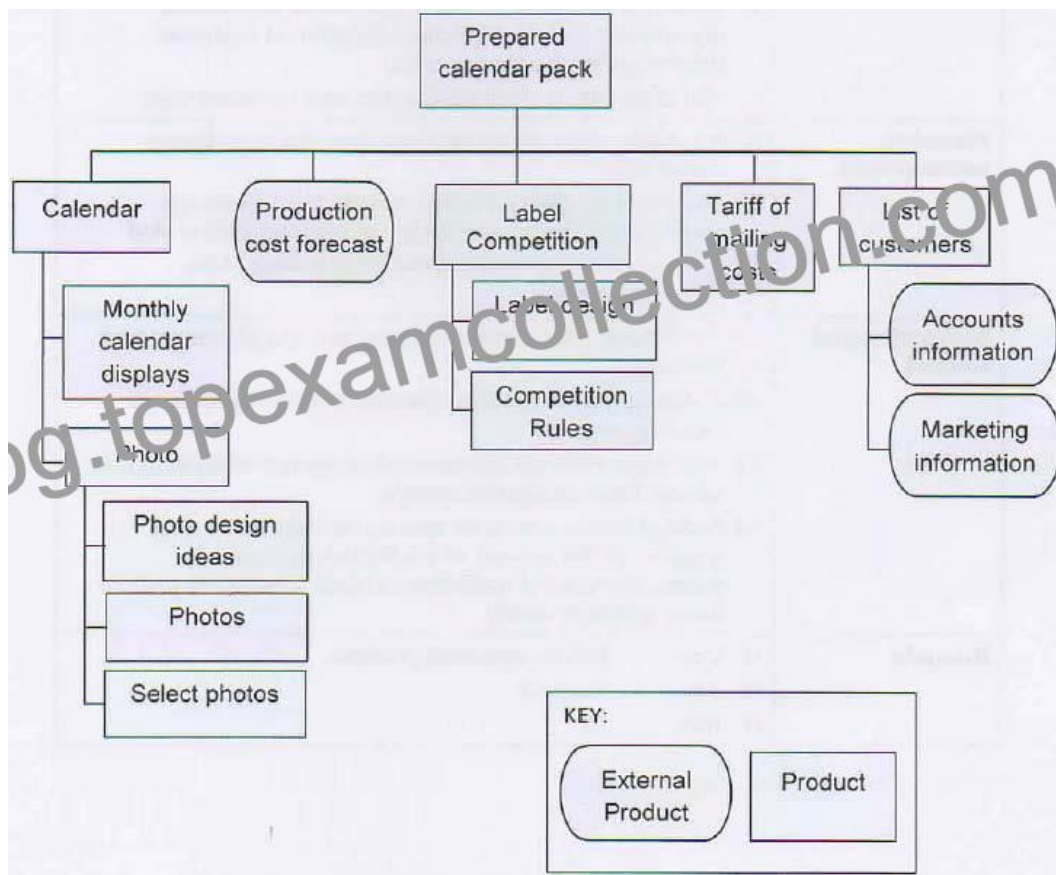
Product Summary

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 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?

- * Delete entry 11 because this relates to the monitoring and controlling of the Project Plan, not the Stage Plan.
- * No change to entry 12 because this describes how the Project Board will control the stage. ~
- * Move entd12 because the Highlight Reports are deliverables of this stage and should be shown under Product descriptions.
- * Delete entry 13 because this is part of the Controlling a Stage process.
- * 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.

NO.188 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 Roles and responsibilities heading?

- * Each risk will be assigned a risk owner.
- * Risks exceeding the agreed project risk tolerance will be reported to the Project Board.
- * Risk tolerances are allocated to each stage by the Project Manager.
- * Project Assurance will ensure that project risks are identified, assessed and controlled according to the agreed risk management procedure.
- * An external consultant is to facilitate a risk identification workshop.

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