PRINCE2® Foundation: Learn Thru Questions

The easy way to learn and understand PRINCE2

By Frank Turley, The PRINCE2 Guy

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Learn PRINCE2® Thru Questions

PRINCE2 Foundation Level

Learn PRINCE2 Thru Questions

Thank you reading our Learn PRINCE2 Thru Questions book. The main objective of this book is to provide an easy to check your PRINCE2 knowledge and learn PRINCE2 at the same time.

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Acknowledgements

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About Author

Frank Turley (The PRINCE2 Guy) has been a Project Manager for more than 15 years and a PRINCE2 Practitioner. He is also a PRINCE2 trainer and coach and has written the following training material for PRINCE2:

1) Introduction to PRINCE2 Book, CBT & Audio
   These are based on the Introduction to PRINCE2 book.
2) The PRINCE2 Practitioner Audio Course
   This is a full PRINCE2 Audio Course which is based on the PRINCE2 Training Manual
   This Audio Course allows you to learn PRINCE2 while driving, walking, or gardening.
3) The PRINCE2 Training Manual
   This is a full easy to read and understand PRINCE2 training manual. It includes lots of examples to help explain PRINCE2 and compliments the OGC PRINCE2 Manual.

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Introduction to LTQ

LTQ is a wonderful concept and the most flexible and the best way to prepare for a PRINCE2 exam. In short, we just ask questions, pause for a moment and **we then** give you the **answer.** The most important thing is that if you can answer 2/3 of these questions then you will pass the exam with ease.

When listening to these questions, you can choose to click 'pause' on your MP3 player when you hear the beep, this will give you time to think about the answer and then you can click 'play' to continue and listen to the answer and compare it with your answer.

Once you have listened to the questions a few times, you will be able answer the questions faster than I do in the podcast.

All the questions featured here are based on the PRINCE2 Audio course by TAG. We would advise you to listen to the PRINCE2 Audio Course first, chapter by chapter and then listen to the questions for each chapter.

If you know the answer to a question, then you can choose to skip to the next one without waiting for the answer. We also make an effort to explain the answer in this Q&A podcast, so that you keep learning while listing to it; hence the name Learn Thru Questions.

Our goal is to not only help you pass the PRINCE2 Exam but also to help you soak up PRINCE2 so it becomes second nature to you.

Don't worry if you don't know all the answers to the questions. The most important thing is that you understand the answers given and you keep learning while listening to these questions and answers.

Finally, another advantage of any podcast it that you don't have to sit in front of your PC. You can learn PRINCE2 while driving, walking, exercising or even driving to the take the exam.

That is it for the introduction. The next topic is **how to use this Learn Thru Questions podcast**.

How to Use

Just play the questions and pause if necessary at the beep. You will most likely have to do this often at the beginning and less often as you continue to hear the same questions again and again. About 50% of the listeners don't bother pausing the after each question but use it as a normal podcast and keep it playing.

At the outset, I would strongly recommend that you only listen to the Learn Thru Questions for a certain chapter after you have listened to the same chapter in the normal podcast course.

Once you are familiar with PRINCE2, you can listen to all chapters continuously and use it as a way to prepare for the exam.

If you find some questions easy, then you can change the MP3 tags so they show up in another playlist (I suggest the tool **MP3TAG.EXE** for this).

Also remember to use the Random function in your MP3 tool.

Lastly, check with our web site to make sure you are using the latest version of this Podcast.

1   PRINCE2 Introduction (23 Q&A)

This is the Introduction to the Learn Thru Questions podcast. There are about 25 general questions and answers in this podcast. Please note that it is not important that you can answers each question exactly with the exact terms used in this podcast. What is more important is that you understand each answer and will be able understand and answer the multiple-choice questions in the Foundation exam**.**

Q01: Who is the Manual "Managing Successful Projects with PRINCE2" designed for? Name 2 types of readers.
A01: The Manual "Managing Successful Projects with PRINCE2" is designed for:
- People who wish to learn about project management and PRINCE2
- Experienced Project Managers who want to learn about PRINCE2
- And for PRINCE2 practitioners to use as a reference manual

Q02: Wikipedia provides a useful definition of a project. Try to complete this sentence. "A project is a unique series of actions designed to accomplish a _____."
A02: "A project is a unique series of actions designed to accomplish a *unique goal within a specific time and cost.* It is good to know this.

Q03: Complete the following definition of PRINCE2 in your own words: "A project is a temporary organization that is created for the purpose of _____."
A03: A project is a temporary organization that is created for the purpose of *delivering one or more business products according to an agreed business case.*

Q04: In the PRINCE2 definition of a project what do you think is meant by the term "A temporary organization"?
A04: Projects are **temporary** by nature. They have a certain start and end date. A project team is put together for the duration of the project and is dissolved at the end of the project. You can also refer to this project team as a Temporary Organization.

Q05: Name some of the tasks that Project Management Deal with.
A05: Project Management deals with planning, delegating, monitoring and control of the project; in other words the administration of the project.

Q06: Finish the sentence: "Project Management is the planning, delegating, monitoring and control of all aspects of the project to achieve the project objectives within the expected performance target for ____."   (Tip: think of the 6 project variables)
A06: Project Management is the planning, delegating, monitoring and control of all aspects of the project to achieve the project objectives within the expected performance target for *time, costs, quality, scope, benefits and risks.* These are known as the 6 project variables, which are managed throughout the project.

Q07: What is meant by the following sentence: "PRINCE2 separates the management layer from the specialist work."? Explain with an example.
A07: PRINCE2 provides a management layer to take care of decision making like approving the business plan and the project plan and giving authorization for a new stage to start. It does not matter if the project involves designing a new car, building an airport or it is a software project. The management structure will work in a similar way. See the process model for more information.

Q08: What is meant by the following statement: "PRINCE2 is principle based"?
A08: This means that each project should be based on the 7 principles, so you should find the 7 principles in each project. If one of these is not there, it cannot be considered a PRINCE2 project.

Q09: Try to list some of the 7 principles. Don't worry about the exact names as you just have to recognize the names in the exam.
A09: The 7 principles are:
- Continued business justification
- Learn from experience or Lessons Learned
- Defined roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on Products – clear product descriptions
- Tailor to suit the project environment

Q10: Name some of the 6 variables that must be controlled in any project.
A10: These are Cost, Timescale, Quality, Scope, Benefits and Risk.

Q11: Explain the variable Cost and why it needs to be controlled.
A11: Projects have to give a return on investment, therefore costs need to be controlled and going over budget must be avoided.

Q12: Explain the variable Scope and why it needs to be controlled.
A12: The project scope needs to be well defined and clear to all stakeholders. Care must be taken by the Project Manager to avoid scope-creep, which is to allow new requirements to be added during the project as this can kill a project.

Q13: Complete the following sentence: "PRINCE2 is a method that deals with the planning, delegation, monitoring and control of _____."
A13: PRINCE2 is a method that deals with the planning, delegation, monitoring and control of all six-project variables, which are Costs, Timescales, Quality, Scope, Risk and Benefits.

Q14: Name the four elements of PRINCE2.
A14: PRINCE2 has four integrated elements. These are Principles, Themes, Processes and Tailoring.

Q15: Which PRINCE2 element is referred to in the following sentence: "They are the 7 best practices that should exist in each PRINCE2 project."
A15: Principles.

Q16: Which PRINCE2 element is referred to in the following sentence: "They are the items must be continually addressed during each project. E.g.: Business Case, Organization and Quality"
A16: These are the PRINCE2 Themes elements.

Q17: Which PRINCE2 element is referred to in the following sentence: "This element lists the activities that are done during the project. It lists the products that will be created and when they will be created."
A17: This is the PRINCE2 Processes element.

Q18: What do you think is meant by the statement, "PRINCE2 does not provide Detailed Techniques"?
A18: There are many **techniques** that can be used like Critically Path Analysis or how best to run a brainstorm workshop. PRINCE2 advises to use the techniques which suit your kind of project environment and it only describes a few such as Product based planning and Quality Review techniques.

Q19: What do you think is meant by the statement, "PRINCE2 does not provide Leadership Capability"?
A19: Leadership, Motivational and other **soft skills** are important for good project management, but there are many different kinds of leadership skills and styles. PRINCE2 advises to choose the best training that suits your environment. So PRINCE2 does not provide Leadership Capability.

Q20: List 4 advantages of using a Project Management method like PRINCE2.

A20: I will list 8 advantages here:
1. Best Practice meaning that PRINCE2 has been used for over 30 years in many thousands of projects and PRINCE2 keeps learning from these projects.
2. PRINCE2 can be applied to any kind of project, from running an election, organizing a conference, constructing a bridge, to an IT project and so on.
3. PRINCE2 provides a structure for roles and accountability.
4. PRINCE2 is product focused; meaning that the product is well defined at the start of the project and this is made known to all stakeholders.
5. PRINCE2 uses Management By Exception, for example, it allows the project manager to handle certain project issues but once an issue goes beyond a certain tolerance it can be escalated to the project board.
6. PRINCE2 continues to look at the viability of the project from a business case point of view throughout the project.
7. PRINCE2 has a well defined structure for reports.
8. PRINCE2 promotes learning and a continual improvement mindset. And there are more.

Q21: Name one of the first plans that the Project Manager creates in the project which are based on the plan product description found in the Appendix A.16 of the PRINCE2 manual.

A21: The first plans are: 1) The Initiation Stage Plan for the Initiation Stage, 2) The Project Plan for the whole project, 3) The Next Stage Plan for the first stage after the Initiation Stage and these are all based on the Plan product description.
The Benefits Review Plan is also created in the IP stage but it is based on the Benefits Review Plan Product description.

Q22: Describe in your own words what the main objective of the Project Manager is.

A22: The main objective of the project manager is to see that the project goes according to the project plan. They constantly monitor how well the work is going according to the project plan. The Project Manager will also monitor the 6 variables that are part of the any project which are Timescales, Costs, Quality, Scope, Benefits and Risk.

Q23: Should the Project Manager also try to look for opportunities to speed up the project and reduce costs or ignore these opportunities and just focus on getting the project to run according to the plan?

A23: They should look for opportunities to reduce costs and speed up the project.

You should aim to answer 60% of these questions if you would like to pass the PRINCE2 Foundation Exam and again don't worry about using the exact PRINCE2 term in the answers. You will just have to recognize the terms in the exam

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2 Principles (35 Q&A)

Don't worry about the remembering the principles names exactly. It is more important that you understand each of the seven principles and recognize them when taking the exam.

Q01: What does the following statement mean: "PRINCE2 is principle based"?
A01: This means that each PRINCE2 project should include the 7 principles and even if just one of the principles is missing, it can still be a project but it cannot be considered a PRINCE2 Project.

Q02: List about 3 or 4 of the 7 Principles. Don't worry about getting the names 100% correct. I will list all 7 principles so you can compare.
A02: The 7 principles are:
1. Continue business justification – business case must exist throughout the project.
2. Learn from experience – learn from lessons.
3. Defined roles and responsibilities – everyone knows what is expected from them.
4. Manage by stages – break projects into stages – easier to manage.
5. Manage by exception – Allows the level below to get on with their work and inform above level if work will go out of tolerance.
6. Focus on products – be clear and specific from the beginning of the project of what the project will deliver – so all stakeholders know what to expect from the project.
7. Tailor to suit the project environment – don't overload your projects with unnecessary administration.

Q03: How would you explain principles from a PRINCE2 point of view to another person? Answer in your own words.
A03: I like to explain principles in the following way:
- Normally we say People have good principles like honesty, sincerity, trustworthy and we may like our friends or bank managers to have these principles.
- We can demand certain principles in our projects, like business case and defined product descriptions.

Other things we can say about principles are:
- Principles provide a framework of good project practice for those involved in a project.
- A Principle is a core value that must always exist in a PRINCE2 project.
- Principles are guides for good practice.

Q04: What is the name of the principle that deals with business reasons behind the project (in other words the business case)? Tip: First word begins with C.
A04: This principle is Continued Business Justification.

Q05: In which document will you find Business Justification to start the project? This document becomes part of the Project Initiation Documentation.
A05: In the Business Case document, this document is created in the Initiation Stage and it becomes part of the Project Initiation Documentation.

Q06: What should happen if during the project the business justification is no longer valid?
A06: The project should be shut down, so the Project Board will instruct the Project Manager to close this project. This is also known as a Premature Close.

Q07: What does the principle Continued Business Justification prevent at the start of a project?
A07: This principle prevents projects that have few real benefits for the company from starting.

Q08: When does the Project Manager check for Business Justification in the project, for example, that the business case is still valid?
A08: The business justification is checked throughout the lifetime of the project. This is done first at the start of the project to make sure the project is worth doing and then at the end of every stage. The

end of every stage is a good time as the Project Manager provides the End Stage Report, overview of Risk and information that affects the business case to the Project Board.

Q09: What is the name of the principle that deals with Lessons Learned?

A09: Learn from Experience. So learn from previous projects and other information that is available.

Q10: As projects are unique by nature, what should the people involved at the start of a project do to reduce risks and unknowns and not make the same mistakes as previous projects?

A10: PRINCE2 says that all stakeholders should **take the initiative** to seek lessons learned. This will help to decrease the unknowns and provide more information on risks. So it is not just up to the Project Manager but all the stakeholders.

Q11: According to PRINCE2, who has the responsibility to seek lessons learned?

A11: PRINCE2 states that seeking lessons learned is a responsibility for everybody involved in the project.

Q12: What do you think should happen if there were no or insufficient similar projects that the project team can learn from within their organization?

A12: They should then look for outside help, e.g.: consulting, reports, trade information, visit other companies that may have done similar projects, etc…

Q13: PRINCE2 states that Lesson Learned covers the complete lifecycle of the Project. There are 3 phases for lessons – at the start of the project, during the project and at the end of the project. Can you list what the Project Manager & Stakeholders may do in these parts?

A13:
1. Starting Up a Project, Looking outside for useful Lessons Learned and the Project Manager adds them to the Lessons Log
2. As the Project Progresses: identify new lessons learned to the Lesson Log
3. As the Project Closes, you can pass on lessons to the next project in the Lesson Report

Q14: What is the name of the principle that deals with Roles & Responsibilities?

A14: The principle name is "Defined Roles & Responsibilities".

Q15: What is the key question that this principle "Defined Roles and Responsibilities answers"?

A15: It answers the question "What is expected from me" or "What is expected from everybody in the project". Everyone connected to the project should know their role and this should be decided at the start of the project.

Q16: Name the three primary stakeholders that should be represented in a PRINCE2 project, in other words the Project Board.

A16: 1) Business Sponsors; 2) Users; 3) Suppliers

Q17: Business Sponsors are 1 of 3 primary stakeholders in the Project Board, what do they do?

A17: The Business Sponsors sponsor the project as it is important to get the project off the ground and makes sure the projects delivers value for money. They are concerned with the return on investment of the project.

Q18: Users are one of 3 primary stakeholders in the Project Board; what do they do?

A18: Users are those who will use the products once created, so they receive the benefits or they represent the people who will use the products. Throughout the project, their main concern is "Can the product be delivered as expected and will it usable?"

Q19: Suppliers are one of 3 primary stakeholders in the Project Board; what do they do?

A19: Suppliers provide the resources and expertise to the project and produce the products. Their main concern throughout the project is "Can it be done as expected?"

Q20: What three interests should be represented in the Project Board?

A20: The business, user and supplier interests must be represented in the Project Board. The business interests are represented by the Executive; the Senior User represents the users' interests and the Senior Suppler represents the supplier interests.

Q21: What is the name of the principle that deals with Stages?
A21: Manage by Stages" Stages allow the project to be broken up into different parts which can be managed separately.

Q22: Why are stages referred to as Management Stages?
A22: They are referred to as Management Stages as they are separated by management decision points. At the end of the each stage, the Project Board reviews the previous stage and must give permission for the next stage to begin.

Q23: Complete the following sentence: "A PRINCE2 Project is planned, monitored and controlled on a _____."
A23: A PRINCE2 Project is planned, monitored and controlled on a ***stage-by-stage basis.***

Q24: Name one task that the Project Board does at the end of each stage?
A24: At the end of each stage, the Project Board assess the performance of the last stage, assess business case, assess the project plan for next stage and decides whether to proceed with the next stage

Q25: Does PRINCE2 advise to have a detailed Project Plan and a detailed Stage plan for the current stage?
A25: PRINCE2 advises to have a high level Project Plan for the whole project and then a very detailed plan for the current stage.

Q26: What is the minimum number of stages in a project?
A26: There is a minimum of 2 management stages in a project; the Initiation Stage and one further management stage. You may ask, "What about the Closing a Project Process?" The Closing a Project Process is last part of the last stage.

Q27: Can you explain what is meant by Manage by Exception (any similar answers to the one I give will be fine)?
A27: The Project Manager has some tolerance when it comes to the project variables such as time, cost and scope before they have to advise the project board that there is or will be a problem. So if a small problem arises they can deal with it **and they** don't have to bother the project board for every minor issue.
The Project Manager will only have to bother the management layer above (which is the project board), if an issue goes outside their tolerance level for time, cost, scope, etc. This out of tolerance is called an exception. Hence the term Manage by Exception, as the layer above manage the layer below by exception.

Q28: PRINCE2 lists 6 tolerances that can be set. These are also known as the project variables. Can you name some of these? (Tip think TeCQuila SoBeR)
A28: The 6 tolerances that can be set are: Time, Cost, Quality, Scope, Benefit and Risk.

Q29: What principle in PRINCE2 provides the above management layer with a system to manage and control and don't need to be annoy by each small issue.
A29: Manage By Exception.

Q30: What does a project deliver (I am looking for a one word answer)? (Tip: Think about the definition of a project.)
A30: A project delivers products.

Q31: What do you think would happen if there is a poor product description of the product that the Project is to produce?

A31: There are many things can happen such as all stakeholders can have different ideas of what the product should be. This can cause many unnecessary meetings, time delays, unnecessary new requirements, additional costs and even an unusable end product being produced.

Q32: What advantages do good Product Descriptions have?

A32: Product descriptions affect the whole project, from planning, as you can better identify the requirements, dependencies and activities, to all other processes and themes. Product descriptions are beacons, or reference points for the whole project. They can be used by all stakeholders when discussing the products during the project.

Q33: What message is the principle "Tailor to suit Project Environment" trying to get across? (don't worry about matching the words in the answer, any similar answer is good)

A33: To get the most of the PRINCE2, you should only use parts of the PRINCE2 necessary to support your project. In other words a PRINCE2 project should be tailored to suit the project's size, environment, complexity, importance, capability and risk. So again, just use the parts of PRINCE2 that will help your project.

Q34: Can PRINCE2 be applied to any type and size of project?

A34: Yes. A comment I hear often is the following, "Our projects are small and don't need a Project Management method." Many people say this as they believe that there is a need to do a mountain of admin paperwork for a 1 to 2 month project, which of course is incorrect.

Q35: In which document should it be described how the PRINCE2 method is tailored for that particular project?

A35: The Project Initiation documentation. In fact, this is one of the points that the Project Board should check at the start of the project.

You should aim to answer 60% of these questions if you would like to pass the PRINCE2 Foundation Exam and again don't worry about using the exact PRINCE2 term in the answers. You will just have to recognize the terms in the exam

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3 Themes (9 Q&A)

Themes Introduction

Q01: What are themes? Try to give a definition in your own words.

A01: I will give a broad answer, you can compare **if** your response is anything like j**ust one the following:**

- Themes are activities that you do at the start of the project to set it up and then use to monitor & maintain the project throughout its lifecycle.
- Themes are the part of the project that need to be continually addressed throughout the project life cycle.
- And lastly Themes provide guidance on how things should be done during the project.

Q02: List some of the 7 themes.

A02: The 7 Themes are:

- Business Case, Organization, Quality
- Plans, Risk, Change, Progress

Q03: Which Theme asks the following questions?

- Why are we doing the project?
- What are the main reasons?
- What are the benefits for the company?

A03: The business case theme, as it documents the business reasons for doing the project and checks if there is a valid business case.

Q04: Which theme deals with Roles and Responsibilities, the project team structure and accountability?

A04: This is the Organization Theme and for me this is the most important theme for the project manager as the Project Manager **need the people** to carry out their agreed tasks to get the project done.

Q05: Which theme deals with making sure the product is fit for its intended use at the end of the project? How to check the progress during the project?

A05: This is the Quality Theme.

Q06: Which Theme deals with product based planning, the level of detail required for each plan and deciding on the number of stages?

A06: This will be the Plans Theme.

Q07: What are some of the questions asked by the Risk Theme? Just give one or two suggestions.

A07: I am listing some questions here:

- What are the risks?
- What if the risk happens?
- How to document the risk?
- How to identify and manage the risk?

Q08: What Theme deals with project issues and new requirements?

A08: This is the Change Theme, and for each project issue or change request it asks "What is the impact of this change or issue on the project?"

Q09: Which Theme deals with the questions, "How are we doing compared to the project plan? How will the project be controlled? How often highlight reports need to be sent to the Project Board? Should we carry on with the project?"?

A09: This is the Progress Theme.

4 Business Case (17 Q&A)

Q01: What do you think is the main information that exists in a Business Case? Just think about this before answering. In the answer, I will mention a couple of sections.
A01: The main information that exists in a Business Case is:
- The reasons for doing the project
- The estimated costs and expected benefits & dis-benefits
- An overview of the Risks and so on

There are more, we will cover these later

Q02: What is meant by the term Business Justification from a PRINCE2 point of view?

A02: Business Justification means that a valid business reason must exist, so that the project makes sense from a investment point of view. If there is no business justification, i.e., no business case, then the project should not be done.

Q03: Finish the following sentence: "The purpose of the Business Case Theme is to provide a structure to judge if the Business Case is desirable _____."

A03: The purpose of the Business Case Theme is to provide a structure to judge if the business case is desirable, *viable and achievable and worth the continued investment that is made during the project.*
        Remember the words Desirable, Viable and Achievable.

Q04: In which document may a summary of the business case first appear?

A04: The project mandate document usually contains business case information. If there is no Business Case information in the project mandate then outline Business Case document may be the first document to contain information on the Business Case. This outline Business Case is usually derived from the project mandate and is created in the Starting up a Project process.   The outline Business Case becomes part of the Project Brief and is expanded in to a full Business Case document in the Initiation Stage.

Q05: What management product must be complete before the business case can be completed?

A05: The Business Case document cannot be completed until the project plan is ready as the following information comes from the project plan: costs, timescale and product information.

Q06: Which question does the Business Case answers about the project: Who, Why, What, When, How, How Much?

A06: The Business Case answers "why". Why are we doing this project? What are the reasons? You may be thinking that it also provides the How Much information and yes it does but this comes from the Project Plan.

Q07: Who has the responsibly to identify the benefits and write them down and gather this information so it can be used to measure improvements?

A07: The Senior User has this responsibility to identify benefits and they can **get** help from other person to gather information on the current status of products or services.

Q08: In which document are the expected benefits stored in? It also includes the current status at the start of the project and may be updated at the end of each stage to show what benefits that may have already been realized during that stage.

A08: This is the Benefits Review Plan. It is also used after the project is complete to track the benefits that are realized after the project. For most projects, the benefits will be reached after the project is closed.

Q09: What is the Corporate or Programme Management responsible for with regard to the Business Case? (Tip: think about before and after the project)

A09: They may write the first Business Case summary, which is part of the project mandate document. They are responsible for the Business Review Plan once the project has ended. They hold the Senior User Accountable for realizing and reporting on the Benefits.

Q10: Who is responsible for the following in the Business Case theme?
- Responsible for the Business Case during the duration of the project.
- Responsible for the Benefits Review Plan during the project if not managed by the corporate or program management.
- Oversee the development of a viable Business Case ensure that the project is aligned with corporate strategies and secure funding for the project.

A10: This is the Executive.

Q11: Who is responsible for the following in the Business Case theme?
- Specifying the Benefits and then ensure these benefits are realized by the project.
- Ensure the desired outcome of the project is specified.
- To ensure the products produced by the project deliver the desired outcomes, in other words they can be used as expected.

A11: This is the Senior User.

Q12: Who is responsible for the following in the Business Case theme?
- Assists the Executive in preparing the Business Case.
- Do an impact analysis on each new or review risks during the project.
- Assess and update the Business Case at the end of each Management Stage.
- And assess and report on project performance at project closure.

A12: This is the Project Manager.

Q13: Who is responsible for the following in the Business Case theme?
- They confirm that the products required by the project can be delivered within the expected costs.

A13: This is the Senior Supplier.

Q14: Who is responsible for the following in the Business Case theme?
- Can assist in the development of the Business Case.
- Verify and monitor the Business Case against external events and project progress.
- Ensure that the project fits with overall programme or corporate strategy.
- Verify and monitor the Benefits Review Plan for alignment to corporate or programme management.

A14: This is the Project Assurance.

Q15: PRINCE2 talks about Output, Outcome and Benefits. What is the Output?
A15: The **outputs** of a project are the products that the users will use. These are also known as **specialist** products and the project is setup to create these products.
A good question to uncover the output is: "What is the product that will be delivered by the project?"

Q16: PRINCE2 talks about Output, Outcome and Benefits. What is an Outcome?
A16: From a PRINCE2 project point of view we say that an **outcome** is the result of the change, derived from using the project's outputs. Let me give you a good question to uncover the outcome and an example.

A good question to ask to uncover Outcomes: "What can the users do better with this product?"

Example of a CRM application: Some answers could be:
- Sales orders are processed quickly and accurately
- Clients can assess data online and track orders
- Easier for administration staff to track orders
- Easier to get reports from the system

Notice how all the answers are very vague, no mention of anything tangible.

Q17: Project Benefits. What are Benefits?

A17: PRINCE2 says that Benefits are the **measurable improvement,** resulting from an outcome that is perceived as an advantage by one of the stakeholders. So see Benefits as the **measurable advantages** of using the product.

Here is an example: The measurable advantages of using a CRM system might be:
- 40% reduction in cost in handling client data
- 15% increase in sales as users can order online
- Overall revenue increased by 12% annually

Remember, it is these benefits that are written into the Business Case and the Senior User is expected to prove that these benefits were realized.

You should aim to answer 60% of these questions if you would like to pass the PRINCE2 Foundation Exam and again don't worry about using the exact PRINCE2 term in the answers. You will just have to recognize the terms in the exam

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5 Organization (37 Q&A)

Q01: What is the purpose of the Organization Theme and what information does it provide? (Tip: Use Accountability and Responsibilities)

A01: The purpose of the Organization Theme is to provide the how to information for the Project Manager, so that they can define and establish the project accountability and responsibilities or in other words the **Who is responsible for what** in the project.

Q02: Fill in blank: A PRINCE2 project is based on a Customer / <blank> environment.

A02: A PRINCE2 project is based on a Customer / Supplier environment.

Q03: What is meant by the term Corporate or Programme Management? Why do we use this term?

A03: This is a level above the project team and outside the project. A company will either have a Project Office (also known as a programme office) or if no programme, then the projects will be started by the upper layer of management in a company. We refer to this as Corporate Management. This is why PRINCE2 shows Corporate or Programme Management in the Organization diagram.

Q04: How many levels of management are seen in a Project Management Structure and a Project Management Team?

A04: There are 4 levels in a Project Management Structure and 3 levels in a Project Management team. They both have the levels: Directing, Managing and Delivering. However the Project Management Structure has one extra level, which is the level Corporate or Programme Management.

Q05: Finish sentence: "PRINCE2 places projects responsibilities into _____."

A05: PRINCE2 places projects responsibilities into Roles. For example, some roles are Executive, Project Manager and Project Support.

Q06: Name two Roles that can be shared with more than one person.

A06: The following roles can be shared with more than one person: Senior User, Senior Supplier, Change Authority, Project Support, Project Assurance.

Q07: Give an example of 2 Roles that can only be assigned to only one person.

A07: Roles that can only be assigned to one person are: Executive, Project Manager and Team Manager.

Q08: Name the 3 primary categories of stakeholder, which must be represented in a project if the project is to be successful.

A08: The 3 primary categories of stakeholder are: Business, User & Supplier. These are also represented in the Project Board.

Q09: Which level of the Organization is outside the Project Management Team?

A09: The level Corporate or Programme Management level is outside the Project Management Team.

Q10: What 2 things are the Corporate or Programme Management responsible for in relation to the project? (Tip: One of these things is done before the project starts and the other is the very first activity in the Starting up a Project Process.)

A10: Corporate or Programme Management are responsible for:
1. Commissioning the Project (so they create the project mandate)
2. Identifying the Executive

Q11: Name the 3 Levels of management in a Project Management Team and the Role that is responsible for that level.

A11:
- Level 1 is Directing, the Project Board is responsible
- Level 2 is Managing, Project Manager is responsible
- Level 3 is Delivering, the Team Manager is responsible

Q12: Which role is responsible for the Project on a Day-to-Day basis?

A12: The Project Manager is the responsible for the project on a day-to-day basis. Their prime responsibility is to ensure that the project produces the required products in accordance with the goals: time, cost, quality, scope, risk and benefits goals. These are the six project variables.

Q13: Which roles are responsible for delivering the projects products to a certain quality, within a specific time scale and cost?
A13: The Team Members are responsible for responsible for delivering the project products to a certain quality, within a specific time scale and cost. They are assigned work using Work Packages by the Project Manager.

Q14: Name the 3 Roles in the Project Board. Which roles can be assigned to more than 1 person?
A14: The Project Board consists of the Executive, Senior User, Senior Supplier. Only one person can be the Executive while the Senior User & Senior Suppliers may be assigned to one or more persons.

Q15: Who or what has the following duties?
- Accountable for success of failure of the project
- Provide unified direction to the project and project manager
- Provides the resources and authorizing the funds for the project
- Provide visible and sustained support for the project manager

A15: The Project Board has these duties.

Q16: Which Role is to ensure that the project is focused on achieving its objectives and delivering a product that will achieve the forecasted benefits? This role also gives a single point of accountability for the project.
A16: This is the Executive.

Q17: Which Role is normally responsible for designing and appointing the Project Management Team including the Senior User and Senior Supplier Roles? (Tip: This is does not include the Team Leaders or the person who will create the products but the management roles in the project.)
A17: Usually the Executive will be responsible for designing and appointing the Project Management Team including the rest of the Project Board and Project Manager.

Q18: Which Role has the **following** responsibilities?
- They specify the needs of the users that will use the project products
- They liaise between the Project Manager and the Users
- They monitor that the solution will meet the needs of the users especially in terms of quality and ease of use and against requirements

A18: This is the Senior User Role.

Q19: What is the Senior User responsible for with regard to benefits?
A19: The Senior User specifies the expected benefits at the start of the project and reports to the project board on the benefits that were realized during the project. After the project, they continue to report on the benefits after to the Corporate or Programme Management.

Q20: Which role represents the interests of those designing, developing, facilitating and implementing the projects products and also responsible for the quality of the products?
A20: This is the Senior Supplier Role.

Q21: After a PRINCE2 project ends, can the Supplier be asked to provide support and maintenance for the products created during the project or can this only be done by the customer?
A21: The Senior Supplier can be asked to provide support and maintenance for the products produced during the project. It is also possible for the customer to have an internal team to do this. So this depends on the customer.

Q22: What is the name of the Role that considers requests for change during the project and who decides who this role should be assigned to?
A22: This is the Change Authority role and its the Project Board that decide who this roles should be assigned to.

Q23: When would a Project Board decide to take on the role of Change Authority or assign it to a group?
A23: If there are few changes expected, the Project Board will usually take on the role. If there are many changes expected then the Project Board will assign this role to a group due to the amount of work involved and to provide a better response to requests.

Q24: In which document is the change requests and change authority process documented? This also includes information who can act at the change authority, the change budget and severity level of change that they can decide on.
A24: This information is defined in the Configuration Management Strategy document and this is done during the Initiation stage.

Q25: Why should the Project Board be kept as small as possible? What is the advantage?
A25: The Project Board should be kept as small as possible as it will make it easier to take decisions.

Q26: Which role runs the Project on behalf of the Project Board? This role can never be shared.
A26: The Project Manager runs the projects on behalf of the Project Board.

Q27: Which two roles does the Project Manager manage? (Tip: One of these roles may not be required in small projects and the other role can be taken on by the Project Manager or assigned to another person or group.)
A27: These roles are the Team Manager and Project Support. The Team Manager role is optional and the Project Support role can be taken on by the Project Manager or assigned to somebody else.

Q28: List some reasons why the Project Manager may consider using Team Managers rather that managing the Team Members directly.
A28: A Project Manager may choose to work to work with a Team Manager if the project is quite large, if there is a need for specialist skills or knowledge of the products to be produced and the Project Manager may not have this knowledge.

Q29: Can a Team Manager be higher in the organization than a Project Manager?
A29: Yes. A Team Manager can be higher in the Organization than a Project Manager but as far as the Project is concerned the Team Manager will report to the Project Manager on all project related work.

Q30: Which role provides the following services to the project?
  • Providing administrative services or advice or guidance of the use of Project Management tools.
  • Be responsible for configuration management and therefore follows the guidelines in the Configuration Management Strategy document.
  • Can also supply planning and or risk management services.
A30: This is the Project Support Role.

Q31: True or False: "Stakeholder Engagement is the process of identifying and communicating effectively with those people or groups who have an interest in the projects outcome."
A31: This is true. PRINCE2 also states that communication with stakeholders is the key to a project's success.

Q32: Which document contains a description of each stakeholder type and defines how best to communicate with them including frequency and the type of information they are most interested in?
A32: This is the Communication Management Strategy document and is created by the Project Manager in the Initiation Stage of the project.

Q33: Who is responsible for the following in the Organization theme?
  • Prepare the Communication Management Strategy
  • Review and update the project management structure
  • Prepare Role Descriptions

A33: This is the Project Manager.

Q34: Who is responsible for the following in the Organization theme?
- Provide administrative support for the project management team

A34: This is Project Support.

Q35: Who is responsible for the following in the Organization theme?
- Provide User Resources
- Define & verify user requirements & expectations

A35: This is the Senior User.

Q36: Who is responsible for the following in the Organization theme?
- Appoint the Project Manager – if not done by Corporate or Programme Management
- Confirm the appointments to the Project Management Team
- Approve the Communication Management Strategy Doc

A36: This is the Executive.

Q37: Who is responsible for the following in the Organization theme?
- Manage Project Team Members
- They also advise on the selection of project team members

A37: This is the Team Manager

6 Quality (24 Q&A)

There are a lot of new terms in quality and don't worry if your answers are not the same as the answer I provide as you may use different words to explain these. The important thing is that you are on the right track and you are aware of the terms so you can recognize them in the examination questions.

Q01: In your own words what does the Quality Theme do? (Tip: What does the information provided in the Quality chapter help to ensure?)

A01: The Quality theme defines the PRINCE2 approach to ensuring that products created during the project meet the expectations and that the product can be used as intended. Any answer along these lines is fine.

Q02: In which document do you find the quality criteria for each product created in the product?

A02: The quality criteria are part of the Product Description and this can be created for each product.

Q03: What is quality? Answer in your own words.

A03: Quality is generally defined as the total amount of features or characteristics of a product so that it meets the expectations and satisfies stated needs. Think of an example such as a manual can opener. So all the features or characteristics of the can opener and what the intended user expects from the product and how long they expect to use it is encompassed in quality. Thus, quality is the total amount of features or characteristics of the product. Quality can also be defined as fit for purpose, which states that the product must be able to provide the functionality so the product can be used as intended.

Q04: What is Scope from a Quality point of view? (Tip: this is related to the project product scope)

A04: Scope is related to the scope of the plan and the scope of a plan is the sum of its products. It is defined using the **product breakdown structure and the Product** Descriptions. All products listed in the product breakdown structure makes up the scope. To summarize, scope from a Quality point of view is the same as product scope.

Q05: What is a Quality Management System? Answer in your own words.

A05: A Quality Management System is a complete set of standards, procedures and responsibilities for a site or organization. So it is how a company goes about quality management and ensuring quality.

Q06: What is Quality control? (Tip: Quality control happens after quality planning.)

A06: Quality control focuses on the techniques and activities to inspect & test products. This will also include looking for ways to constantly improve quality and remove less satisfactory performance. Another way to say this is: Quality control implements & tracks the quality methods used during the project.

Q07: What is Quality assurance?

A07: Quality assurance provides a way to get an independent review of the quality process and ensure that it complies with the company quality standards and checking that the quality processes are in place. It is the responsibility of the corporate or programme management and should be independent of the project team.

Q08: What is Acceptance Criteria from the point of view of the Project Product? (Tip: It's closely linked to the Customer Quality Expectations and used at the end of the project)

A08: Acceptance Criteria as a prioritized list of attributes that the product should have when complete. See it as list of all the Customers Quality Expectations in a spreadsheet that will be ticked off at the end of the project. The acceptance criteria for the apartment block can cover such points as maintenance costs, appearance, security, durability, heating costs, and insulation.

Q09: When is the Project Product Description created (tip: it becomes part of the Project Brief) and how is the Project Product Description used in the Closing a Project process?

A09: The Project Product Description is created in the Starting up a Project process and becomes part of the Project Brief. It can be refined in the Initiation Stage when creating the Project Plan. The Project Product Description contains the Quality information and this is why it is used by the Closing a Project process as it is used to verify that the project has delivered what was expected and that the acceptance criteria has been met. Remember the Project Product Description provides the following quality information: 1) Quality Expectations, 2) Acceptance criteria, 3) Quality Tolerances, 4) Acceptance method and 5) Responsibilities.

Q10: When are all the Product Descriptions created for the project and comment on the level of detail require?

A10: The Product Descriptions for the project should be created during the Initiating a Project process as part of planning and before the Project Plan can be completed. There is no need to go into too much detail, in fact try to reference existing standards when ever possible to cut down on documentation. E.g.: In a new Laptop project, you can say that the network card must support the Wifi 802.11 N standard without having to document this standard in detail.

Q11: What are Quality Records? (Tip: the clue is in the name)

A11: Quality Records **provide evidence** that each product has met its requirements as specified in its Product Description. These records support the entries made in the Quality Register as the Quality Register just provides a very high level overview of the activities. For example, these Quality Records provide evidence of who has approved what, audits that have taken place and proof that products have met specific quality criteria.

Q12: What are Approval Records? (Tip: the clue is in the name)

A12: Approval Records are records that show that products **have been approved.** Just think of quality certificates or a signed document. Approval Records can also be minutes of a meeting, email, memo, or a signed document.

Q13: What are Acceptance Records? (Tip: the clue is in the name)

A13: Products that are approved during the project can have their ownership transferred to the customer, so the customer accepts the products. The Acceptance Record is proof that this has taken place. At the end of the project in the Closing a Project process the Project Manager must confirm to the Project Board that all products have been accepted and will therefore use these acceptance records to prove this.

Q14: What is the Quality Review Technique? What management document is used to compare the product? Answer in your own words.

A14: The PRINCE2 quality review technique is a quality inspection technique. It has defined roles and a specific structure to follow. The purpose is to inspect that a product is complete, that it respects the customer's quality standards and meets the quality criteria listed in the Product Description.

Q15: Name two of the four roles in a Quality Review Meeting?

A15: The roles are:
- Chair: This role is responsible for chairing the review meeting.
- Presenter: This role presents the products and represents the producers of the product.
- Reviewer: This role reviews the products, submits questions and confirms corrections or improvements.
- Administrator: This person provides admin support for the chairperson. E.g., taking minutes and recording results and next actions.

Q16: What is the minimum number of persons you can have at a Quality review meeting?

A16: There are four roles but the minimum number of people involved in a quality review meeting can be two; one person taking the chair & reviewer role and another taking the presenter and administrator role.

Q17: Who is responsible for the following in the Quality theme?
- Provide the companies quality expectations and acceptance criteria for the Project Product
- Provide acceptance for the Project Product
- There are also one of the approvers for the Product Description and Quality Management Strategy
- (Tip: This is not the Executive.)

A17: This is the Senior User.

Q18: Who is responsible for the following in the Quality theme?
- Provide details of the corporate or programme quality management system
- Provide quality assurance

A18: This is the Corporate or Programme Management.

Q19: Who is responsible for the following in the Quality theme?
- Document the customers quality expectations and acceptance criteria
- Prepare the Project Product Description with other persons
- Prepare the Quality Management Strategy
- Ensure the Team Managers implement the quality control measures agreed in the Product Descriptions and Work Packages

A19: This is the Project Manager.

Q20: Who is responsible for the following in the Quality theme?
- Provide resources to undertake **supplier quality activities**

A20: This is the Senior Supplier.

Q21: Who is responsible for the following in the Quality theme?
- Produce products consistent with Product Descriptions
- Advise the Project Manager of the product quality status

A21: This is the Team Manager.

Q22: Who is responsible for the following in the Quality theme?
- Advise the Project Manager on the Quality Management Strategy and on suitable reviewers and approvers
- Assure the Project Board members on the implementation of the Quality Management System

A22: This is the Project Assurance.

Q23: Who is responsible for the following in the Quality theme?
- Provide administrator support for quality control
- Maintain Quality Register and the Quality Records

A23: This is Project Support.

Q24: What are the 3 different statuses a product under review can have after a Quality Review Meeting?

A24: The three different statuses are: **Complete**, **Conditionally complete** & **Incomplete**
- Conditionally complete means that a few minor actions need to be done and another Quality Review will not be required.
- The Incomplete status will require another quality review meeting.

7 Plans (44 Q&A)

There is a good deal of information in this theme and the questions are a good way to help you remember this. Like other themes, don't worry about getting the answers exactly correct.

Q01: The Plans theme provides a framework to design, develop and maintain the project plans. Name 3 types of plan.

A01: The three types of plans are the Project Plan, Stage Plan and Team Plans. There can also be an exception plan and a Benefits Review Plan.

Q02: The Plans theme provides a framework to design, develop and maintain what?

A02: The Plans theme provides a framework to design, develop and maintain the project plans such as the Project, Stage & Team plans.

Q03: What is a plan? Answer in your own words.

A03: A plan is a document that describes how, when and by whom a specific target or set of targets is to be achieved. You many think the target is just to create the project product but there will also be targets for time, cost, quality and benefits. So a plan is more than a Gantt chart.

Q04: What is considered to be the backbone of the project? It is created at the start of the project and continually updated during the project to show what has been done and what still needs to be done. It can be compared with the original document to see how well the project is progressing.

A04: This is the project plan.

Q05: Fill in the blanks: Planning is the act or the process of _____ and _____ the plan.

A05: Planning is the act or the process **of making and maintaining the plan**. You can also say creating and maintaining the plan. The Project Plan is created at the start of the project and is regularly updated during the project to show what has been done to date. The Stage Plans are created before the stage and updated to show what has been done during the stage.

Q06: Name the six project variables/six performance targets that planning helps to manage. (Tip: Think TeCQula SoBeR or BC QRST)

A06: Planning helps to manage the six project variables, which are Time, Cost, Quality, Scope, Benefits and Risk.

Q07: Why cannot all plans be created at the start of the project? What does PRINCE2 recommend as a solution? Answer in your own words.

A07: It is impossible to plan an entire project from the start unless it's a very small project and it has a lot in common with a very small project that has been done before. It is only possible to accurately plan a short time in advance, e.g.: 0 to 8 weeks. This is known as the planning horizon. So PRINCE2 recommends having different levels of plan, which are linked, to the management levels in a project organization.

Q08: Name the three levels of management in a project team. Note: There is a plan type for each level.

A08: The three management levels are: 1) Directing, 2) Managing and 3) Delivering.

Q09: Name the type of plan in each of the management levels of Directing, Managing and Delivering and mention when this plan is created.

A09: Answer:
- The Directing Level used the Project Plan
- The Managing Level uses the Stage Plan
- The Delivery level used the Team Plan
- The Project Plan is created during the Initiating a Project process and is a high level plan for the whole project. It will show the major products of the project, when they will be delivered and the associated cost. It is a major control document for the Project Board.
- The Stage Plan is created for and before each stage and is used by the Project Manager. It is much more detailed than the Project Plan and just focuses on one stage.

- The Team Plans are created by the Team Manager in the Managing Product Delivery process.

Q10: Name one of the other plans that are created in the project besides the Project Plan, the Stage Plan and the Team Plan.

A10: The other plan created during the project are the Benefits Review Plan which covers activities during the after the project and the exception plan.

Q11: Which plan is mainly used by the Project Board?

A11: The Project Plan is a high level plan and mainly used by the Project Board.

Q12: What do the Project Board use to check how the project is progressing?

A12: The Project Plan is always baselined at the start of the project, so the Project Board can compare this baselined plan to the current Project Plan at the end of each stage to see how the project is going compared to the original plan.

Q13: How does the Stage Plan differ from the Project Plan?

A13: The Stage Plan is just for one Stage and it's a lot more detailed that the Project Plan. The Stage Plan is used by the Project Manager on a day-to-day basis.

Q14: Who creates the Team Plans? Are they necessary?

A14: The team plans are created by the Team Manager to plan the execution of one or more Work Packages. Team Plans and Team Managers are optional depending on the project's size, complexity and the number of resources involved in creating the products. The Team Managers may create their Team Plans in parallel with the Project Manager when they create the Stage Plan.

Q15: How can a Project Manager be involved in the development of a Team Plan?

A15: A project manager can ask to review the Team Plan and it is up to the Team Manager to decide to allow this.

Q16: Which plan is used to recover from the effect of tolerance deviation and if approved replaces the current plan? In other words it picks up from where the current plan had stopped.

A16: This is the Exception Plan.

Q17: Is an Exception Plan created to replace a Work Package that goes out of tolerance?

A17: There is no Exception Plan at the delivery management level. If a Team Manager forecasts that the work package will exceed tolerances they will raise an issue to the Project Manager. The Project Manager can take corrective action by updating the Work Package or creating a new Work Package to complete the work.

Q18: PRINCE2 uses the technique of product based planning to identify and analyze the plan's products. What are the four steps in product based planning?

A18: The four steps in Project Based Planning are:
1. Write the Project Product Description: The description of the main product
2. Create the product breakdown structure: List all products than need to be created
3. Write the Product Descriptions: Can be done for each product
4. Create the product flow diagram: Show product flow and inter-dependencies

Q19: Product Based Planning has a number of benefits; list one or two of these benefits. Answer in your own words.

A19: Here are some of the benefits of Product Based Planning:
1. Clearly identifies and documents the plan's products and interdependencies between them.
2. Cleary shows what the project involves and avoids setting the wrong expectations.
3. Involves users in supplying product requirements, thus increasing their support.
4. Improves communication as both diagrams, the product breakdown structure and product flow diagram provide a simple overview of showing what needs to be done and make it much easier to get feedback.
5. Makes it easier to clarify what is in and out of scope and therefore later to avoid scope creep.

> 6. Easier to gain a clear agreement on what needs to be produced.

Q20: The first steps in Product Based Planning are to write the Project Product Description. Who is responsible for this and usually creates the Project Product Description?

A20: The Senior User is responsible for specifying the project product, but in practice the Project Manager may do most of the work as they will be used to do this and consult with the Senior User and Executive. The Project Product Description should be as detailed and complete as possible.

Q21: What kind of information would you expect to find in a Project Product Description? Name 2 or 3 parts. (Tip: Think about the products and quality.)

A21: The Project Product Description contains the following information:
1. Title: This is the Project Name
2. Purpose: What is the purpose of the product – reason for the product.
3. Composition: A description of the major products to be delivered by the project
4. Source Products: List of products that make up the main product (eg components)
5. Skills Required: Skills required to create the products
6. Customer Quality Expectations:
   a. A description of the expected quality and the standards that will be used
   b. This will cover all specifications and functionally of the products
7. Acceptance Criteria:
   a. This is a prioritized list of criteria that the product must provide before the customer can accept it.
   b. See this as a spread sheet list of all the quality expectations with an extra column to mark accepted.
8. Tolerances: Specify tolerances that may apply to the Project Product
9. Acceptance method: Describe how the project product may be accepted
10. Acceptance Responsibility: Who will be responsible for confirming acceptance

Q22: What kind of data would come under the Customer Quality Expectations heading?

A22: The Customers Quality Expectations would include:
- A description of the expected quality of the product.
- The standards and processes that will be applied to achieve quality.
- This will cover all specifications and functionally of the product.
- See the quality expectations as a prioritized list of required functionality.

Q23: What is Acceptance Criteria? Give an example of the format of the Acceptance Criteria that is included in the Project Product Description. (Tip Acceptance uses information from Quality Expectations.)

A23: Acceptance Criteria is a prioritized list of criteria that the project's product must provide before the customer can accept it. See this as a spreadsheet list of all the quality expectations with an extra column to mark accepted.

Q24: Which activity in planning am I referring to with the following text? "This is where the project product is broken down into the major products which are in turn then broken down into further products to give a hierarchical overview of the products."

A24: This is creating the product breakdown structure. This is the 2nd step in the Product Based Planning Technique.

Q25: Who should be involved in a product breakdown structure?

A25: The Project Manager should involve a group of people who represent the different interests of the product such as the user, supplier and people with specific knowledge known as subject matter experts and do this like a workshop. The Project Manager should prepare and facilitate the workshop.

Q26: Should you use different breakdown structure diagrams at the start of a project than what you would use for each stage, or would you keep using the same breakdown structure diagram and just keep adding information to the original one?

A26: PRINCE2 advises to use different diagrams. Now let me explain. The first breakdown structure will focus on the Project Product and lower level products will be identified and documented. To create the stage plans this product breakdown structure will be done again to a lower level of detail and focus

only on the products that will be created in that stage. So it is best to create a new diagram and starting by using some of the information from the Product Project product breakdown structure and break this down further to show what products will be created in the stage.

Q27: How can color be used in the product breakdown structure diagram?

A27: Color can used to make the product break structure easier to read. E.g.: Use Color to identify different suppliers that will produce the products.

Q28: What format of diagrams can be used to create a product breakdown structure? Name any 2.

A28: You can use a top down diagram where more and more branches are added at the first, second and third layers. You can also use a Mind Map diagram. The basic rule to follow is that other people should be able to read it.

Q29: What document has to be written for each of the products that are identified in the product breakdown structure?

A29: A product description has to be written for each of the identified products in the **product breakdown structure.** The PRINCE2 manual also provides a description of this document. So it is a good idea to take a look at this when creating them.

Q30: When should you start to create the Product descriptions? (Tip: I asked when to start – not complete)

A30: Product descriptions should start to be written as soon as possible after they have been identified (e.g.: once they have been listed in the product breakdown structure) and this will most likely be a gradual process as more information can be added bit by bit. Note: Some products identified may be external so this information can be copied or product description can already exist from other projects.

Q31: Who has the responsibility to create the product descriptions and who can they involve?

A31: The Project Manager and Team Manager may have responsibility for the Product Descriptions but they should make sure to involve people with the required expertise to write these (known as subject matter experts) and those who will use the products.

Q32: What kind of quality information is added to the product descriptions and who should provide this information?

A32: The quality criteria information will detail what the product must have to be accepted, the accepted quality tolerances, and the method used to check quality and responsibilities. People who represent the users should be involved in the defining the quality criteria for the products and other quality information.

Q33: Is it always necessary to write product descriptions even for very small projects?

A33: No it is not always necessary. In some small projects, it may be enough write the Project Product Description, which is the main product to be produced and this will provide all the necessary information.

Q34: Which diagram defines the sequence in which the products of the plan will be developed and shows the dependencies between them?

A34: The product flow diagram defines the sequence in which the products of the plan will be developed and shows the dependencies between them. This diagram also shows the products, which are outside the scope of the plan.

Q35: Should the Project Manager create the Product Flow diagram on their own?

A35: The Project Manager should make sure to involve other people such as those who will help to deliver the products instead of trying to do this on their own. The Product Manager should use people with knowledge of the products and especially those who will help deliver the products to get their buy in.

Q36: Can or should the product flow diagram be created at the same time as the product breakdown structure? E.g.: during the same workshop.

A36: Yes and this is a good idea to create the product flow diagram at the same time as the product breakdown structure **as** you have the people you need in the room and one diagram may help to add further information to the other as it allows you to look at the information from another point of view and therefore benefit both diagrams.

Q37: Name two drawing symbols that you can use in a product flow diagram and product breakdown structure diagram. (Tip: external product and normal product)

A37: Use an ellipse shape to represent external products and a rectangle to represent normal products.

Q38: Who is responsible for the following in the Plans theme?
- Set project tolerances and document them in the project mandate
- Approve Exceptions Plans when the **project-level** tolerances are forecast to be exceeded

A38: This is Corporate & Programme Management.

Q39: Who is responsible for the following in the Plans theme?
- Designs the plans
- Prepare the Project Plan and Stage Plans
- Organize corrective action to be taken when Work Package-level tolerances are forecast to be exceeded
- Prepare Exceptions plans when requested by Project Board

A39: This is the Project Manager.

Q40: Who is responsible for the following in the Plans theme?
- Ensure that Project Plans and Stage Plans remain consistent from the supplier perspective
- Commit supplier resources to Stage Plans

A40: Senior Supplier.

Q41: Who is responsible for the following in the Plans theme?
- Prepare Team Plans
- Prepare schedules for each Work Package

A41: This is the Team Manager.

Q42: Who is responsible for the following in the Plans theme?
- Assist with the compilation of Project Plans, Stage Plans and Team Plans
- Assist with planning tools and other tools
- Take care of the Configuration Management activities

A42: This is Project Support.

Q43: Who is responsible for the following in the Plans theme?
- Approve the project plan
- Defines tolerances for each stage and approve Stage Plans
- Approve Exceptions Plans when the **stage-level** tolerances are forecast to be exceed

A43: This is the Executive.

Q44: Who is responsible for the following in the Plans theme?
- Ensure that Project Plans and Stage Plans remain consistent from the user perspective
- Commit **user resources** to the Stage Plans (tip User Resources)

A44: This is the Senior User.

8   Risk (60 Q&A)

Like other themes, don't worry about getting the answers correct. Answer in your own words and learn from the extra information given. Remember that the questions in the exam have multiple choices, so you just have to recognize the information in front of you.

Q01: What is the purpose of the Risk Theme? Answer in your own words.

A01: The purpose of the risk theme is to provide information on how best to do risk management in your project. A more formal way to say this is the purpose of the Risk Theme is to provide an approach to identify, assess and control uncertainty during a project and as a result, improve the ability of the project to succeed. Remember the words, identify, assess and control risk as this is what Risk Management is all about.

Q02: What do you think is the connection between a project, change, uncertainty and risk?

A02: Projects are about doing something new, so they are about change. As the exact same project has not been done before there will be some uncertainty about how some parts of the projects will go. Another name for this uncertainty is risk.

Q03: Is Risk Management just done at the start of the project, for example, when creating the Risk Management Strategy?

A03: Risk management is not just done at the start of the project but is a continuous activity that must be during the full life of the project and therefore one of the main tasks for the Project Manager.

Q04: Which role is the main person responsible for risk in a project? (Note: I am not asking for the role that will do most of the work and follow up but the main responsible.)

A04: It is the Executive that is responsible for risk in a project. PRINCE2 says that the Executive is accountable for all aspects of Risk Management. They rely on the Project Manager to continually identify, assess and control risks throughout the project.

Q05: PRINCE2 uses the MOR definition of Risk and MOR is the Risk method from OCG that is focused on Risk. Finish this definition by adding one word. "Risk is a set of events, that should it occur, will have an effect on the achieving of the project _____."

A05: Risk is a set of events that should it occur will have an effect of the achieving of the project objectives.

Q06: Name two types of risks?

A06: The two types of Risk are Threats and Opportunities. We are used to see risk as negative but there can also be risks where something positive can happen and this is seen an opportunity. Eg: You are organizing an outdoor event and the risk is that it could be sunny so you can sell ice cream. So from a risk point of view, we say this is an opportunity to sell ice cream.

Q07: What is at Risk or what does PRINCE2 say is at Risk?

A07: You may say that the project or perhaps user satisfaction is at Risk. PRINCE2 states that the **projects objectives** are at risk. Remember the project will have objectives for the six project variables: time, cost, quality, scope, benefits and risk. (Think TeCQuila SoBeR, spelt TeCQ)

Q08: What is Risk Management? (Tip: Begin your answer with "Risk Management is about the steps you take in a systematic way that will enable you to identify……")

A08: Risk Management is about the steps you take in a systematic way that will enable you to identify risk, assess risk and then to control risk such as how to respond to risk. The Risk theme provides an approach for you to be able to manage risk in a project.

Q09: Name the three steps to Risk Management. (Tip: First is Identification)

A09: The three steps to Risk Management are: Identification, Assessment and Control
* Identification: How to identify and describe the risk
* Assess the Risk: Ask what is the likelihood, the impact on objectives, when expected
* Control the Risk: How to respond to risk; assign a risk owner, execute responses if the risk occurs, monitor etc.

Q10: Which other OGC method does PRINCE2 get its Risk Management procedures and principles from?

A10: PRINCE2 makes use of the other OGC method, which is Management of Risk (also referred to as MOR). PRINCE2 takes advantage of all these procedures and principles that have already been defined instead of trying to re-invent the wheel. The MOR method is a generic approach to Risk, which can be used for any type of project.

Q11: What is normally the first question about Risk that should be asked by the Project Manager when considering risk and the approach to Risk Management?

A11: The first question that should be asked is **what risk policies already exist in the company** or in the programme environment today that can be used so that there isn't a need to re-create these. If a policy does exist, then this will save a lot of work and will provide most if not all the information you need to do Risk Management in your project.

Q12: List some of the information that you would expect to find in a company's risk policy and procedures to help with Risk Management.

A12: If an in-house policy on Risk Management procedures does exist, then you can expect to have information on the following:
- Your organization's attitude towards risk also called Risk appetite, Risk tolerances, procedures for escalation, typical roles and responsibilities, example of a Risk Management strategy document, etc.
- It should provide guidelines on how to do Risk Management according to the policy of the company.
- Using a common approach to Risk Management also means that project stakeholders that are already familiar with this approach will be able to understand how risk management is done in your project.

Q13: What would you advise a Project Manager to do if they don't have internal Risk Policy in the company?

A13: They can use the Risk theme to provide the necessary information to do Risk Management in their project.

Q14: What is the advantage for stakeholders to have a common approach to Risk Management?

A14: Using a common approach to Risk Management enables the project stakeholders that are already familiar with this approach to understand how risk management is done in your project. E.g.: Reports will be easier to understand, the scales for accessing risk will be similar etc. Therefore it is easier to see what is going on and this is also true for the Project Board.

Q15: Does PRINCE2 recommend using one Risk Management Strategy for all projects in a company or should each project have a separate Risk Management Strategy?

A15: PRINCE2 recommends that each project should have its own Risk Management Strategy document. Creating a Risk Management strategy document for each project may seem a big task but a detailed template can be provided if you are working in a programme environment, so this will make it much easier.

Q16: What does the Risk Register do? (Tip: use the word capture, maintain and history in your reply)

A16: The Risk Register is used to capture and maintain the risk information (threats or opportunities) of all the risks that were identified and relate to the project. So it provides a record of all risks including their status and history.

Q17: We know that the 3 steps to Risk Management are: Identification, Assessment and Control. The Risk Management Procedure has 5 steps. Name these. Use the following line to remind you: I Ate Plants In China.

A17: The five steps in the Risk Management Procedure are: Identify, Assess, Plan, Implement and Communicate.

Q18: Which of the 5 Risk Management Procedure steps are sequential and which steps have to be done constantly? The 5 steps are: Identify, Assess, Plan, Implement and Communicate.

A18: The first 4 steps are sequential (Identify, Assess, Plan and Implement), while Communicate will always be done to let stakeholders know what is going on and to get continual feedback during this process.

Q19: The first step in the Risk Management Procedure is Identify but there are two important things that have to be done before the project can start to identify risks. Can you name these? (Tip: Appetite and the document that describes how Risk will be done in the project)

A19: The first thing that has to be done is to understand the level of risk that the project is willing to accept. This is also known as the risk appetite. E.g.: If the project is to build a prototype that will just have a life of a few months, then the risk tolerance is said to be very high and so a big risk appetite. If the project is to launch a voting system that will be used in a national election in Europe, then the risk tolerance would be very low as it should work 100% correct. Once the Project Manager and Executive agree on the amount of risk the project can take, then the Project Manager should complete the Risk Management Strategy document.

Q20: The answers to the questions that are asked to understand the risk management requirements and to be able to prepare the Risk Management Strategy document mostly come from three management products that are available before the Risk Management Strategy document has to be completed. List one or two of these documents. (Tip: The Risk Management Strategy document is created in the Initiation Stage)

A20: Most of the answers to these questions come from the Project Mandate, the Project Brief, and Project Product Description.

Q21: PRINCE2 recommends that risks should be described in a certain way which should include the cause, the event and something else. Name this something and explain each of the three terms in a few words.

A21: The risk description should include the cause, event and the effect on the objectives of the project. The cause refers to something that is already happening, the event to something that may happen (threat or opportunity) and effect describes the effect on the project.

Q22: Describe the following example of risk in terms of cause, event and effect on the project objectives. "Less people may come to the event as all planes could be grounded due to ash from the volcano that is blow into UK airspace." Start with the cause, then the event that is likely to happen and then the effect on your project which is to organize a conference in London for business managers from around Europe who are expected to fly in.

A22: We would write this as follows: Due to the active volcano releasing ash, there is a threat that planes will be grounded if this ash is blown into UK airspace which would cause many people not to be able to make it to the conference in London.

The original cause is the volcano releasing ash, this is already happening, the risk is the threat that this could be blow into UK airspace and the effect on the project is that many people will not be able to travel.

Q23: Assess Risk is the 2nd step in the Risk Management procedure and it has two steps which are Estimating and Evaluating risk. What is the difference between Estimating and Evaluating risk?

A23: Estimating focuses on assessing one risk at a time while Evaluating is about evaluating all Risk together so as to get an idea of the total risk in a project. So it is better to think of Evaluation as evaluating total Risk. This will make it easier to remember.

Q24: Which 3 things are assessed when estimating a risk? (Tip: likelihood, cost & when)

A24: Estimating is about assessing the **probability**, the **impact** and **proximity** for each threat or opportunity. These are also three of the columns in a Risk Register. Usually the Project Manager can choose from a scale like Very High, High, Normal, Low & Very Low when filling in the value for impact and these can be linked to different ranges of cost.
E.g.: Impact Value: Very low could be under 2% of the project cost while very high could be more than 40%.
E.g.: Proximity value: Very low could be 12 months away, very high could be in the next month.
All of these scales are decided in the initiation stage are documented in the Risk Management Strategy document.

Q25: How would you explain the following using just a few simple words: probability, impact and proximity? What kind of scale could be used? Use your own words as there are many ways to explain these terms.

A25: Probability: This is the same as the likelihood of the risk happening. You can use a % or choose from very high, high, normal scale.

Impact: The impact the risk will have on the project and must be quantified.

- E.g.: You can choose from a scale < 1000, or 5000 or % of the project costs like < 1% or > 20%.
- Remember, this can be a threat or opportunity.
  Proximity: When this risk is most likely to happen.
- Scale can be in time: like in 3 months or 6 months.
- E.g.: Icy roads may not be much of a risk for a summer event but may be a concern if the event was held in November.

Q26: What is the name of the diagram that PRINCE2 recommends to plot the estimate risk results on so that it becomes very easy to compare risks with each other? (Tip: Summary something, something, diagram)

A26: The name of the diagram is the Summary Risk Profile diagram. Note: You don't need to know the name for the exam but you should be able to recognize the name and know what it is. From a Project Manager point of view, this is a great diagram to use to communicate project risk.

Q27: There are a number of advantages to using the Summary Risk Profile Diagram to communicate risk. Can you suggest two advantages? (Tip: just think of the different information that you can get and who will read it.)

A27: Here are most of the advantages of using the Summary Risk Profile Diagram:

- It is easy to get an overview of all the risks.
- It is very useful for communicating the level of risk for the project to the Project Board.
- Can see which risks will need attention and action to be taken.
- Can draw a risk tolerance line on the diagram to distinguish risks that have both a higher impact and a higher probability rate from risks that have a lower level of probability and impact.
- So all risks above this Risk Tolerance line will need some action to be taken.
- The Project Manager is expected to provide risk information to the Executive and Project Board and one of the times they will do this is at the end of each stage. The project manager will include information on any changes to the risk above the Risk Tolerance line in the End Stage Report.
- And the Project Manager will immediately inform the Executive if a risk moves from below to above the Risk tolerance line.

Q28: Evaluating is the 2nd part of assessing risk after estimating. What is the objective of Evaluating in your own words?

A28: The objective is to evaluate all project risks together (both threats and opportunities) and so you get an overall risk value for the whole project.

Q29: Why is the Estimate value useful? Answer in your own words.

A29: This is an estimate risk value for the whole project which could be very useful information when the Project Board has to decide to allow the project to start. Also the corporate or Programme Management may have a tolerance level for all projects to be under otherwise they are now allowed to start.

Q30: Plan the responses is the 3rd step in the Risk Management procedure. What is planned or done in this step?

A30: Planning is about planning the responses to threats and opportunities. Its objective is to prepare specific responses to the threats and opportunities. The objective is to reduce the threats and maximize the opportunities.

Q31: What do you think happens if the Project Manager does not plan for a risk and the risk occurs?

A31: If the Project Manager fails to plan a response to a risk, they will be caught off guard if this risk materializes. Therefore it is always good to be prepared. The risk can be a lot more damaging for the

project objectives as there is nothing planned to reduce the impact of the risk and it some cases it may be too late to do anything about the risk.
E.g.: If your project is to organize an outdoor event and one of the risk is the threat of rain. If you do nothing to prepare for this and half way during the concert it starts to rain heavy, it's a bit late to start erecting a tent or ordering plastic ponchos to distribute. So failing to plan is planning to fail.

Q32: Does the step of planning the responses remove or reduce risks?

A32: Most of the risk response actions taken in a project are done to **reduce the risk** impact and can also be taken to remove the risk. E.g.: If your project is to organize an outdoor event and one of the risk is the threat of rain you can take such action of pre-ordering plastic ponchos and sell them at the outdoor event. This won't stop it from raining but it will reduce the impact. If you were to move the event indoors then you would remove the risk.

Q33: PRINCE2 suggests 6 responses for Threats. Name three of these. The most important thing is to be able to recognize these names if you see them in a question.

A33: The 6 responses for threats: The 6 responses for threats are: Avoid, Reduce, Fallback, Transfer, Share & Accept.

Q34: PRINCE2 suggests 4 responses for opportunities, name 2 of these and which responses is the same as one of the responses as Threat.

A34: The 4 responses for Opportunity are Exploit, Enhance, Share and Reject. The response Share, is both a response for Threats and **Opportunities.**

Q35: Explain the threat response "Avoid". What effect does it have on the threat and impact? Answer if your own words.

A35: This response involves changing something in the project so the threat no longer can have an impact **or** can no longer happen. Let us say you are organizing an outdoor concert for 600 people in April the UK. One of the risks would then be Rain. So you decide to move the concert to an indoor facility to avoid the risk. In fact this response has removed the threat. If it now rains, then the rain can have no impact on the concert.

Q36: Explain the response "Reduce". What effect does this have on the threat? Explain in your own words. (Tip: Comment on **probability** and **impact)**

A36: The reduce response plans actions to:
      1) Reduce the probability (the likelihood) of the risk OR
      2) Reduce the impact if they risk does occur
Reduce response is the most common way of dealing this risk.

Q37: Give an example of **Reduce probability;** in other words – reduce the likelihood of a risk happening. Use example of organizing an outdoor concert the UK in April and the threat is rain as it will have an effect on the concertgoers.

A37: Reduce the probability is to reduce the likelihood or probability of the risk happening. Using the concert example with the threat from rain, we could move the concert from April to July where is 2.5 less times less likely to rain. This is a clear example of reducing the probability but the risk is still there.

Q38: Give an example of **Reduce impact** if the Risk occurs. Use example of organizing an outdoor concert the UK in April and the threat is rain as it will have an effect on the concertgoers.

A38: Here the objective is to reduce the impact in case the risk occurs. E.g.: The organizers order a load of sponsored plastic ponchos that will be offered to the concertgoers when they arrive at the concert. If it does rain during the concert, then most people will only get partly wet and thus you have reduced the impact of the rain.

Q39: Explain the response "Fallback". When is this response put into action? What is the effect on the impact of the risk?

A39: Fallback is also referred to as contingency. This is fallback plan of actions that will be done if the risk occurs and the risk has now become an issue, so action is only done if the risk occurs. These actions will help to reduce the impact of the threat.

Q40: Give an example of fallback using the following scenario. "There is a big game on center court Wimbledon and there is a threat that it might rain. The Center course now has a roof but it takes about 10 minutes to close."

A40: The fallback plan is to close the roof once it starts to rain. This will not stop it from raining but it does reduce the impact of the rain and allows the game to continue. Note: The action of closing the roof is only done once the threat of rain occurs. If you decided to start the game with the roof closed, then you will be taking action to avoid the response.

Q41: Give an example of Transfer response using the example of the concert. The threat that you wish to respond to is that one of your top acts may not be able to play at the event due to illness or some other reason. This may cost you a lot of money as people may ask for their money back and you have spent a lot of money organizing this event.

A41: You could take out an insurance policy to cover any losses you can incur if this risk happens. E.g.: all the cost of planning another date for the concert or allowing people to claim their money back would be covered by this insurance policy. The response is that you are transferring the risk to another party.

Q42: Give me an example of the response **Accept** using the following example and why you would choose this response. "There is a risk that another outdoor concert can be held around the same day as your concert and this may affect tickets sales."

A42: After some consideration, you decide to do nothing about it and continue as normal. Moving the concert to another time will just cost too much and some people have already bought tickets, so you just live with the risk. You monitor the risk during the project and see how this affects your project.

Q43: Share is both a response for threats and opportunity where both parties share the gain if the costs are less that the planned costs and share the loss if the costs are exceeded. Give an example of share using the following scenario again with the outdoor concert: You have a supplier that provides VIP toilet facilities and people are charged €1 for each service but there is a certain fixed cost you must pay to provide this service:

A43: You could agree with the supplier to share the profits if the revenue is above this fixed cost amount and share the losses if below this amount.

Q44: What is meant by response **Exploit** an opportunity? Answer in your own words.

A44: Exploit is where you decide to make use of the risk if it happens. E.g.: There is a risk (an opportunity) that the government department for technology may give subsidies in a few months time for certain technology projects. If this opportunity happens, you can then take the decision to exploit it and apply for a subsidy and it can cover 25% cost of the project.

Q45: What is meant by the response Enhance an opportunity? Answer in your own words.

A45: Enhance is where you take actions to improve the likelihood of the event occurring and you enhance the impact if the opportunity should occur. This is not the same as exploit but doing certain things will give a greater chance for the opportunity to happen. E.g.: The cause is that your local government is running a technology competition and the top 5 projects entered will get a subsidy of €20,000. So there is an opportunity to win this money, which will result in lowering the costs of the project and giving a better ROI for the company. Your plan response is Enhance, so you enter your project in this competition and put a good deal of effort in this to enhance your chances of getting this subsidy.

Q46: What is meant by the response Reject an opportunity? And give an example.

A46: Reject is where you identify an opportunity and decide not to take any action on this opportunity. There can be many reasons not to do this. E.g.: It may result in losing focus on your main objective or the return on this opportunity could be low compared to the rest of the project. E.g.: You understand there is an opportunity that the local government will offer a subsidy of 25% of the cost of each project like the project you are doing. However, after looking into this you see that the information you give will be made public and you may have to wait up to 18 months to receive the subsidy. So your response to this opportunity will be to reject it.

Q47: What is the objective of Implement the planned responses? (Tip: Also think of what is done after you after you take action.)

A47: The goal of this step is to ensure that the planned responses to risk are done; monitored and corrective action is taken if the planned responses are not as effective as expected. Actually the main thing to decide in this step is who is going to monitor this threat or opportunity to see if this risk happens and who will carry out the planned responses that have been decided on. The person monitoring will also check that the responses have the expected effect. So there are clear roles and responsibilities defined.

Q48: There are two specific roles to Implement the responses. Name these. (Tip: they both start with Risk.

A48: The two roles are Risk Owner and Risk Actionee.
- The Risk Owner is responsible for managing & monitoring risks aspects. They can also carryout actions that have been assigned to them. So see them as the main responsible.
- The Risk actionee is someone who is assigned to carry out a particular action and they support the risk owner. So they are not responsible monitoring or managing the risk.
- Note: The Risk Owner and Risk Actionee can also be the same person.

Q49: What happens in the communicate step which is the 5th step of the Risk Management procedure and when is communication done?

A49: Communication is done throughout the risk management procedure so this is continually done. This communicate step ensures that the information related to the threats and opportunities faced by the project are communicated within and outside the project to all necessary stakeholders. Good communication also builds trust and is necessary to allow stakeholders to provide better feedback about existing and new risks.

Q50: Name two of the existing management reports that are used to communicate threats and opportunities after the Initiation stage has completed.

A50: The following management reports can be used to communicate risk to the stakeholders:
- Highlight Reports, End Stage Reports, Lessons Reports, Checkpoint reports

Q51: Where are the guidelines for how to communicate risk information to stakeholders? (Tip: this is not the Risk Management Strategy document)

A51: The guidelines for reporting come from the Communication Management Strategy document. When working on the above reports the Project Manager should always ask, "What I need to communicate regarding risk?" "What has changed since the last report?" as risk is never static.

Q52: What is a risk budget? Is it mandatory and when is created?

A52: A risk budget is a sum of money that is put aside just to deal with specific responses to threats or opportunities and it cannot be used for anything else. Certain responses to risk will require certain actions to be done that cost money and this will be budgeted in the risk budget. A Risk Budget is not mandatory and is created during the initiation stage of the project.

Q53: If the risk budget is still not used late in the project, can it be used to help with extra change requests that have been agreed?

A53: PRINCE2 states that the Risk Budget cannot be used for any other purpose. If the end of the project does not use the risk budget used, it is handed back to the Project Board.

Q54: Who is responsible for the following in the Risk theme?
- Are accountable for all aspects of the risk management
- Ensure that the Risk Management Strategy exits
- Ensure that risks associate with the Business Case are identified, assessed and controlled
- Escalate risk to the cooperate or programme management as necessary

A54: This is the Executive.

Q55: Who is responsible for the following in the Risk theme?
- Ensure that risks to the **user** are identified, assessed and controlled
- This encourages them to identify risks and provide information to the Project Manager and to read the reports provided by the Project Manager

A55: This is the Senior User.

Q56: Who is responsible for the following in the Risk theme?
- Create the Risk Management Strategy document,
- Create and maintain the Risk Register and they can get assistance from Project Support
- Ensure that risks are continually identified, assessed and controlled throughout the project lifecycle
- Keep the summary risk diagram up to date and communicate to the project stakeholders

A56: This is the Project Manager.

Q57: Who is responsible for the following in the Risk theme?
- Provide the corporate risk management policy and risk management process guide, or similar documents

A57: This is corporate or Programme Management.

Q58: Who is responsible for the following in the Risk theme?
- Help with the identification, assessment and control of risk.
- For example, they will be asked to participate in the workshops used to identify risks
- Include risk information in the checkpoint reports

A58: This is the Team Manager.

Q59: Who is responsible for the following in the Risk theme?
- Review the risk management practices to make sure they are performed in line with the projects Risk Management Strategy. Actually they do this for the 4 strategy documents

A59: This is Project Assurance.

Q60: Who is responsible for the following in the Risk theme?
- Assist the Project Manager in maintaining the projects risk register

A60: This is Project Support.

9   Change (49 Q&A)

Q01: What is the purpose of the Change Theme? What information does the Change theme contains? Answer in your own words. (Tip: The Change Theme covers two main parts: looking after products and issues which include change control.)

A01: Do not worry if your answer is not the same as mine. If your answer was just that the Change Theme provides knowledge on how to do Configuration Management, Issue and Control Management, then this answer is good.

The purpose of the change theme is to provide information to help you identify, assess and control any changes to products that have already been approved and baselined. The Change theme is not just about handling change request, but also handling issues that arise during the project. This is known as Issue and Change Control or Issue and Change Management. You can also say that the Change Theme provides a common approach to issue and change management.

The Change Theme also provides information on Configuration Management which describes how you should look after the products created and used by the project, so you can identify products, collect information to track them, audit to check whether the correct versions are in the right place and so on.

Q02: Should the Project Manager try to prevent change so that they can run a smoother project and meet the original project plan?

A02: This is a nice idea but changes are inevitable, as 100% of the requirements are not known up front and even if they are, new ideas can still be suggested to improve products. So the objective is not to prevent changes but to allow changes to be assessed and then if agreed, they can be accepted and implemented.

Q03: When is issue and change control done in a project? This is the same as asking when issues and change requests can arise in the project.

A03: Issue and change control happen during the full life cycle of a project. So this can happen anytime.

Q04: What is the name of the technical and administrative **activity** concerned with the creation, maintenance and controlled change of a product? This is also referred to as tracking products or the activity of looking after products.

A04: This is configuration management. Configuration management is the activity concerned with the creation, maintenance and controlled change of a product during the lifecycle of a project.

Q05: From a PRINCE2 point of view, what is a release? Answer in your own words. (Tip: Try to use the words "single entity" in your answer and give an example, using a laptop PC.)

A05: A release is a complete and consistent set of products that are managed, tested and deployed as a single entity to be handed over to the users. I think the important points here are the set of products deployed as a single entity. So a laptop PC will have a release number e.g.: 1.2, with certain build of OS, version of bios, list of components with their own version numbers.

Q06: In PRINCE2 specific term, what is the name given to the entity (or item) that is managed by configuration management? This entity can be a product, a component of a product or it can be a release. (Tip: Two words first starting with C and the second word is Item.)

A06: Configuration Item is the name used by PRINCE2 and each of these items can have its own Configuration Item Record. So a Configuration Item can refer to a product, a component of a product or a release.

Q07: According to PRINCE2 what are issues, when can they be raised and who can raise them?

A07: PRINCE2 uses the term issue to cover any relevant event that has happened, which was not planned and which requires some management action. E.g.: a question, a problem or a change request. Issues can be raised at any time during the project and by anybody with an interest in the project.

Q08: Name the three types of issues and give an example. Answer in your own words.
A08: The 3 types of issues are: 1) Request for change, 2) Off-Specification 3) Problem /Concern
- Request for Change:
  ◦ Definition: A proposal for a change to a baseline document
  ◦ Example: A future user requests to support a new language
- Off-Specification:
  ◦ Definition: This is something that was agreed to be done but is not provided by the supplier or forecasted not to be provided
  ◦ Example: The supplier could not complete the automated forget password feature, therefore password will have to be set manually by the central administrator which will increase the cost of support
- Problem/Concern:
  ◦ Definition: Any other issue that the Project Manager needs to resolve or escalate
  ◦ Example: One of the teams was taken off the project for two weeks

Q09: When will it be decided in the project how the project will control issues, changes and change management, and which document contains this information?
A09: The way that the project will control issues, changes and change management will be decided early in the project in the IP Stage and this information will be placed in the Configuration Management Strategy. This strategy can be reviewed during each Managing a Stage Boundary process.

Q10: PRINCE2 uses 6 management products to control issues, changes and configuration management. The Configuration Management Strategy document is used to establish the project controls and the rest of the documents help to maintain the project controls. Name two of the other management products. (Tip: Where are formal and informal issues noted? Which reports are used to communicate issues and which document contains metadata for each product in the project?)
A10: The other five of the 6 management products besides the Configuration Management Strategy are 1) Configuration Items Records, 2) Product Status Account, 3) Daily Log, 4) Issue Register and 5) Issue Reports.
1. Configuration Items Records: To provide a set of data for each products used in the project. See this as metadata for each product. E.g.: think of a library card for each book
2. Product Status Account: A report on the status of products.
3. Daily Log: Used by the project manager as a diary for all informal information.
4. Issue Register: Imagine a spreadsheet with a number of columns to capture and maintain issues.
5. Issue Report: A report description of an issue, which of course can be request for change, specification or problem/concern.

Q11: What is one of the first questions that the Project Manager should ask when thinking about the Configuration Management strategy? (Tip: This will affect the amount of work one has to do to create the Configuration Management Strategy document.)
A11: One of the first questions the Project Manager should ask is: What are the existing standards for issue and change control in the company? Then they can incorporate these into the Configuration Management Strategy document. If there is a Programme in place, then there will usually be such guidelines; if not, the Project Manager must ask a number of questions so one can create a Configuration Management Strategy document.

Q12: What is the name of the technique that PRINCE2 suggests to help prioritize change requests and what does it stand for? Please explain. These are questions whose answers you must know for the exam.
A12: PRINCE2 suggests using the **MoSCoW** technique, which is a great technique to prioritize change requests; it is easy to use and easy for the requesters to understand. **MoSCoW** stands for: Must have, Should Have, Could Have and Wont have for now.

- Must have: The change is essential for the viability of the project and its absence will affect the project objectives, so it should be included.
- Should have: The change is important & its absence will weaken the business case. However the project still meets project objectives.

- Could have: Also known as nice to have. The change is useful but its absence does not weaken the business case.
- Won't have for now: The change is not essential or important, so it can wait.

Q13: What is the Change Authority? What is the purpose, who do they report to, and can they deal with change requests only or both change requests and off-specification?

A13: Change Authority is a person or group who consider requests for **change** and **off-specifications**. It is the responsibility of the Project Board but they can assign this to other persons or the Project Board can choose to do this themselves, which is more common where few changes are expected.

Q14: Where does the Change Authority get money from to make changes and when is this decided?

A14: The Change Authority will have a Change Budget, this is a sum of money that the customer and supplier agree will be used to fund the cost of requests for change. This is decided during the Initiation stage and will be documented in the Configuration Management Strategy document. It is advisable to always have a change budget for each project unless you are sure there will be very few of no change requests.

Q15: What kind of control can the Project Board exert on how the change budget can be used and therefore control how the Change Authority works?

A15: The Project Board can exert control by putting a limit on the on the cost of a single change or the amount to be spent in any one stage and of course the total amount of money in the change budget.

Q16: What is the purpose of Configuration Item Records and give an example and who creates and maintains these?

A16: The purpose of Configuration Items Records is to provide a set of records that describe the products in a project. This information can be like the status, version, type, short description, owner, current location, relationships with other products, etc. I like to use the example of a library card that will provide metadata for each book in the Library. Look at Configuration Item Records from the perspective of a record that describes a product. They are most likely created by the Project Manager role and maintained by the Product Support role. For small projects this can be the same person.

Q17: What is Product Status Accounting? When is this done and who does it?

A17: The purpose of the Product Status Account is to provide information about the status of products. This can be a report on one product, a group of products, or all products created during a stage. So Product Status Accounting produces a report on the status of products. Some of the information checked will be: product id number, version, status, location, users, and copy holders. The data is usually compared with the data in the Configuration Item Records.

A Product Status Account can happen at any time in the project; however at the end of a stage or end of a project is a good time to do this. E.g.: At the end of a stage you wish to ensure that all the latest versions of certain products are being used and users are not using older outdated versions. This is done by the role Project Support. Another way to look at this, Product Status Accounting helps to ensure that the right products are in the right place and being used by the right persons.

Q18: What is the Daily Log and who creates it and updates it?

A18: The daily log is used to record informal issues, required actions or significant events that are not captured in other project documents at that time. See it as a diary for the Project Manager in a word document with a number of columns such as date, comment, person responsible, date of any follow up if needed.

The Daily Log is first created in the Starting Up a Project process by the Project Manager and is updating during the project by the Project Manager. Any person can raise an informal issue but only the Project Manager can add this to the Daily Log. In my last two projects I used a Work Document and a Folder in my email system as my Daily Log.

Q19: What is purpose of the Issue Register and who maintains it?

A19: The purpose of the issue register is to capture and maintain information on the issues raised in the project. It is created and maintained by the Project Manager. The format and scales used are documented in the Configuration Management Strategy document. Product Support can also support the Project Manager in maintaining the Issue Register.

Q20: Comment on the format of the Issue Register and list 3 to 4 types of information that is gathered on each issue.

A20: The Issue Register is mostly a spreadsheet with a number of columns and one row for each issue. Some of these columns will be: issue identifier, issue type (request for change, off specification or concern), priority, severity, date raised, raised by, description, status and closure date.

Q21: What is an Issue Report? Who creates them and who are they given to?

A21: An Issue Report is a description of an issue, which can be a request for change, off specification or problem/concern. It also contains an impact assessment of these issues, therefore providing detailed information on how the issue affects the project. Issue Reports are created by the Project Manager and will be given to the Project Board, Change Authority and other stakeholders if necessary. E.g.: If an issue will take the stage out of tolerance, then the Project Board would like to see the Issue Report for that issue.

Q22: When are Issue Reports created? When are they updated and what do you think would be the last update?

A22: The Issue Report is usually created when the issue is first registered in the Risk Register. So basic information such as identifier, issue type, dates raised and raised by can be added. It can then be updated again after the issue has been examined, proposed solutions, choose solution. The final update that is done to an Issue Report document may be to change the status to closed and add the closed date.

Q23: What is the name given to the activities that control, maintain and control changes for each product throughout the project lifecycle or in other words looking after the products in the project?

A23: This is Configuration Management. Configuration Management is about looking after the project products.

Q24: PRINCE2 suggests five activities to follow to do configuration management. These are: 1) Planning, 2) Identification, 3) Control, 4) Status Accounting and 5) Verification and audit. What happens in Planning and give an example in your own words? (Tip: level of configuration management.)

A24: Planning is to do with deciding the level of configuration management that will be required so that the question asked by the Project Manager is "**to what level do we need** to do configuration management?"

- E.g.: If we are designing a new laptop PC we might decide do configuration management for all major products that make up the laptop but to worry about the internal components in these component products like **motor** used in the hard-disk. So the project will have a configuration item record and product description for the Hard-disk and not for any internal components in the hard-disk.
- What is the level of configuration management for this laptop project? We can say that the level of configuration for this project is the main components of the laptop PC.

Q25: The 2nd Configuration Management activity is **identification**. What happens in this activity?

A25: Identification is about identifying all products that will be used in the project and establish a coding system so that each product can be given a unique identifier. This can include information such as project name, product title, version number and initials of owner. For example, this document where I have written out these questions and answers is called P2F-LTQ-MP-FT-v1-1-date.doc. P2F stands for PRINCE2 Foundation, LTQ is short for Learn Thru Questions, BA stands for Management Plaza, FT are my initials & so on.

Q26: Which of the 5 configuration management activities are discussed here? This activity is about managing the changes to the products during the life of the project. E.g.: When a product is baselined,

it cannot be updated again. Instead a new version will have to be created. This activity also deals with the storing, distribution of copies, access control and archiving for both management and specialist products. Choose from: Planning, Identification, Control, Status Accounting and lastly Verification and audit.

A26: This is Control activity and it is about controlling changes to products during the project. In fact the PRINCE2 manual says "once a product is approved nothing moves and nothing changes without authorization". Baselined products are also used to compare the current situation with the previous objectives. E.g.: At the end of the project the current updated project plan is compared to the original plan to see how the project went compared to the original objectives.

Q27: Which of the 5 configuration management activities are discussed here? This activity is to do with the reporting of current and historical data for one or more products in the form of a Product Status Account so that it is possible to see how a product has changed in each version and also its current status (also known as history data). Choose from: Planning, Identification, Control, Status Accounting and lastly Verification and audit.

A27: This is Status Accounting. The Project Manager can call for a Product Status account at any time in the project but this mostly can happen at the end of the stage or end of the project. This will be carried out by Project Support for the Project Manager. This can focus on just one product or a group of products. The Product Status Account can look at the following status information for each product it looks at: Identifier, version, last update, current status, owner, changes since last update, list of users, date of next baseline, and related items.

Q28: Which of the five activities in Configuration Management verify the products are in line with the data in the Configuration Item Records? Just imagine a Project Support picking up a Configuration Item Record and going off to check that all the data in the Configuration Item is correct. Choose answer from the 5 activities: from Planning, Identification, Control, Status Accounting, and Verification and audit.

A28: This is Verification & Audit. In the example just given the Project Support person might check things like: Do certain users have access to the correct product versions, are products where they are supposed to be, do they have the correct identification numbers, are products secure and so on. Verification and audit also checks that the configuration management procedure outlined in the Configuration Management Strategy document is being followed correctly.

Q29: Does PRINCE2 offer two different procedures for Issues and Change Control in the Change theme or does it offer a joint procedure for both?

A29: It is the same procedure. The Issue and Change Control Produce is the procedure for handling issues and change requests, so that one procedure does both. This is important to remember and makes the change theme easy to understand if you know this.

Q30: The Issue and Change Control Produce is the procedure for handling issues and change requests. What is the other Procedure in the Change Theme and what does it do?

A30: The other procedure is the Configuration Management Procedure, which is about looking after the projects products.

Q31: The Issue and Change Control procedure has five steps. Name two of the steps in the Issue and Change Control Procedure. (Tip: I use the memory aid CEPDI, spelt C.E.P.D.I to make it easy to recall)

A31: The five steps in the Issue and Change Control Procedure are as follows: Capture, Examine, Propose, Decide and Implement. I hope CEPDI helped to recall this.
- **Capture:** Determine the type of issue, formal, informal, request for changes, and off-specification
- **Examine:** Assess the impact of the issue on the project objectives
- **Propose:** Propose actions to take, so Identify the options, evaluate and recommend
- **Decide:** Decide whether to approve, reject or defer the recommend solution
- **Implement:** Take corrective action, update Work Package or create Exception Plan

Q32: What do you think happens in the Capture step of the Issue and Change Control process? What do you think is the main objective (tip: type of issue), how many types of issues are there and where is the information stored?

A32: The objective is to determine the type of issue (change request, off-specification, problem/concern), then determine how serious it is, in other words the severity and if needs to be treated formally and then add it to the Issue Register. If the issue does not need to be handled formally, then it can be noted in the Daily Log.

Q33: When can Capture issues happen? Who can report and capture issues?

A33: Issues can be reported by anyone connected to the project. So the capturing issue can be done at any time. The Project Manager should plan some time into their daily/weekly schedule to deal with new issues.

Q34: Give an example of an issue that a Project Manager would solve immediately and will not register in the Issue Register but the Daily Log.

A34: Any kind of simple issue is good as an example. For example, a team member needs access to an application; or the need access to a network, or needs an email account. The Project Manager can handle all of these issues quickly and informally. So this does not need to be handled formally and the Project Manager can just make note in their Daily Log that they acted on a certain issue on a certain date.

Q35: An issue that needs to be handled formally is registered in the Issue Register. When does the **Issue Report** need to **first created**? (Tip: I am only asking when the Issue Report needs to be created, not all the information filled in)

A35: An Issue Report should be created at the same time as the entry is made in the Issue Register so that the Project Manager can start to add the information as they investigate the issue. The Issue Register then acts as an overview to all the issues. It is possible to see at any time how many issues are open and the status of each issue. On the other hand, **the Issue Report** is focused on one issue only.

Q36: Which step of the Issue and Change Control procedure am I referring to from here? The step is to **examine** the issue by doing an **impact analysis,** which is a nice way of saying, looking at what effect the issue will have on the project objectives. The keyword here is impact analysis. Which of the 5 steps is this? Choose from Capture, Examine, Propose, Decide and Implement.

A36: This is the Examine step. It's the 2nd step in the Issue and Change Control procedure. The impact analysis should consider the impact the issue has on the Project objectives. This work is generally done by the Project Manager and they will decide how detailed the analysis should be as there is no point spending many hours on doing this if it can be solved in less time than it takes to do an Impact Analysis.

Q37: The impact analysis looks at the possible impact the issue will have on different parts of the project. Name some things that are considered here. (Tip: The Project Manager will ask themselves "what effect will the issue have on ….")

A37: During the impact analysis, the Project Manager will consider the impact the issue has on:
- The project performance targets – remember the project variables, time cost, quality and scope
- The project **business case** especially in terms of the impact on benefits
- The project's **exposure to risk**

Summary: For each issue the Project Manager will look at the impact of the Risk on the six project variables, the business case and risk.

Q38: Which two documents may the Project Manager update after doing an impact analysis?

A38: The Project Manager may update the Issue Register as the severity and priority of the issue may have changed or to show that an impact analysis has taken place. The other document will be the Issue Report which will normally include a good deal of information from the impact analysis.

Q39: Which step of the Issue and Change Control procedure am I referring to here? After the impact analysis and examining the issue, the Project Manager will now consider different options to take address the issue and make a recommendation. (TIP: think CEPDI)

A39: This is the Propose Step and is one of the 3 steps in Issue & Change Control procedure and the objective is to propose different options to take. These different options must also balance the cost

with the advantage gained by doing a certain action and also look at the effect of each option on the project objectives which are: time, cost, quality, scope, benefits and risk.

Q40: What is the next step in the Issue and Change Control procedure after the Project Manager proposes different options for dealing with the issue? The exact name is not important but what happens is.
A40: Decide is the 4th step in the Issue and change control procedure. It is where certain roles in the project can decide which of the proposed solutions will be selected.

Q41: Name two of the roles that can decide which of the proposed solutions will be chosen. (Tip: think about the types of issues, you have off specifications, change request and problem concerns.)
A41: Depending on the issue the Project Manager, Project Board or the Change Authority decides if any action should be taken. The Project Manager might look after issues of Severity 1, the Change Authority could look after Severity 2, the Project Board could look after Severity 3 and the Corporate/Program Management could look after Severity 4. This is also decided at the start of the project and documented in the Configuration Management Strategy.

Q42: Which document do you think defines the situations when the Project Manager can decide on issues? (Tip: This is one of the strategy documents that is created in the Initiation Stage.)
A42: This is the Configuration Management Strategy document. It details how Configuration Management and Issue & Change Control Management will be done.

Q43: Implement is the 5th step in the Issue and Change Control Procedure. What happens here and who takes the action?
A43: Implement is for the Project Manager. They will either:
- Take the corrective action such as updating a work package, or issuing a new work package. The project manager can do this when the stage does not go out of tolerance and they can work within their define tolerances.
- If the chosen proposal does bring the stage or project out of tolerance then the Project Board will request an Exception Plan which again will have to be approved by the Project Board or the level above. If the Exception Plan is approved the Project Manager can implement the chosen solution.

Q44: Does the Project Manager need to update the Issue Register and Issue Report during this step "Implement"?
A44: Yes. The Project Manager needs to update both to show what has happened and the current status. For example, with the Issue Register, it may change the current status to Closed. The Issue Report will also be updated to show what actions have been taken in the Implement step and the current status.

Q45: Who is responsible for the following in the Change theme?
- Manage the configuration management procedure
- Manage the issues and change control procedures
- Create and maintain the Issue Register
- Implement corrective actions
A45: This is the Project Manager.

Q46: Who is responsible for the following in the Change theme?
- Main role is to administer configuration management, so look after the project products and do the admin tasks for the issue and change control procedures
- Maintain the configuration items records for the products
- Assist the Project Manager to maintain the Issue Register
A46: This is the Project Support.

Q47: Who is responsible for the following in the Change theme?
- They provide advice on examining and resolving issues and check that the procedures in the Configuration Management Strategy documents are being followed
A47: Project Assurance.

Q48: Who is responsible for the following in the Change theme?
- Determine the Change Authority and change budget
- Set the scale for severity rating, issues & priority ratings: e.g.: 1-5 or low, medium, high
- Respond to requests for advice from the Project Manager during the project
- Make decisions on issues that are escalated by the Project Manager

A48: This is the Executive. The Project Board is also responsible for most of these.

Q49: Who is responsible for the following in the Change theme?
- Implement corrective actions that were assign by the Project Manager

A49: This is the Team Manager.

10 Progress (35 Q&A)

Welcome to the Progress Learn Thru Questions. We have more than 35 questions on the Progress Theme, so try to answer 66% of the questions and you will be ready for the exam.   Again don't worry about using the exact same text as me in the answers, it is more important that you understand the questions and answers.

The objectives of these questions are to get you to think from a PRINCE2 point of view and learn about PRINCE2 at the same time. Also remember, the questions in the PRINCE2 exams are multiple choice and therefore are easier than the questions here as you have all the text in front of you and just have to recognize the answers.

Q01: What do you think is the purpose of Progress (i.e., why do we have a progress theme)? Just name the reasons.
A01: The purpose of the Progress Theme can be explained in three parts:
  1) To establish how to monitor and compare actual achievements against those planned
  2) To provide a forecast for the project objectives and the project's continued viability
  3) To be able to control any unacceptable deviations
Progress is about checking progress compared to plan, checking project viability and controlling any deviations.

Q02: Name one of the Seven Principles that are represented in the Progress Theme.
A02: Three of the seven principles are represented in the Progress Theme. These are:
  1) Manage by stages: The Project Board use stages as control points
  2) Continued business justification: The business case is continually checked that the project is still worth doing.
  3) Managed by Exception: If tolerances are exceeded, then the issue is referred up to the next management level for approval.

Q03: Fill in the blanks. Each time I say blank it represents one word. Control or progress is all about _____ making and is central to project management, ensuring that the project remains viable against its approved _____   _____.
A03: Control or progress is all about **decision**-making and is central to project management, ensuring that the project remains viable against its approved **Business Case.**

Q04: What is an exception? Answer in your own words.
A04: An **exception** is a situation where it can be forecast that there will be a deviation beyond the agreed tolerance levels. The keyword here is forecast.

Q05: Tolerance levels can also be set for all the six tolerances areas. Name these six tolerances. (Tip: They are the same as the six project variables. Think **TeCQ**uila **S**o**B**e**R**)
A05: These are Time, Cost, Quality, Scope, Benefits, and Risk.

Q06: What do you think would be the result if tolerances were not used in a project by the Project Board?
A06: In this case, every small issue that occurs, the Project Manager would escalate to the Project Board and they would end up working on the project 8 hours a day and therefore would be doing a lot of the work for the Project Manager. Remember the Project Board are busy people and we don't want to take up much of their time. Setting tolerances allows the Project Manager to handle smaller issues and only bother the Project Board for bigger issues that are outside this tolerance.

Q07: The PRINCE2 method provides 4 ways to control a project; name two of these. (Tip: Think about how the Project Board controls the project and how they communicate with the Project Manager.)
A07: PRINCE2 provides control through four main ways:
  1) Delegating Authority from one level to the next: eg: The Project Board will delegate authority to the Project Manager & so on.
  2) Dividing the project into management stages and authorizing one stage at a time
  3) Time driven and event-driven progress reports
  4) Raising Exceptions, so use exceptions to alert above layer

Q08: PRINCE2 delegates authority from one management level to the next; name the 3 levels

A08: The three levels are:
1) Corporate or Programme Management to Project Board
2) Project Board to the Project Manager
3) Project Manager to the Team Manager

Q09: Who sets the Project Tolerance, the Stage Tolerance and Work Package Tolerances?

A09: Project Tolerances are set by Corporate or Programme Management. Stage Tolerances are set by the Project Board. These are set at the beginning of the project and can be updated for each stage. The Work Package tolerances are set by the Project Manager when assigning a work package to a Team Manager.

Q10: What happens if the Project Manager finds out that one of the tolerances may be exceeded? This is only a forecast. E.g.: The time to develop a product will take 40% longer and their tolerance level was 20%.

A10: They must alert the Project Board immediately. The Project Board may decide to wait a week or a few days to see if the situation changes, or request an Exception Report or even request an Exception Plan.

Q11: There are 3 Controls that the Project Board uses to control a project. Name two of them. (Tip: Think about how the Project Board control the project, what they do in directing a project and how do they get news)

A11: These controls are Authorizations, Progress Updates and Exceptions & Changes.
- The Project Board first authorizes the Initiation Stage, secondly they authorize the Project and then authorize each stage and lastly they authorize Project Closure.
- Progress Updates. They receive Highlight Reports and End Stage Report from the Project Manager.
- Exceptions and Changes: The Project Manager advises the Project Board about any exceptions during a stage. All change requests will go through the Change Management Procedure as described in the Configuration Management document.

Q12: There are 3 Project Controls that the Project Manager uses to control the project. These have the same names as the 3 Project Control for the Project Board but differ in how they work. What are these three controls?

A12: These controls are Authorizations, Progress Updates and Exceptions & Changes. These are same names as the 3 Project Controls as the Project Board.
- Authorizations: The Project Manager authorizes work packages to the Team Manager during the CS process.
- Progress Updates: This includes Check Point reports that are provided by the Team Manager or Team Members.
- Exceptions and changes: They use the project registers and logs to review progress and identify issues that may need to be resolved.

Q13: List 2 of the control tasks that the Project Board can do at the end of each stage.

A13: The Project Board can do the following at the end of each stage:
- They review the End Stage report and Review plan for next stage
- They can continually check the check the viability of the project
- They can authorize the next stage to start
- Then can check project progress against the baselined project plan

Q14: What is the minimum number of stages in a project? E.g.: If you only have a project of two days.

A14: The minimum number of stages in a project is two. You have the initiation stage to define and agree what needs to be done and at least one other stage to produce the products. So if your project will last two days, you still have to decide what needs to be done and how best to go about this. Perhaps this can take just an hour over a coffee.

Q15: PRINCE2 gives a number of suggestions to help decide on how to decide the number of stages in a project. Can you name two of these? (Tip: Just think about what could be important when you are trying to plan some weeks or months into the future.)

A15: These are:
1. How far ahead is it possible to plan? E.g.: With a new type of IT solution you might say 4 weeks and building a regular factory building could be 3 months.
2. Do decision points have to be made and if so when? E.g.: You might build a prototype and need market or user feedback before you can decide to continue.
3. The amount of Risk in the project.
4. The control the Project Board requires: Lots of short stages, which will mean more work for them and more control. Or longer stages, which means less work but less control.
5. How much confidence the Project Board has in the Project Manager? If this is a similar project to other projects that have been successful by the same project manager, then they will be more confident and will choose longer stages.

Q16: How do Technical Stages differ from Management Stages? Name one difference.

A16: The differences are:
- Technical stages can overlap but management stages do not
- A technical stage can span a management stage boundary
- Technical stage are more focus on specific skills like, Requirements Analysis, Design, Training

Q17: What does PRINCE2 advise to do with Technical Stages so that they can be manage from the project and how best to do this?

A17: PRINCE2 advises to align Technical Stages with Management Stages. For example, if you have a Technical Stage called Training that spans two Management Stages, you can divide this up into the products that are produced in each Management Stage. The 1st product can be to create the Training material and this will be an output for one Management Stage and the 2nd product is to have trained users and this will be in another Management Stage. Product based planning will help you in this process. The Project Manager can manage the Technical Products by just checking if the products are created correctly.

Q18: What are Event Driven Controls? Just answer in your own words and give two examples.

A18: Event driven controls take place when something happens, i.e., an event happens in the project. E.g.: At the end of stage, complementation of the PID, stage goes out of tolerance, end of project, and change request. All of these events produce documents like, End Stage Report, Exception Report, Issue Report and others.

Q19: What are Time Driven controls? Give an example to illustrate it.

A19: Time driven controls take place at pre-defined periodic intervals. E.g.: The project board will have agreed with the Project Manager's to send a highlight report every 2 weeks to the project board and the Project Manager can agree with the Team Manager to send a Checkpoint Report each week. So time driven controls don't have to wait for an event to happen.

Q20: In which process do you think the Project Manager does most of the work to control a project?

A20: In the Controlling a Stage process. Here the Project Manager reviews progress and spends a lot of time in the activity Review Stage Status.

Q21: Which Management Products does the Project Manager use to keep track of how the project is doing? (e.g.: where do they keep informal notes, issues, check on product status, quality progress, risk)

A21: The Project Manager uses the Daily Log, Issue Register, Product Status Account, Quality Register and Risk Register.

Q22: What does the Project Manager use the Daily Log for?

A22: This is place to record any informal information about the project: eg: news, telephone calls, meetings, small issues, reminders, observations, tolerance levels, etc...
See the Daily Log as a type of a Daily Journal for the Project Manager

Q23: What does the Project Manager use the Issues Register for and what are the three types of issues?

A23: The Issues Register contains all formal issues raised during the project, which can be: A Request for Change, an off Specification and the 3rd type is Problem or Concern

1. Request for Change – this happens when the clients notices something that was not in original requirement but now want this included (so it becomes a Request for Change)
2. Off-Specification – this happens when a Supplier may not be able to complete something exactly as described in the requirements document and they need an agreement from the client to accept this
3. Problems and Concerns – This is where to note down any other comments, problems, concerns. For example, there is train strike on the same day as the prototype demo for the share holders so there will be a delay in getting feedback for another week. These can usually be handle by the Project Manager

Q24: What does the Project Manager use the Product Status Account for?

A24: At certain times during the project the Project Manager will want to check that all products created so far in the project are in the right place, are the correct version, have the correct identification, are distributed correctly and have the correct status. This helps to ensure that people are working on the correct versions and the products are in accordance with the Project Plan.

Q25: What does the Project Manager use the Quality Register for from a Control point of view?

A25: The Quality Register is a record of all planned and executed quality activities. Therefore the Project Manager can see that all planned quality activities in line with the plan and if the results are as expected or if a number of products are failing quality tests.

Q26: What does the Project Manager use the Risk Register for from a control point of view?

A26: The Risk Register is a record of all identified risks and the Project Manager should review the Risk Register as part of the reviewing a stage status in Controlling a Stage. Risk levels can change during the project, so the Project Manger needs to be vigilant during the project as far as Risk is concerned.

Q27: What in PRINCE2 has to be sought by all project stakeholders, recorded and actioned in a project?

A27: Lessons have to be sought by all project stakeholders. They are recorded by the Project Manager and actioned in a project.

Q28: What report is used by the Team Manager to report on a regular basis to the Project Manager and when is the frequency decided?

A28: The Team Manager uses the Checkpoint Report to report to the Project Manager and on the progress of the work done compared to the agreed team plan. The Project Manager will agree the frequency for these reports with the Team Manager when they are accepting the Work Package.

Q29: What are the 3 reports used by the Project Manager to report to the Project Board?

A29: The three reports are the Highlight Report, the End Stage Report and the End Project Report.

Q30: When is the frequency of the Highlight Report decided?

A30: The frequency of the Highlight Report is decided in the IP stage and is noted in the Communication Management Strategy document. It can be updated during the Managing a Stage Board Process.

Q31: How big should the highlight report be and what kind of information should be in this report? (Tip: think TeCQuila SoBeR)

A31: The Highlight Report is used by the Project Manager to report on the status of the current stage compared to the stage plan and the important word here is highlight in that a 1 to 2-page report should be sufficient. (imagine the tip of an iceberg). The Highlight Report should report the current status of tolerances of Time, Cost, Quality, Scope, Benefits and Risk.

Q32: Progress Responsibilities: Who provides the project tolerances in the project mandate and who makes decisions on Exceptions Plan when Project Tolerances are forecasted to be exceeded as the Project Board cannot do this?

A32: This is Corporate or Project Management.

Q33: Progress Responsibilities: Who agrees Work Packages with Project Manager, produces Checkpoint Reports, and notifies the Project Manager of any forecast deviation from Work Package tolerances?

A33: This is the Team Manager.

Q34: Progress Responsibilities: Who has the following responsibilities?
- Assists with the compilation of reports
- Assists the Project Manager in maintaining the Issue Register & Risk Register
- Maintains the Quality Register on behalf of the Project Manager (check that all is going according to plan)

A34: This is Project Support.

Q35: Progress Responsibilities: Who has the following responsibilities?
- Authorizes work packages
- Monitor's progress of stage plans
- Produce Highlight Reports, End Stage Reports, Lessons Reports & End Project Report
- Produce Exception Report for the Project Board when the stage level tolerances are forecasted to be exceeded
- Maintain the project registers and logs

A35: This is the Project Manager.

11 Introduction to Processes (21 Q&A)

These questions are based on the Introduction to Processes podcast. Again don't worry about using the exact same text as me in the answers. It is more important that you understand the questions and answers.

Q01: What is a process? Answer in your own words. There are a number of ways to answer this, so don't worry about giving the exact answer.
A01: A process is a structured set of activities designed to accomplish a specific objective (OR) A process takes one or more inputs, acts on them and provides defined outputs.

Q02: How does PRINCE2 group activities?
A02: PRINCE2 groups activities into processes. E.g.: The activities to be done at the very start of the project are grouped in the process "Starting Up a Project" and the next process is Initiating a Project.

Q03: Name 4 of the 7 PRINCE2 Processes. (Tip: Think of the first 2, the Project Board, where the Project Manager does most of their work, what happens at the end of the stage, where the products get produced and the last process to be done.) Don't worry about using the exact names.
A03: The 7 PRINCE2 processes are: 1) Starting Up a Project, 2) Initiating a Project, 3) Directing a Project, 4) Controlling a Stage, 5) Managing Product Delivery, 6) Managing a Stage Boundary, 7) Closing a Project.

Q04: What happens during the Closing a Project process and who is responsible? Just name two tasks that are done.
A04: The Project Manager is responsible for this process and they prepare for the project to be closed by doing the following: Creating the End Project Report, Lessons Learned Report, Getting the final products Accepted and hand them over and so on.

Q05: As far as a PRINCE2 project is concerned, what is the Trigger to start a project? (Tip: What document must be produced?)
A05: The Trigger to start a project is the project mandate document. It is written before the project starts.

Q06: PRINCE2 recommends a number of Pre-Project Activities – activities that should be done before the project starts up. In which process are these activities done?
A06: These activities are in the Starting up a Project Process. This is also known as the Pre-Project process.

Q07: What is the main objective of the Starting Up a Project Process?
A07: The main objective is to verify that the project is worthwhile, i.e., making sure it adds value for the company and it is also used to prevent poor projects from starting.

Q08: The Project Mandate is expanded into another document that is created during the Starting Up a Project process. What document is this?
A08: The Project Mandate is expanded into the Project Brief during the Starting Up a Project Process.

Q09: What is the minimum number of stages a project can have?
A9: The minimum number of stages is 2. It is possible to use all 7 processes in these 2 stages. The first stage is the Initiation Stage and the 2nd stage would be to produce the products that the project was setup to do. The Closing a Project process is always the last part of the last stage.

Q10: What are the main objectives of the Initiation Stage? (Tip: Just think of some of the documents that are part of the PID.)
A10: The main objectives of the Initiation Stage are to:
- Create a detailed Business Case, define Product Quality, define Product Descriptions, create Project Plan and finally create the PID (Project Initiation documentation).
- The Project Plan is a high level plan for the whole project. A stage plan is also created for the next stage which is a lot more detailed than the project plan.

Q11: What **decision** does the Project Board consider at the end of the Initiation Stage?

A11: The Project Board decides to authorize the project or not (which means to allow the project to start). This is their 2nd decision. Their first decision was to authorize initiation, which allowed the Initiation Stage to start.

Q12: What is the name of the report that the Project Manager creates on regular basis to keep the Project Board up to date on the progress of the stage?

A12: This is the highlight report and it is created by the Project Manager during the Controlling a Stage Process.

Q13: Name two of the reports that the Project Manager creates in the Closing a Project process. What does the Project Board do after this process?

A13: The Project Manager creates the End Project Report & Lessons Report. The Project Board will review the data provided by the Project Manager after the Closing a Project process and then decide to authorize project closure (i.e., to shut down the project).

Q14: Who has the responsibility for the Directing a Project Process? When does it start and end?

A14: Directing a Project is the responsibility of the Project Board. It runs from the start of the project, i.e., after the Starting Up a Project process has finished and until the project is closed.

Q15: What do you think the Project Board do in the Directing a Project process? Just name one or two things they do.

A15: Authorize initiation, Authorize the project, authorize each new stage to start, give advice to the Project Manager and the last thing they do is shut down the project.

Q16: Who is responsible for the activities for the Starting Up a Project Process and what is meant by a pre-project process?

A16: The activities in Starting up a Project Process are the responsibility of both the Project Manager and the Executive. This is the very first process and is in fact known as a pre-project process. The project starts once the project board take the decision to allow the initiation stage to start.

Q17: What are the two main outputs of the Starting Up a Project Process?

A17: The main two outputs are the Project Brief and the Initiation Stage Plan.

Q18: In which process are the following documents created: The Project Plan, The Business Case, and Benefits Review Plan and the PID is assembled?

A18: These documents are created in the Initiating a Project Process. The IP process is the only process that happens in the Initiation Stage.

Q19: Who does most of the work in the Controlling a Stage process? Name two things that they do.

A19: The Controlling a Stage Process is where the Project Manager does most of their work.
- The Project Manager, assigns work to be done, watches over the work, checks that all deliverables pass required quality tests, checks that the project is in line with project plan, checks that forecasts are within project tolerances, takes corrective action, observes changes, and communicates with stakeholders which includes reporting.
- Each action can be repeated many times by the Project Manager until the stage is complete.

Q20: What happens in the Managing Product Delivery process and who is responsible?

A20: Managing Product Delivery is the process where the planned products are created and it comes under the responsibility of the Team Manager. It is where the work gets done meaning it is where the work packages are executed and the products get created.

Q21: What happens during the Closing a Project process and who is responsible?

A21: The Project Manager is responsible for this process and prepares for the project to be closed by doing the following: Creating the End Project Report, Lessons Learned Report etc.

12 Starting Up a Project (4 Q&A)

These questions are based on the Starting up a Project Podcast. Remember that the objective of these questions is to get you to think from a PRINCE2 point of view, learn about PRINCE2 at the same time and hold on to this knowledge.

Q01: What is the main question that is answered by the Starting Up a Project Process?
A01: The main question that is answered is "do we have a worthwhile and viable project?"

Q02: Name two or three of the objectives of Starting Up a Project Process, i.e., mention some of the things that are done.
A02: The Starting up a Project process prepares and checks that a number of things are done so the Project Board will have the information to decide whether to proceed to the next Initiation Stage.
- Check that there is a business case
- Create the Project Brief
- Look at the project approach which examines the best way to go about doing this project
- Capture Previous Lessons
- Choose the people for the project
- Create a detailed stage plan to plan the work to be done in the Initiation Stage

Q03: Which document is the Project Mandate expanded into during the SU Project process?
A03: The Project Mandate will be expanded into in the Project Brief.

Q04: Which document is the trigger to start the project?
A04: The trigger to start the project is the Project Mandate document.

13 Initiating a Project (4 Q&A)

Welcome to the Initiating a Project process Learn Thru Questions. We have over 20 questions and you should be able to answer most of these especially if you listen to this podcast a few times. These questions are based on the Initiating a Project podcast.

Remember, the objective of these questions is to get you to think from a PRINCE2 point of view, learn about PRINCE2 at the same time and hold on to this knowledge.

Q01: What is the purpose of the Initiation Process? Answer in your own words.

A01: The purpose of the Initiation Process is to understand the work that needs to be done to the deliver the required products, create a plan and build a sound foundation for the project.

Q02: List a few of the questions that will be asked during the Initiation Process. (Tip: Think the documents that will be created during this process.)

A02: Here is an example of some of the questions that will be asked during the Initiation Process:
- What are the reasons, benefits, risks, costs?
- What is the scope? How will quality be achieved?
- How will issues, risks and changes be followed up?
- How will be the project be monitored and how will the project communicate to stakeholders?
- How will the PRINCE2 be tailored to suit the project?

Q03: What is the Benefits Review plan and when are Benefits are mostly available?

A03: The Benefits Review plan is a plan that describes each benefit and defines how and when a benefit will be available and how to measure it. Benefits that are realized during the project will be reviewed and noted during the stage boundary process. However in most projects the benefits will not be realized until after the project is complete.

Q04: Why is the Project Initiation Documentation baselined?

A04: It is baselined so it can be used in the future to check project performance compared to the original forecasts.

14 Directing a Project (8 Q&A)

These questions are based on the Directing a Project process podcast. Remember, the objective of these questions is to get you to think from a PRINCE2 point of view, learn about PRINCE2 at the same time and hold on to this knowledge.

Q01: What is the purpose of the Directing a Project process? (Tip: accountability, decisions and control)
A01: The **purpose** of the Directing a Project process is to enable the project board to be accountable for the project by making key decisions and have overall control.

Q02: List 3 of the objectives of Directing a Project, in other words, why does the Project Board exist, who do they report to and also think of the activities they do.
A02: I will list 6 of the objectives of the Directing a Project process. The Project Board exists to do the following:
1. Provide authority to initiate the project
2. Provide authority to deliver the projects products, the products are the reason to do the project
3. Provide direction and control during the project
4. Be the interface to corporate or programme management
5. Provide authority to close the project
6. And ensure that post project benefits will be reviewed

Q03: Who is responsible for assuring that there is continued business justification and can decide to shut down the project if the Business Case is no longer viable?
A03: The Project Board.

Q04: Who manages the project on a day-to-day basis?
A04: Day to day management of the project is done by the Project Manager.

Q05: Name 3 of the topics included in the Project Brief. (Tip: Think of the information produced in the SU process.)
A05: The topics that are included in the Project Brief are:
- Project Definition – Explaining what the project needs to achieve (background, scope, objectives, risk)
- Project Approach – Outlines the approach for the project and the choice of solution that will be used
- Project Management Team Overview – e.g.: an Organization Chart
- Business Case information – This is from the outline Business Case document
- Project Product Description – This comes from the Project Product Description document, give a clear description of what the project will deliver, the acceptance criteria, quality expectations

Q06: Name some of the documents and information that the Project Board will review and confirm in the Project Initiation Documentation during the Authorize the Project activity. (Tip: Just think of some of the information contained in the Project Initiation Documentation.)
A06: The Project Board will confirm the following:
- Project Definition is accurate and Lessons have been incorporated
- The four Strategy documents which are Quality, Risk, Configuration Management and Communication will work for the project
- Check roles and responsibilities, Product Descriptions, Tolerances, Project Controls, and check to see how PRINCE2 has been tailored to suit the project
- The Benefits Review Plan

Q07: What is the name of the report that is created by the Project Manger and sent on a regular basis to the Project Board?

A07: This is the highlight report. It can be just 2 to 3 pages and gives an overview of stage progress. It is also known as a Time Driven report meaning that it has been agreed that this report should be created and sent on a regular basis, e.g., every 2 weeks.

Q08: Who prepares most of the documents and information to get ready close a project and who has the authority to Close a Project?
A08: The Project Manager prepares most of the documents and information to get ready to close the project in the process "Closing a Project". Only the Project Board can close a project.

15 Controlling a Stage (17 Q&A)

These questions are based on the Controlling a Stage podcast. Remember, the objective of these questions is to get you to think from a PRINCE2 point of view, learn about PRINCE2 at the same time and hold on to this knowledge.

Q01: What is the purpose of the Controlling a Stage process? (Tip: Just describe the main actions that the Project Manager does in this process.)
A01: The **purpose** of the Controlling a Stage process is for the Project Manager to assign the work to be done, monitor this work, deal with issues, report progress to the Project Board and take corrective action to ensure that the stage remains in tolerance.

Q02: List 2 of the Objectives of Controlling a Stage, in other words, what does the PRINCE2 manual say are the important things to keep in mind for the Project Manager during this stage?
A02: The objective of the Controlling a Stage process is to:
  * Focus attention on the delivery of the products
  * Keep Risks and Issues under control
  * Keep the Business Case under review
  * Deliver the products for the stage to the agreed quality, within agreed cost and time & achieve the defined benefits

Q03: How many times does the Project Manager carry out each activity in the Controlling a Stage process?
A03: There is no one answer to this as it depends on the amount of tasks to be done, tolerance level, quality requirements, risk, complexity etc… Normally the Project Manager will carry out each activity multiple times.

Q04: What does a Project Manager use to group tasks together and assign to the Team Manager?
A04: The Project Manager uses a Work Package to group tasks together and assign to the Team Manager.

Q05: Who creates the Team Plan, when is it created who reviews it?
A05: The Team Plan is created by the Team Manager. It is usually created after the Project Manager discusses the Work Package with the Team Manager. The Team Plan can be reviewed by the Project Manager.

Q06: What is the name of the report produced by the Team Manager and given to the Project Manager?
A06: This is the Check Point report and is created by the Team Manager. The Project Manager compares the Check Point Report to the Team Plan and the Quality Register.

Q07: What document does the Project Manager update for each product when the product changes status, e.g., developed, passed quality testing, delivered & accepted?
A07: This is the Configuration Items Record or CIR. It is usually a one page document and provides a record for each product, e.g., identifier, owner, location, status, version number, history, relation products, short description, etc… The Project Manager also updates the Stage Plan.

Q08: Once the products have been produced, quality checked and approved, can they be easily changed?
A08: PRINCE2 recommends that products cannot be changed without using the change control process. This helps to manage change and ensure quality.

Q09: The frequency for the Project Manager to create the Highlight Report is listed in which document?
A09: The Communication Strategy document will dictate how often the **Project Manager** must create and send a Highlight report to the Project Board. This is decided during the Initiation Stage of the project.

Q10: Who can raise an issue or risk?

A10: Any stakeholder in the project can raise a risk or an issue. They inform the project manager. The next step is for the Project Manager to examine this risk or issue.

Q11: In which documents will it describe how risks and issues should be handled?

A11: Issue management falls under change control and this is documented in the Configuration Management Strategy document. This also includes how to report issues and the Risk Management Strategy document describes how Risk should be handled.

Q12: Name two more steps for the Project Manager when capturing and examining issues. The first step is to enter the issue into the Issue Register.

A12: The steps to capture and examine issues are:
1. Enter the issue in the Issue Register as soon as it is captured
2. Categorize it: Is it a Change, Off Specification, Problem or Concern?
3. Assess the Severity and Priority of the issue
4. Assess the Impact of the issue on the Stage plan, Project plan & Business Case
5. Create Issue Report – See Issue Report product description for more information
6. Report the issue in accordance to the Configuration Management strategy and the Communication Management Strategy documents

Q13: Name one of the steps for handling capturing and examining risks.

A13: The steps to capture and examine risks are:
- Enter the Risk in the Risk Register as soon as its captured
- Identify the Risk and describe it – cause and effect information
- Assess the Risk against the Stage Plan, Project Plan and Business Case
- Report in accordance with the Risk Management Strategy and Communication Strategy documents

Q14: What 3 options does the Project Manager have after capturing and assessing a risk or issue than needs further attention? (Tip: Action, Advice & Escalate)

A14: The 3 options that the Project Manager has are:
- Take Corrective Action – so the Project Manager creates a Work Package to address this and keeps the stage within tolerance
- Seek advice from the Project Board
- Escalate to Project Board using the next Activity "Escalate issues and risks"

Q15: What is the connection between Tolerance and Escalating Issues & Risk?

A15: The Project Manager will escalate an issue or risk if the risk or issue is likely to take the stage out of tolerance. So when the issue or risk does not take the stage out of tolerance, the Project Manager can take corrective action to solve this and doesn't need to escalate this to the Project Board.

Q16: What is the name of the report that the Project Manager uses to Escalate an issue or risk to the Project Board and what is the name of the notification they sometimes use to alert the Project Board that they are working on this document?

A16: The name of the report is the "**Exception Report**". As it can take some time to investigate and gather the required information the Project Manager can first send an **Early Notification** to the Project Board which will then be followed by the **Exception Report.**

Q17: List two of the ways in which the Project Board can respond to an Exception Report.

A17: The Project Board can respond to a number of ways to an Exception Report such as:
- They may ask for more information, so the Project Manager may update the Exception Report.
- Choose the option recommended by the Project Manager or another option.
- Raise the tolerances, so the stage can proceed and Project Manager can complete the stage.
- Instruct the Project Manager to create a Exception Plan, this will be used to complete the stage.
- Advice the Project Manager to close the project prematurely.

16 Managing Product Delivery (6 Q&A)

Don't worry if you do use the exam same terms as I do in the answers. It is more important that you understand the answers.

Q01: Finish the sentence: "The **purpose** of the Managing Product Delivery process is to manage and control the work between the _____."
A01: The **purpose** of the Managing Product Delivery process is to manage and control the work between the Project Manager and the Team Manager.

Q02: Who creates the Team Plan and when is it created and who approves it?
A02: The Team Manager creates the Team Plan in the Accept a Work Package activity and it is approved by the Product Manager.

Q03: What should the Team Manager do if they believe that the Team Plan will go out of Tolerance?
A03: The Team Manager should notify the Project Manager if they believe that a tolerance will be exceeded, this can be cost, time, and quality.

Q04: Who creates the Checkpoint Report, who reviews and what kind of information does it contain?
A04: The Checkpoint is created by the Team Manager on a regular basis. It is reviewed by the Project Manager. The Checkpoint report should contain the following information:
- Progress compared to the Team Plan
- Progress since last Checkpoint and planned actions for next period
- Products status, e.g., Developed, Quality Checked
- Also note any issues if necessary

Q05: If the Team Manager believes the Team Plan will go out of tolerance what should they do?
A05: The Team Manager should notify the Project Manager as soon as possible by raising an issue. The Team Manager should not wait to include this information in a Checkpoint report.

Q06: What is a Work Package?
A06: A Work Package is usually a document and is a way for the Project Manager to group work activities together and assign them to a team or a Team Manager to produce one or more products. In other words, a Work Package is a set of information about one or more required products. A Work Package can contain Work Package description, product descriptions, techniques to be used, tolerances, date of agreement between Project Manager and Team Manager, how the Team Manager will report to the Project Manager, and Quality information.

Note: A Work Package does not include the products themselves but just the information about the products. A Work Package is thus a document.

17 Managing a Stage Boundary (12 Q&A)

The objective of these questions is to get you to think from a PRINCE2 point of view, learn about PRINCE2 at the same time and hold on to this knowledge. And most important don't worry if you are not using the exam same terms as I do in the answers; it is more important that you understand the answers.

Q01: Who does the Project Manager provide information to so that they can review the current stage, approve next stage, review the updated project plan and confirm business justification?
A01: The Project Board.

Q02: When will the Managing a Stage Boundary process begin: towards the end of the current stage or just after the current stage has ended?
A02: The Managing a Stage Boundary process will begin towards the end of the Controlling a Stage process and so the correct answer is "towards the end of the current stage".

Q03: Is the Managing a Stage Boundary normally used after the last stage in a project?
A03: No. It is not used after the last stage. The Closing a Project process is used instead. The End Project Report is produced instead of the End Stage Report.

Q04: Who creates the Next Stage Plan and who may they involve and why?
A04: The Project Manager creates the Next Stage Plan. As this a planning document, the Project Manager involves people with specific knowledge about the products, like the Team Managers and Subject Matter experts (which is a nice way of say people with knowledge about the products), to create a robust plan.

Q05: What level of detail is the stage plan? Answer by finishing the following sentence: "The Stage Plan will be detailed enough to be used _____."
A05: The stage plan will be detailed enough to be used on a day-to-day basis by the Project Manager to manage a stage.

Q06: After the Stage Boundary process, the Project Board reviews the End Stage Report, the Next Stage Plan and the Business Case. Do they also review the Project Plan?
A06: Yes. The Project Plan is another important document for the Project Board to review. They can also compare with the original Project Plan in the Project Initiation Documentation to see how well the project is going according to the original plan.

Q07: What document does the Project Board use throughout the project to measure progress of the project?
A07: The Project Board uses the Project Plan throughout the Project to measure progress and to get an accurate picture of how well the project is going, what products have been produced and the best estimate plan for the rest of the project.

Q08: Why do you think the Business Case document updated in the Managing a Stage Boundary process?
A08: The Project Board checks the Business Case in the Activity "Approve a Stage or Exception Plan" which happens after each stage to see if the project is still viable. Therefore the Project Board should be given an updated Business Case at the same time as the Next Stage Plan, End Stage Report and Project Plan. After each stage there are bound to be changes to time and cost and other tolerances information, so this information should be added to the Business Case and then to check if the project is still worth doing.

Q09: Who may the **Project Manager** seek advice from/consult with when updating the Business Case?
A09: The **Project Manager** will consult with the Executive when updating the Business Case.

Q10: Which document does the Project Board use to see how well the stage has performed in the relation to the Stage Plan and who is it created by?

A10: The Project Board uses the **End Stage Report**. The Project Manager creates it.

Q11: Who requests an Exception Plan and which report is usually created beforehand?
A11: An Exception Plan is requested by the ¨Project Board, usually after reading the Exception Report which gives an overview of the exception and recommends a way forward.

Q12: What does the Project Manager do next if the Exception Plan is approved by the Project Board?
A12: The Project Manager goes back and completes the current stage using the Controlling a Stage process. The Exception Plan replaces the current Stage Plan.

18 Closing a Project (6 Q&A)

The objective of these questions is to get you to think from a PRINCE2 point of view, learn about PRINCE2 at the same time and hold on to this knowledge. And most important don't worry if you do use the exam same terms as I do in the answers. It is more important that you understand the answers.

Q01: Who carries out the work in Closing a Project?
A01: The Project Manager carries out the work in Closing a Project.

Q02: Who Closes the Project, the Project Manager or the Project Board?
A02: The Project Manager prepares the project to be closed but it is the Project Board who closes the project, in the activity "Authorize Project Closure".

Q03: Fill in the blanks: The **purpose** of the Closing a Project process is to provide a fixed point to check that the project has reached its BLANK and that BLANK have been accepted.
A03: The **purpose** of the Closing a Project process is to provide a fixed point to check that the project has reached its objectives and that the products have been accepted.

Q04: Why is the Benefits Review Plan updated in the Closing a Project process and why not closed before the project ends?
A04: One of the most important ways to measure the success of a project is to check that the expected benefits have been delivered by the project. Some benefits can be measured during the project but most likely the products must be in production for some time, e.g., 6 months, 2 years, 5 years before all benefits can be measured. Therefore the Project Manager plans a Benefits Review meeting in the future after the project is closed.

Q05: In which document does the Project Manager refer to for guidelines on **how to hand over products** in the Closing a Project process?
A05: The Project Manager refers to the Configuration Management Strategy document for information on how to hand over the products, e.g., check if future support is in place, confirm acceptance and updating the Configuration Item Records.

Q06: What are the main documents from the Project Initiation documentation that the Project Manager uses to compare base lined versions with current versions?
A06: The documents used are:
- Project Plan, this includes information on products, time & cost
- Business Case
- Benefits which is part of the business case

This is the end of the Closing a Project process Learn Thru Questions Podcast. I hope you were able to answer most of the questions. This is also the end of this Learn Thru Questions book and I hope you have found it valuable.

END