PRINCE2® Practitioner

(PR2-312 v3.02)

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Instructor Notes

Notice

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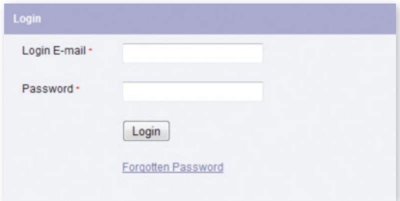
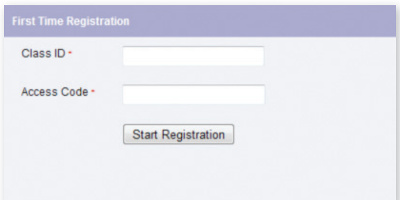
Go to www.student-registration.com. If you have previously registered, please log into your account using the left area of the screen that says "Login" and register for this course and/or exam using the codes provided to you by your instructor.



If this is your first time registering, please register using the right area of the screen that says "First Time Registration" using the codes provided to you by your instructor.



When you register for the first time, you will have to enter some personal details. This information will be saved for future use and can be edited. Once you have entered all necessary information in this screen, click "Register Now" at the bottom of the page.

Once registered, you can edit your profile, access your previous courses and/or exams register for a new course and/or exam, and view your previous registrations by entering your login information by using the left area of the screen that says "Login."

Thank you for registering. Have a great class!

Instructor Notes

PMI Project Management Professionals

Attendees of this course earn Professional Development Units (PDUs) granted by the Project Management Institute (PMI®) in order to maintain their status as certified Project Management Professional (PMP).

Please ask your instructor for the applicable Registered Education Provider (R.E.P.) ID and Course code in order to be able to claim your PDUs after completing your course.

If you are interested to learn more about this program, please log onto: http://www.pmi.org/

Instructor Notes

Agenda Timetable

PRINCE2® Practitioner (PR2-312 v3.02)

Time	Day 1	Day 2
9:00 a.m	Review of Foundation material	Day 1 Review
9:15 a.m		
9:30 a.m		Day 1 Mock Practitioner Exam Review
9:45 a.m		
10:00 a.m	PRINCE2 Practitioner Exam Information	
10:15 a.m		
10:30 a.m		
10:45 a.m		
11:00 a.m	Break	Break
11:15 a.m	Practitioner Exam Review	Mock APMG Practitioner Exam
11:30 a.m		
11:45 a.m		
12:00 p.m		
12:15 p.m		
12:30 p.m		
12:45 p.m		
1:00 p.m	Lunch	**Extended Programme** Lunch
1:15 p.m		
1:30 p.m		
1:45 p.m		
2:00 p.m	Mock APMG Practitioner Exam under Exam conditions	Mock Practitioner Exam Review
2:15 p.m		
2:30 p.m		
2:45 p.m		
3:00 p.m		Final Exam Prep and Exam Admin
3:15 p.m		
3:30 p.m		
3:45 p.m		Practitioner Exam
4:00 p.m		
4:15 p.m		
4:30 p.m		
4:45 p.m		
5:00 p.m	Exam Review and Homework	
5:15 p.m		
5:30 p.m	Finish	
Evening Work (90 minutes)	Revise Day 1 and Homework Assignment	

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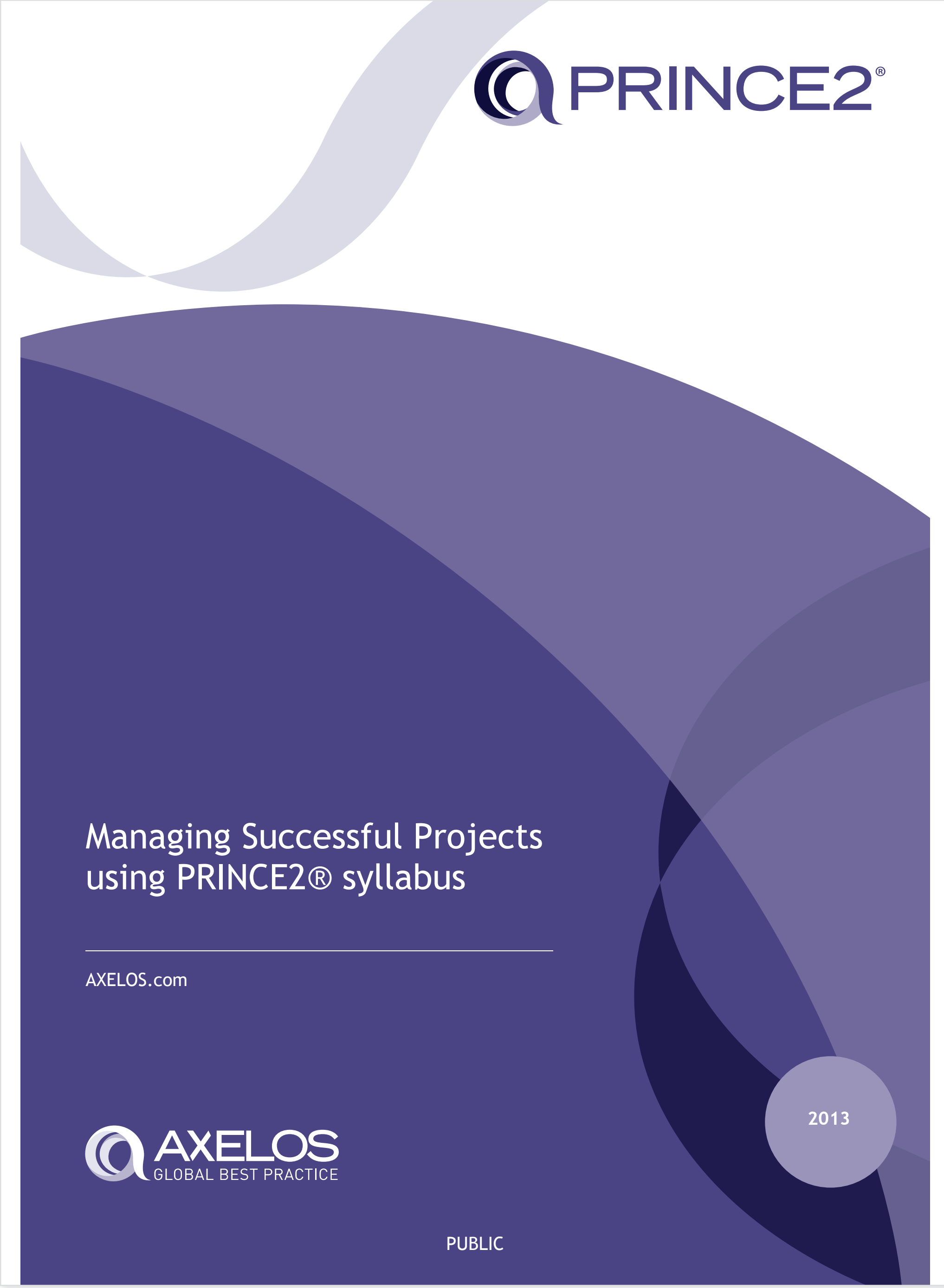
PRINCE2®

Managing Successful Projects
using PRINCE2® syllabus

AXELOS.com

2013

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Contents

1 Introduction

The Managing Successful Projects with PRINCE2 manual provides guidance on the principles, processes and themes to use to manage projects in any environment.

This syllabus is based on the Managing Successful Projects with PRINCE2 manual issued in June 2009 by OGC and TSO. It reflects both the Foundation and Practitioner levels of examination.

The primary purpose of the syllabus is to provide a basis for accreditation of people involved with PRINCE2. It documents the learning outcomes related to use of PRINCE2 and describes the requirements a candidate is expected to meet to demonstrate that these learning outcomes have been achieved at each qualification level.

The target audience for this document is:

- Exam Board
- Exam Panel
- Accredited Training Organizations

This syllabus informs the design of the exams and provides accredited training organizations with a more detailed breakdown of what the exams will assess. Details of the exam structure and content are documented in the PRINCE2 Foundation and Practitioner Exam Designs.

2 Foundation Qualification

2.1 PURPOSE OF THE FOUNDATION QUALIFICATION

The purpose of the Foundation qualification is to confirm that a candidate has sufficient knowledge and understanding of the PRINCE2 method to be able to work effectively with, or as a member of, a project management team working within an environment supporting PRINCE2. The Foundation qualification is also a pre-requisite for the Practitioner qualification.

2.2 TARGET AUDIENCE

This qualification is aimed at project managers and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including: Project Board members (e.g. Senior Responsible Owners), Team Managers (e.g. Product Delivery Managers), Project Assurance (e.g. Business Change Analysts), Project Support (e.g. Project and Programme Office personnel) and operational line managers/staff.

2.3 HIGH LEVEL PERFORMANCE DEFINITION OF A SUCCESSFUL CANDIDATE

A candidate should understand the structure and key terminology of the method. Specifically the candidate should understand:

- The characteristics and context of a project and the benefits of adopting PRINCE2
- The purpose of the PRINCE2 roles, management products and themes
- The PRINCE2 principles
- The purpose, objectives and context of the PRINCE2 processes.

3 Practitioner Qualification

3.1 PURPOSE OF THE PRACTITIONER QUALIFICATION

The purpose of the Practitioner qualification is to confirm whether the candidate has achieved sufficient understanding of how to apply and tailor PRINCE2 in a scenario situation. A successful Practitioner candidate should, with suitable direction, be able to start applying the method to a real project but may not be sufficiently skilled to do this appropriately for all situations. Their individual project management expertise, complexity of the project and the support provided for the use of PRINCE2 in their work environment will all be factors that impact what the Practitioner can achieve.

3.2 TARGET AUDIENCE

This qualification is aimed at project managers and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including: Project Board members (e.g. Senior Responsible Owners), Team Managers (e.g. Product Delivery Managers), Project Assurance (e.g. Business Change Analysts), Project Support (e.g. Project and Programme Office personnel) and operational line managers/staff.

3.3 HIGH LEVEL PERFORMANCE DEFINITION OF A SUCCESSFUL CANDIDATE

Candidates should be able to apply and understand how to tailor PRINCE2 effectively to a project within an organization environment supporting PRINCE2. Specifically candidates should:

- Understand the relationships between the roles, management products, principles, themes, techniques and processes
- Be able to apply the principles, themes and processes to a project
- Be able to create and assess management products.

4 Learning Outcomes Assessment Model

A classification widely used when designing assessments for certification and education is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competencies and skills. (Bloom et al, 1956, Taxonomy of Educational Objectives).

AXELOS Limited have adapted this into a four-step variation of the Bloom's model -The AXELOS Limited Learning Outcomes Assessment Model which defines the standard for each qualification's Learning Outcome Assessment Model. The Model is used as a basis for classifying learning outcomes when developing exam qualification schemes and syllabi.

This structured approach helps to ensure:

- There is a clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different manual areas
- Exam questions and papers are pitched appropriately and consistently f or each of the learning levels.

4.1 PRINCE2 LEARNING OUTCOME ASSESSMENT MODEL

For PRINCE2 the f our levels of learning outcomes are shown below. These learning outcomes are independent of the method used to assess whether a qualification level has been achieved.

	1.Knowledge	2. Comprehension	3. Application	4. Analysis
Generic Definition from AXELOS Limited Learning Outcomes Assessment Model	Know key f acts, terms and concepts from the manual/guidance	Understand key concepts from the manual/guidance	Be able to apply key concepts relating to the syllabus area f or a given scenario	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the method/guidance f or a given scenario situation
PRINCE2 Learning Outcome Assessment Model	Know facts, including terms, concepts, principles, themes, processes, and responsibilities from the guidance.	Understand the principles, processes, themes, the project's environment and roles and can explain how these are applied on/are involved with a project.	Be able to: (i) Use the themes appropriately; (ii) Create the management products; (iii) Tailor the processes and themes appropriately for a given project scenario.	Be able identify, analyse and distinguish between appropriate and inappropriate use of the method through appraisal of completed products and planned or completed project events f or a given project scenario.

Table 4.1 PRINCE2 Learning Outcomes Assessment Model

5 Syllabus Presentation

For each of the above learning levels, the syllabus defines the individual learning outcomes required for the qualification. Each learning outcome is then supported by a description of the requirements that a candidate is expected to meet to demonstrate that the learning outcome has been achieved at the qualification level indicated. These are shown as syllabus topics.

All Foundation level requirements are assumed to have been met f or Practitioner level and are not directly assessed again, although Foundation level know ledge and understanding will be used when demonstrating Practitioner application and analysis learning outcomes.

Each of the subject areas is presented in a similar format as follows:

1. Syllabus area	Unit of learning, e.g. chapter of the manual.
2. Learning Outcome (topic header shown in bold)	A statement of what a candidate will be expected to know, Understand or do.
3. Level	Classification of the learning outcome against the AXELOS Limited Learning Outcomes Assessment Model.
4. Topic	Description of what is required of the candidate to demonstrate that a learning outcome has been achieved at the qualification level indicated.

6 Syllabus Areas

Syllabus Area Code	Syllabus Area Title
OV	Overview , Principles and Tailoring PRINCE2 to the project environment
BC	Business Case theme
OR	Organization theme
QU	Quality theme
PL	Plans theme
RK	Risk theme
CH	Change theme
PG	Progress theme
SU	Starting up a Project process
DP	Directing a Project process
IP	Initiating a Project process
SB	Managing a Stage Boundary process
CS	Controlling a Stage process
MP	Managing Product Delivery process
CP	Closing a Project process

Table 6.1 Syllabus areas

With the exception of the quality review technique, the examples and techniques shown in shaded boxes throughout the PRINCE2 manual are not examined

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Syllabus Area Code OV		Syllabus Area : Overview, Principles and Tailoring PRINCE2 to the Project Environment	Foundation	Practitioner	Primary Manual reference
Level	Topic				
Know facts, terms and concepts relating to the overview, principles and tailoring PRINCE2 to the project environment. **Specifically to recall the:**					
01	01	Six aspects of project performance to be managed	✓		1.5.2
01	02	Definition of a project	✓		1.3
01	03	Four integrated elements of principles, themes, processes and the project environment upon which PRINCE2 is based	✓		1.5.3
01	04	Customer/supplier context of a PRINCE2 project	✓		5.1
Understand terms and concepts relating to the overview, principles and tailoring PRINCE2 to the project environment, and explain how these are applied on/are involved with a project. **Specifically to identify the:**					
02	01	Benefits of using PRINCE2	✓		1.7
02	02	Seven principles	✓		2
02	03	Characteristics of a project	✓		1.3
02	04	Difference between embedding and tailoring PRINCE2		✓	19.1
02	05	Context of a customer/supplier environment and how it affects the application of the themes, processes and management products within a project		✓	19.6

Syllabus Area Code BC		Syllabus Area : Business Case (BC) Theme	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the Business Case theme. Specifically to recall the:					
01	01	Definition of a project output, an outcome, a benefit and a dis-benefit	✓		4.2.2, 4.3.4.4
Understand how the Business Case them relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved. **Specifically to identify**:					
02	01	The purpose of the Business Case theme	✓		4.1
02	02	The purpose of a 1. Business Case 2. Benefits Review Plan	✓		A.2.1
02	03	The recommended composition of a 1. Business Case, and in which process(es) it is developed, verified, maintained and confirmed and which roles are responsible for this 2. Benefits Review Plan, and in which process(es) it is developed, used and reviewed and which roles are responsible for this		✓	A.1.2, A.2.2, 4.3, 4.3.1-4, 12.4.4, 13.4.1-14.4.7, 15.4.4-7, 17.4.3 4, 18.4.3-4, C/Table
02	04	The relationship between a programme's business case and a project's Business Case		✓	4.3.1, 4.3.2, 4.3.3
Be able to apply and tailor the relevant aspects of the Business Case theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes. **Specifically to:**					
03	01	Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0203 above		✓	
03	02	Identify outputs, outcomes, benefits and dis-benefits		✓	4.2.2, 4.3.4.4
Able to identify, analyse and distinguish between appropriate and inappropriate application of the Business Case theme throughout the life - cycle of a project scenario. **Specifically to analyse:**					
04	01	Whether the products listed in 0203 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project		✓	

Syllabus Area Code OR		Syllabus Area: Organization (OR) Theme	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the Organization theme. Specifically to recall the:					
01	01	Roles within the Organization theme	✓		5.3.2
Understand how the Organization theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved. Specifically to identify:					
02	01	The purpose of the Organization theme	✓		5.1
02	02	The three project interests and how these are represented within the three Levels of the project management team structure	✓		5.2.5 5.3.2
02	03	The responsibilities and characteristics of the role of the: 1. Project Board 2. Project Manager 3. Project Assurance 4. Change Authority 5. Team Manager 6. Project Support	✓		 5.3.2.2 5.3.2.6 5.3.2.3 5.3.2.4 5.3.2.7 5.3.2.8
02	04	What a stakeholder is	✓		5.2.5
02	05	The purpose of the Communication Management Strategy	✓		A.4.1, 5.3.5.3
02	06	How the four levels of the project management structure apply to the process model	✓		5.3.1
02	07	The relationship between the Communication Management Strategy and other products and themes	✓		5.3.2.2, 5.3.5.3, 8.3.5.5 10.3.3.4, 13.4.5, 14.4.5, 14.4.6, 14.4.8, 15.4.6, 17.4.4, 18.4.5
02	08	The recommended composition of a Communication Management Strategy, in which process(es) it is developed, used and reviewed and which roles are responsible for this	✓		A.4.2, 5.3.5.3, 13.4.2-5, 14.4.4-6, 15.4.4-6, 17.4.2, 17.4.4, 18.4.4-5, C/Table 5.1
Be able to apply and tailor the relevant aspects of the Organization them e to a project scenario, when creating products or making decisions r elated to this theme, in any or all of the processes. Specifically to:					
03	01	Identify an appropriate project management team structure and role descriptions, including acceptable role consolidations or sharing	✓		5.3.2, C
03	02	Identify appropriate information, using the recommended composition, for inclusion in a Communication Management Strategy	✓		A.4.2

Be able to identify, analyse and distinguish between appropriate and inappropriate application of the Organization theme throughout the life-cycle of a project scenario. Specifically to analyse:					
04	01	Whether the following products, using the recommended composition, are fit for purpose, with reasons, and whether the correct roles have been involved in their development and maintenance throughout the life of a project. Including: 1. Project management team structure 2. Communication Management Strategy		✓	5.3.2, C/Table 5.1 A.4.2

Syllabus Area Code		Syllabus Area : Quality (QU) Theme	Foundation	Practitioner	Primary Manual Reference
QU					
Level	Topic				
Know facts, terms and concepts relating to the Quality theme. Specifically to recall the:					
01	01	Recall the recommended quality review team roles	✓		6.3.2.1
Understand how the Quality theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved. Specifically to identify:					
02	01	The purpose of the Quality theme	✓		6.1
02	02	The difference between quality assurance and Project Assurance	✓		6.2.6 Tab 6.1
02	03	The objectives of the quality review technique	✓		6.3.2.1
02	04	The difference between quality planning, quality control and quality assurance	✓		6.3.1, 6.3.2, 6.2.6
02	05	The difference between customer's quality expectations and acceptance criteria	✓		6.3.1.1, 6.3.1.2
02	06	The purpose of a: 1. Project Product Description 2. Product Description 3. Quality Register 4. Quality Management Strategy	✓		 A.21.1 A.17.1 A.23.1 A.22.1
02	07	The PRINCE2 approach to quality - quality audit trail		✓	6.3
02	08	The recommended composition of a 1. Project Product Description 2. Product Description 3. Quality Register 4. Quality Management Strategy and in which process(es) they are developed, used and reviewed and which roles are responsible for this		✓	A.21.2, A.17.2, A.22.2, A.23.2, 6.3.1.4, 12.4.4-5, 13..4.1, 13.4.2, 13.4.3, 14.4.3-6, 14.4.6, 15.4.1, 15.4.1-17.4.4-5, 18.4.1, 18.4.4-5, C/Table 6.3

Be able to apply and tailor the relevant aspects of the Quality theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes. **Specifically to:**					
03	01	Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0208 above		✓	
03	02	Identify appropriate actions and responsibilities when applying the quality review technique to a given product		✓	6.3.2.1
03	03	Identify appropriate actions and responsibilities when applying quality planning and quality control to a given project		✓	6.3.1, 6.3.2
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the Quality theme throughout the life-cycle of a project scenario. **Specifically to analyse:**					
04	01	Whether the products listed in 0208 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project		✓	
04	02	Use of the quality review technique for a given product		✓	6.3.2.1
04	03	Whether quality planning activities have been, or are scheduled to be, undertaken appropriately during the execution of a project, with reasons, and whether the appropriate roles have been involved. Including: • Understanding and documenting the customer's quality expectations and the project's acceptance criteria in the Project Product Description • Formulating a Quality Management Strategy and setting up a • Quality Register		✓	6.3.1 6.3.1.1 6.3.1.2 6.3.1.3 6.3.1.4 6.3.1.6
04	04	Whether quality control activities have been, or are scheduled to be, undertaken appropriately during the execution of a project, with reasons, and whether the appropriate roles have been involved. Including: • Carrying out the quality methods • Maintaining quality and approval records • Gaining acceptance		✓	6.3.2 6.3.2.1 6.3.2.2 6.3.2.3 6.3.2.4

Syllabus Area Code PL		Syllabus Area: Plans (PL) Theme	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know the facts, terms and concepts relating to the Plans theme. Specifically to recall the:					
01	01	Levels of plan recommended by PRINCE2	✓		7.2.3
01	02	Four tasks of product-based planning	✓		7.3.3
Understand how the Plans theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the rresponsibilities involved. Specifically to identify:					
02	01	The purpose of the Plans theme	✓		7.1
02	02	The levels of plans, their purpose and the interrelationship between the: 1. Project Plan 2. Stage Plans ✓ 3. Team Plans 4. Exception Plan			7.2.3-7
02	03	The tasks within the product-based planning technique	✓		7.3.3.1-4 App D
02	04	The recommended composition of a Plan, in which process(es) it is developed, used and reviewed, and which roles are responsible for this		✓	A.16.2, 7.2.3, 7.3.3-7.3.8, 12.4.6, 13.4.1-13.4.3, 13.4.5, 14.4.6, 14.4.7, 15.4.1-8, 16.4.1-3, 17.4.4, 18.4.1, C/Table 7.1
Be able to apply and tailor the relevant aspects of the Plans theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes. Specifically to:					
03	01	Identify appropriate information, using the recommended composition, for inclusion in a Plan (excluding the schedule)		✓	A.16.2, 7.3.3-7.3.8
03	02	Identify the appropriate actions and responsibilities when applying the product-based planning technique, including the creation of Product Descriptions, a product breakdown structure and a product flow diagram		✓	7.3.3.1-4, D
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the Plans theme throughout the life-cycle of a project scenario. Specifically to analyse:					
04	01	Whether a Plan (excluding the schedule), using the recommended composition, is fit for its purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the life of a project		✓	A.16.2, 7.3.3-7.3.8, C/Table 7.1
04	02	Whether the Product-based planning technique has been applied appropriately. This should include analysing the appropriate application of Product Descriptions, a product breakdown structure and a product flow diagram, with reasons		✓	7.3.3.1-4, D

✓

Syllabus Area Code RK		Syllabus Area : Risk (RK) Theme	Foundation	Practitioner	Reference Manual Primary
Level	Topic				
Know facts, terms and concepts relating to the Risk theme. **Specifically to recall the:**					
01	01	The definition of a risk and the difference between a threat and an opportunity	✓		8.2.1
01	02	The recommended risk response types and whether they are used to respond to a threat or an opportunity.	✓		Fig 8.7, Tab 8.2
01	03	The difference between a risk owner and a risk actionee	✓		8.3.5.4
Understand how the Risk theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the rresponsibilities involved. **Specifically to identify:**					
02	01	The purpose of the Risk theme	✓		8.1
02	02	The steps within the recommended risk management procedure. This should include: • Identify the context and therefore the influences on a project's Risk Management Strategy • Identify the threats and opportunities that may affect a project's objectives • Estimate risks to assess their probability, impact and proximity • Evaluate the net effect of all risks on a project when aggregated together • Plan risk management responses • Implement planned risk management responses, identifying an appropriate risk owner and/or risk actionee • Communicate information related to risks, both within the project and externally to stakeholders			8.3.5 8.2.2 8.3.5.1 8.2.1 8.3.5.2 8.3.5.3 8.3.5.4 8.3.5.5
02	03	The purpose of a risk budget	✓		8.3.6
02	04	The risk probability, risk impact and risk proximity	✓		8.3.5.2
02	05	The difference between cause, event and effect when expressing a risk	✓		8.3.5.1
02	06	The purpose of a: 1. Risk Management Strategy 2. Risk Register	✓		A.24.1 A.25.1
02	07	The concept of risk appetite and risk tolerance	✓		8.3.2, 8.3.3
02	08	The recommended composition of a 1. Risk Management Strategy 2. Risk Register and in which process(es) they are developed, used and reviewed, and which roles are responsible for this		✓	A.24.2, A.25.2, 8.3.3-4, 13.4.2, 13.4.5, 14.4.1-7, 15.4.1-2, 15.4.4-8, 16.4.1, 17.4.1-5, 18.4.3-5, C/Table 8.2 & 8.3
02	09	The concept of inherent, secondary and residual risks		✓	8.3.5.3

Be able to apply and tailor the relevant aspects of the Risk theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes.					
Specifically to:					
03	01	Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0208 above		✓	
03	02	Identify the appropriate actions and responsibilities when applying the steps within the recommended risk management procedure, as listed in 0202 above		✓	8.3.5 C/Table 8.2 & 8.3
03	03	Identify primary and secondary risks and estimate inherent and residual risks		✓	8.3.5.3
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the Risk theme throughout the life-cycle of a project scenario.					
Specifically to analyse:					
04	01	Whether the products listed in 0208 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project		✓	
04	02	Whether activities undertaken during the execution of the recommended risk management procedure (listed in 0202 above) are appropriate, with reasons, and whether the appropriate roles have been involved		✓	8.3.5 C/Table 8.2 & 8.3

Syllabus Area Code CH		Syllabus Area: Change (CH) Theme	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relate to the Change theme. Specifically to recall the:					
01	01	Three types of issue	✓		9.2.4, Tab 9.1
01	02	Five typical activities of configuration management	✓		9.3.2
Understand how the Change theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved. Specifically to identify:					
02	01	The purpose of the Change theme	✓		9.1
02	02	The purpose of a change budget	✓		9.3.1.1
02	03	The purpose of a: 1. Configuration Management Strategy 2. Configuration Item Record 3. Issue Report 4. Issue Register 5. Product Status Account	✓		A.6.1 A.5.1 A.13.1/2 A.12.1/2 A.18.1
02	04	The steps in the recommended issue and change control procedure	✓		9.3.3, 9.3.3.1-5
02	05	In which process(es) issues are captured and managed, and which roles are responsible		✓	SU, 15.4.6-8, C/Table 9.2 and 9.3
02	06	In which process(es) a change budget and a Change Authority are agreed and which roles are responsible		✓	14.4.2, 13.4.2, C.1.1
02	07	The recommended composition of a: 1. Configuration Management Strategy 2. Configuration Item Record 3. Issue Report 4. Issue Register 5. Product Status Account and in which process(es) they are developed, used and reviewed, and which roles are responsible for this		✓	A.6.2 A.5.2 A.13.2 A.12.2 A.18.2 9.3.1, 14.4.2, 14.4.6, 15.4.1-4, 15.4.6-8, 16.4.2, 17.4.1-3, 17.4.5, 18.4.2-5, C/Table 9.2 and 9.3

✓

Be able to apply and tailor the relevant aspects of the Change theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes. **Specifically to:**					
03	01	Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0207 above		✓	
03	02	Identify the appropriate type for a given issue		✓	9.2.4
03	03	Identify the appropriate actions and responsibilities when applying the recommended issue and change control procedure		✓	9.3.3
03	04	Identify appropriate resource(s) for the role of Change Authority		✓	9.3.1.1, C.8
03	05	Identify the appropriate actions and responsibilities when applying the typical activities of configuration management		✓	9.3.2
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the Change theme throughout the life-cycle of a project scenario. **Specifically to analyse:**					
04	01	Whether the products listed in 0207 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project		✓	
04	02	Whether activities undertaken during the execution of the recommended issue and change control procedure are appropriate, with reasons, and whether the appropriate roles have been involved. Including activities associated with: • Capturing and analyzing to determine the type of issue and whether it can be managed informally or formally • Examining an issue to determine its impact • Proposing a course of action • Deciding on appropriate course of action • Implementing agreed action		✓	9.3.3 9.3.3.1 9.3.3.2 9.3.3.3 9.3.3.4 9.3.3.5 C/Table 9.2 and 9.3
04	03	Whether the typical activities of configuration management have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved. Including activities associated with: • Planning what level of configuration management is required • Identifying configuration items • Controlling configuration items • Status accounting • Verifying and auditing configuration items		✓	9.3.2 C/Table 9.2 and 9.3

Syllabus Area Code PG		Syllabus Area : Progress (PG) Theme	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the Progress theme. Specifically to recall the:					
01	01	Lines of authority and reporting between the four levels of management	✓		10.3.1.1, 10.3.3.4
Understand how the Progress theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved. Specifically to identify:					
02	01	The difference between event-driven and time-driven controls	✓		10.3.3
02	02	The purpose of the Progress theme	✓		10.1
02	03	The concept of management stages and the difference between management and technical stages	✓		10.3.2, 10.3.2.3
02	04	The factors to consider in identifying management stages	✓		10.3.2.1 - 3
02	05	Tolerance(s): when and how tolerances are set and exceptions reported, in which management products tolerances are documented and how management by exception applies to the different levels of management	✓		10.2.3, 10.3.1.1, 10.3.4
02	06	The purpose of a: 1. Daily Log 2. Lessons Log 3. Work Package	✓		A.7.1 A.14.1 A.26.1
02	07	The purpose of a: 1. End Stage Report 2. End Project Report 3. Lessons Report	✓		A.9.1 A.8.1 A.15.1
02	08	The purpose of a: 1. Checkpoint Report 2. Highlight Report 3. Exception Report	✓		A.3.1 A.11.1 A.10.1
02	09	The recommended composition of a: 1. Work Package 2. Lessons Log 3. Checkpoint Report 4. Highlight Report 5. End Stage Report 6. Exception Report 7. End Project Report 8. Lessons Report and in which process(es) they are developed, used and reviewed, and which roles are responsible for this		✓	A.26.2 A.14.2 A.3.2 A.11.2 A.9.2 A.10.2 A.8.2 A.15.2 15.4.1-2, 16.4.1-2, 12.4.2, 15.4.5 13.4.3-5, 17.4.4 15.4.7, 18.4.4,

Be able to apply and tailor the relevant aspects of the Progress theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes. **Specifically to:**					
03	01	Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0209 above		✓	
03	02	Identify the appropriate actions and responsibilities when applying the concept of management by exception		✓	2.5, 10.2.3, 10.3.1, 10.3.1.1, 10.3.4, Tab 10.1
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the Progress theme throughout the life-cycle of a project scenario. Specifically to analyse:					
04	01	Whether the products listed in 0209 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project		✓	
04	02	Whether activities undertaken to manage by exception during the execution of the project were applied appropriately, with reasons, and whether the appropriate roles have been involved.		✓	2.5, 10.2.3, 10.3.1, 10.3.1.1, 10.3.4, C/Table 10.1 & 10.2

Syllabus Area Code SU		Syllabus Area : Starting up a Project (SU) Process	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the SU process and how it can be applied and tailored on a project. Specifically to identify:					
02	01	The purpose of the SU process	✓		12.1
02	02	The objectives of the SU process	✓		12.2
02	03	The context of the SU process	✓		12.3
02	04	The purpose of a Project Brief	✓		A.19.1
02	05	The following activities within the SU process and the responsibilities within them: • Appointing the Executive and the Project Manager • Capturing previous lessons • Designing and appointing the project management team • Preparing the outline Business Case • Selecting the project approach and assembling the Project Brief • Planning the initiation stage		✓	12.4.1 12.4.2 12.4.3 12.4.4 12.4.5 12.4.6
02	06	How the seven themes may be applied within the SU process		✓	12
02	07	The recommended composition of a Project Brief and in which process(es) it is developed, used and reviewed, and which roles are responsible		✓	A.19.2, 12.4.5,-6, 13.4.1, 14.4.1-8
Be able to apply the SB process, tailoring the recommended activities and actions w here appropriate, to a project scenario. Specifically to:					
03	01	Identify appropriate information, using the recommended composition, for inclusion in the Project Brief		✓	A.19.2
03	02	Identify the recommended SU process actions when carrying out the activities listed in 0205 above		✓	12.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the SU process to a project scenario. Specifically to analyse:					
04	01	Whether the Project Brief, using the recommended composition, is fit for its purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the SU process		✓	A.19.2, 12.4
04	02	Whether the recommended SU process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0205 above		✓	12.4

Syllabus Area Code DP		Syllabus Area : Directing a Project (DP) Process	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the DP process and how it can be applied and tailored on a project. **Specifically to identify:**					
02	01	The purpose of the DP process	✓		13.1
02	02	The objectives of the DP process	✓		13.2
02	03	The context of the DP process	✓		13.3
02	04	The following activities within the DP process and the responsibilities within them: • Authorizing initiation • Authorizing the project • Authorizing a Stage or Exception Plan • Giving ad hoc direction • Authorizing project closure		✓	13.4.1 13.4.2 13.4.3 13.4.4 13.4.5
02	05	How the seven themes may be applied within the DP process		✓	13
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the DP process to a project scenario. **Specifically to analyse:**					
04	01	Whether the recommended DP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above		✓	13.4

Instructor Notes

Syllabus Area Code IP		Syllabus Area: Initiating a Project (IP) Process	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the IP process and how it can be applied and tailored on a project. Specifically to identify:					
02	01	The purpose of the IP process	✓		14.1
02	02	The objectives of the IP process	✓		14.2
02	03	The context of the IP process	✓		14.3
02	04	The purpose of a Project Initiation Documentation (PID)	✓		A.20.1
02	05	The following activities within the IP process and the responsibilities within them: • Preparing the Risk Management Strategy • Preparing the Configuration Management Strategy • Preparing the Quality Management Strategy • Preparing the Communication Management Strategy • Setting up the project controls • Create the Project Plan • Refining the Business Case • Assembling the Project Initiation Documentation		✓	14.4.1 14.4.2 14.4.3 14.4.4 14.4.5 14.4.6 14.4.7 14.4.8
02	06	How the seven themes may be applied within the IP Process		✓	14
02	07	The recommended composition of the Project Initiation Documentation, and in which process(es) it is developed, used and reviewed, and which roles are responsible		✓	A.20.2,
Be able to apply the IP process, tailoring the recommended activities and actions where appropriate, to a project scenario. Specifically to:					
03	01	Identify the recommended IP process actions when carrying out the activities listed in 0205 above		✓	14.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the IP process to a project scenario. Specifically to analyse:					
04	01	Whether the Project Initiation Documentation, using the recommended composition, is fit for its purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the IP process		✓	A.20.2, 14.4
04	02	Whether the recommended IP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0205 above		✓	14.4

Syllabus Area Code CS	Syllabus Area : Controlling a Stage (CS) Process		Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the CS process and how it can be applied and tailored on a project. Specifically to identify:					
02	01	The purpose of the CS process	✓		15.1
02	02	The objectives of the CS process	✓		15.2
02	03	The context of the CS process	✓		15.3
02	04	The following activities within the CS process and the responsibilities within them: • Authorizing a Work Package • Reviewing Work Package status • Receiving completed Work Packages • Reviewing the stage status • Reporting Highlights • Capturing and examining issue and risks • Escalating issues and risks • Taking corrective action		✓	15.4.1 15.4.2 15.4.3 15.4.4 15.4.5 15.4.6 15.4.7 15.4.8
02	05	How the seven themes may be applied within the CS process		✓	15
Be able to apply the CS process, tailoring the recommended activities and actions where appropriate, to a project scenario. Specifically to:					
03	01	Identify the recommended CS process actions when carrying out the activities listed in 0204 above		✓	15.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the CS process to a project scenario. Specifically to analyse:					
04	01	Whether the recommended CS process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above		✓	15.4

Syllabus Area Code MP		Syllabus Area : Managing Product Delivery (MP) Process	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the MP process and how it can be applied and tailored on a project. **Specifically to identify:**					
02	01	The purpose of the MP process	✓		16.1
02	02	The objectives of the MP process	✓		16.2
02	03	The context of the MP process	✓		16.3
02	04	The following activities within the MP process and the responsibilities within them: • Accepting a Work Package • Executing a Work Package • Delivering a Work Package		✓	16.4.1 16.4.2 16.4.3
02	05	How the seven themes may be applied within the MP process		✓	16
Be able to apply the MP process, tailoring the recommended activities and actions where appropriate, to a project scenario. **Specifically to:**					
03	01	Identify the recommended MP process actions when carrying out the activities listed in 0204 above		✓	16.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the MP process to a project scenario. **Specifically to analyse:**					
04	01	Whether the recommended MP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above		✓	16.4

Syllabus Area Code SB		Syllabus Area : **Managing a Stage Boundary (SB) Process**	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the SB process and how it can be applied and tailored on a project. **Specifically to identify:**					
02	01	The purpose of the SB process	✓		17.1
02	02	The objectives of the SB process	✓		17.2
02	03	The context of the SB process	✓		17.3
02	05	The following activities within the SB process and the responsibilities within them: • Planning the next stage • Updating the Project Plan • Updating the Business Case • Reporting stage end • Producing an Exception Plan		✓	17.4.1 17.4.2 17.4.3 17.4.4 17.4.5
02	04	How the seven themes may be applied within the SB process		✓	17
Be able to apply the SB process, tailoring the recommended activities and actions where appropriate, to a project scenario. **Specifically to:**					
03	01	Identify the recommended SB process actions when carrying out the activities listed in 0205 above		✓	17.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the SB process to a project scenario. **Specifically to analyse:**					
04	01	Whether the recommended SB process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0205 above		✓	17.4

Syllabus Area Code CP		Syllabus Area: Closing a Project (CP) Process	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Understand the CP process and how it can be applied and tailored on a project. Specifically to identify:					
02	01	The purpose of the CP process	✓		18.1
02	02	The objectives of the CP process	✓		18.2
02	03	The context of the CP process	✓		18.3
02	04	The following activities within the CP process and the responsibilities within them: • Preparing planned closure • Preparing premature closure • Hand over products • Evaluate the project • Recommend project closure		✓	18.4.1 18.4.2 18.4.3 18.4.4 18.4.5
02	04	How the seven themes may be applied within the CP process		✓	18
Be able to apply the CP process, tailoring the recommended activities and actions w here appropriate, to a project scenario. Specifically to:					
03	01	Identify the recommended CP process actions when carrying out the activities listed in 0204 above		✓	18.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the CP process to a project scenario. Specifically to analyse:					
04	01	Whether the recommended CP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above		✓	18.4


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Exam Information

Instructor Notes

Welcome to the PRINCE2® Practitioner

- Introduction
- Summary
- Objective Testing Exam FAQ
- PRINCE2® Practitioner Practice Exam Question Types

Slide 2

Welcome to the PRINCE2® Practitioner

PRINCE2® is a registered trademark of the Office of Government Commerce in the United Kingdom and other countries.

Instructor Notes

Introduction

- Changes to the PRINCE2® Practitioner exam format
  - From open-ended essay style format to a multiple choice format
  - OTE based format
  - Greater consistency to the marking

 Slide 3

Introduction

On September 1st, 2007 the PRINCE2® Practitioner exam changed from an open-ended essay style format to a multiple choice - “OTE” - Objective Testing Exam format.

The main reason that the examinations have moved to an objective testing format is to make them more acceptable to the growing international market. Other advantages that the change of format will bring include a significant time reduction in delivering results to candidates, and increased consistency of marking.

Instructor Notes

Practitioner Exam Objective

- The objectives of the examination are to enable a candidate to demonstrate an understanding of PRINCE2® and an ability to apply the method in an appropriate way in a given set of circumstances described in a scenario
- The Practitioner exam expects a DEPTH of knowledge and understanding as well as the ability to APPLY the knowledge
- The PRINCE2® Registered Practitioner qualification is valid for 5 years

Slide 4

Practitioner Exam Objective

The PRINCE2® Practitioner exam is aiming to measure whether a candidate would be able to apply PRINCE2® to the running and managing of a project within an environment supporting PRINCE2®.

The objectives of the examination are to enable a candidate to demonstrate an understanding of PRINCE2® and an ability to apply the method in an appropriate way in a given set of circumstances described in a scenario.

The PRINCE2® Registered Practitioner qualification is valid for 5 years.

Instructor Notes

Practitioner Exam Objective

The next few slide highlight the benefits of the OTE format as opposed to the essay-based exam format.

Practitioner Topics

- Each question covers a different syllabus area,
- There will be 6 "theme" questions, each testing one of the 6 themes, and 2 "process group" questions

 Slide 5

Practitioner Topics

Within the Practitioner Examination, there will be 6 "theme" questions, each testing one of the 6 themes, and 2 "process group" questions, which will test 2 of the 3 groups of processes as identified below. Each of the nine **questions** will test a minimum of 2 syllabus topics from within the syllabus area.

Instructor Notes

Practitioner Topics

Within the Practitioner Examination, there will be 6 "theme" questions, each testing one of the 6 themes, and 2 "process group" questions, which will test 2 of the 3 groups of processes as identified below. Each of the nine questions will test a minimum of 2 syllabus topics from within the syllabus area.

The Overview, Principles and Tailoring PRINCE2® to the project environment syllabus area will not be examined separately but details from this syllabus section may be included in the questions on each of the other syllabus areas.

The overall focus will be on themes because these provide guidance on how actions within processes will be undertaken.

- Theme questions will test candidates understanding of the theme across the project life-cycle and/or look at a more in-depth examination of product aspects relating to that theme.
- Process questions will test candidates understanding of how to apply or evaluate the actions from a process including the tailoring of that process.

Please note that questions will not test the content of diagrams or examples in shaded boxes in the manual, except for Product Based Planning and quality reviews.

Syllabus Area

- Business Case theme
- Organization theme
- Quality theme
- Plans theme
- Risk theme
- Change theme
- Progress theme
- Starting up a Project and Initiating a Project Processes
- Directing a Project, Managing a Stage Boundary and Closing a Project
- Processes
- Controlling a Stage and Managing Product Delivery Processes

 Slide 6

Instructor Notes

Types of question:

- Classic Multiple Choice Questions
- Multiple Response
- Matching
- Sequencing
- Assertion/Reason

Slide 7

The Overview, Principles and Tailoring PRINCE2® to the project environment syllabus area will not be examined separately but details from this syllabus section may be included in the questions on each of the other syllabus areas.

The overall focus will be on themes because these provide guidance on how actions within processes will be undertaken.

- **Theme questions** will test candidates understanding of the theme across the project life-cycle and/or look at a more in-depth examination of product aspects relating to that theme.
- **Process questions** will test candidates understanding of how to apply or evaluate the actions from a process including the tailoring of that process.

Please note that questions will not test the content of diagrams or examples in shaded boxes in the manual, except for Product Based Planning and quality reviews.

Instructor Notes

Practitioner Exam Information

- **Questions –** There are 8 questions within each paper, made up of a total 80 question items
- **Pass Mark –** The pass mark for all PRINCE2® Practitioner exams is 55% (44 marks)
- **Time Management –** The Practitioner exam will be 2.5 hours duration (150 minutes)
- **Allowed reference material –** Reference to the candidates own annotated PRINCE2® manual is permitted during the exam
- **Scoring Model –** All question items gain one mark for a correct answer. There is no negative marking

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Practitioner Exam Information

Pass Mark – The pass mark for all PRINCE2® Practitioner exams is 55% (44 marks) for all papers.

Questions – There are 8 questions within each paper, made up of a total 80 question items.

Time Management – The Practitioner exam will be 2.5 hours duration (150 minutes). There is no additional reading time allowed.

Candidates must manage their time in order to complete all questions. As a general guide, candidates may wish to spend the first 15 minutes reading the scenario information and getting familiar with the layout of the paper. If 15 minutes is then allocated for each of the nine questions, this will allow 15 minutes tolerance for additional reading required for some questions. This suggested timing is for guidance only.

Allowed reference material – Reference to the candidates own annotated PRINCE2® manual is permitted during the exam.

No additional support material is permitted; this includes post it notes (other than tabulation of the sections of the manual) and stapled sheets. Whilst the manual is there for support, the time pressure of the exam means that the questions have not been designed on the basis that candidates are required or even expected to use the manual to answer questions. Its use is optional. As a guide, a candidate might check the manual once or twice in an exam for a specific point but any more than that is likely to be counter-productive and is not advised.

Instructor Notes

Practitioner Exam Information

Pass Mark – The pass mark for all PRINCE2® Practitioner exams is 55% (44 marks); changed from 50% in the 2005 version.

Questions – There are 8 questions within each paper, made up of a total 80 question items (2005 version was out of 360 marks).

Time Management – The Practitioner exam will be 2.5 hours duration (150 minutes). There is no additional reading time allowed (2005 version was 3 hours).

Allowed reference material – Reference to the candidates own annotated PRINCE2® manual is permitted during the exam.

Whilst the manual is there for support, the time pressure of the exam means that the questions have not been designed on the basis that candidates are required or even expected to use the manual to answer questions. Its use is optional.

Scoring Model – All question items gain one mark for a correct answer. This has changed from the 2005 version.

Scoring Model – All question items gain one mark for a correct answer. There is no negative marking. For all question items, if more or less than the required number of responses are given, the answer scores zero. No partial marks are awarded for any question item. This includes Multiple Response question items, where a mark is gained only if the two required responses are identified.

Instructor Notes

Structure of the Exam

- The Scenario Booklet:
  - Will contain one scenario providing a description of the organization, the business rationale for the project and the project objectives
- The Question Booklet:
  - Will contain 8 questions, each covering a different syllabus area
- The Answer Booklet:
  - There will only ever be one answer to each question unless it is otherwise clearly stated. If more than one answer is given in the answer booklet the response line will be void

 Slide 9

Structure of the Exam

The examination paper will consist of 3 booklets:

- Scenario Booklet
- Question Booklet
- Answer Booklet

Scenario Booklet

- This will include one **scenario** which will describe the:
- Business organisation
- Business rationale for the project
- Project objectives
- Outline of project stages (where the Initiating a Project process has already been completed)
- Project tolerances (where the Initiating a Project process has already been completed).
- **Scenario** information will be kept to a minimum and the question pre-amble or additional information will be used to provide the specific information needed for answering an individual question.

Instructor Notes

The Scenario Booklet may also provide additional information for one or more of the 8 questions. Where additional information is to be used, this is clearly stated in bold within the question. **Additional information is only to be used for the question to which it relates**. If there is no reference to additional information or the Project Scenario within a question, then answer the question using only the information contained within the question. **In this case the Project Scenario provides the background and context to the overall project but not the facts required to answer the question**.

Question Booklet

- Consisting of 8 questions.
- Additional information for one or more of the nine questions (optional).
- Additional information for a **question** will only apply to that **question** and will not be used to answer any other **question**.
- A **question** will comprise two to four parts, called **part-questions**.
- All information provided within a **part-question**, will only apply to that **part-question** and will not be used for the answer of another **part-question**.
- Each **part-question** will contain a number of **question items**.
- Each **question** item will be worth 1 mark with a **question** totalling 10 marks.
- All information provided within a **question item**, will only apply to that question item and will not be used for the answer of another **question item**.

The Question Booklet will contain 8 questions, each covering a different syllabus area which will be clearly identified at the beginning of each question. Each of the nine questions contains 10 question lines, each of which attracts 1 mark, giving a total of 80 marks. The pass mark is 44 (55%). Each of the nine questions will be sub-divided into parts. Each of the 'part-questions' will identify the portion of the 10 marks allocated to it. You are expected to answer all questions and part-questions.

Answer Booklet

The Answer Booklet will contain the answer sheets on which your answers must be given. There will only ever be **one answer** to each question unless it is clearly stated otherwise within the question. If more than one answer is given in the answer booklet, but not required by the question, the response line will be void.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Benefits of OTE Format

- A significant time reduction in delivering results to candidates
- Increased consistency of marking
- Candidates with english as their second language could benefit from the change in style as less writing is involved and therefore more emphasis based on comprehension of the question

 Slide 10

Benefits of OTE Format

The OTE format has the following benefits:

- A significant time reduction in delivering results to candidates
- Increased consistency of marking
- There will be very little writing involved, therefore, the exam will be easier for those not used to writing for extended periods of time.
- Candidates who suffer from dyslexia may find the objective testing style more acceptable to their condition.
- Candidates with english as their second language could benefit from the change in style as less writing is involved and, therefore, more emphasis is based on comprehension of the question.

Instructor Notes

What is Blooms Taxonomy?

- It is a multi-tiered, hierarchical model of classifying cognitive thinking
- There are six levels in the taxonomy, moving through the lowest order processes to the highest:
  - Knowledge
  - Comprehension
  - Application
  - Analysis
  - Synthesis
  - Evaluation

 Slide 11

What is Blooms Taxonomy?

It is a multi-tiered, hierarchical model of classifying Cognitive thinking. Since Bloom's is hierarchical it means that learning at the higher levels is dependent on having attained prerequisite knowledge and skills at lower levels.

There are six levels in the taxonomy, moving through the lowest order processes to the highest:

- Knowledge
- Comprehension
- Application
- Analysis
- Synthesis
- Evaluation

Instructor Notes

What is Blooms Taxonomy?

The difficulty of the questions in the Practitioner exam is based on the levels of Blooms Taxonomy. In 1948 Benjamin Bloom led a group of educators for the American Psychological Association in the task of classifying educational goals and objectives (learning objectives). In 1956, the handbook commonly referred to as Bloom's Taxonomy was published. Since then it has become the de facto standard for curriculum planners, administrators, researchers and teachers at all levels of education. Like other taxonomies, Bloom's is hierarchical; meaning that learning at the higher levels is dependent on having attained prerequisite knowledge and skills at lower levels.

Learning Levels

- Various questions will vary in their level of difficulty depending on the learning objective of the test
- The learning levels (based on Blooms Taxonomy) used within the PRINCE2® Practitioner exam are:
  1. Knowledge
  2. Comprehension
  3. Application
  4. Evaluation

 Slide 12

Learning Levels

Part-questions will vary in their level of difficulty depending on the learning objective of the test. The learning levels are:

1. Knowledge
2. Comprehension
3. Application
4. Evaluation

Knowledge

Able to recall manual facts, including terms, concepts, principles, themes, processes, and responsibilities.

Comprehension

Understands the principles, processes, themes, the project's environment and roles and can explain how these are applied on/are involved with a project.

Learning Levels

Not all the Blooms learning levels are examined. Only knowledge, comprehension, application and evaluation are examined. How these levels are applied to the exam are explained in the following slides. It is important for delegates to understand how the wording of the questions is designed...this in turn helps to answer the questions more effectively.

Application

Demonstrates application of the method through:

(i) appropriate use of themes;

(ii) creation of management products;

(iii) ability to apply appropriate tailoring of the processes and themes for a given scenario

Evaluation

Ability to evaluate the use of the method through appraisal of completed products and project events for a given project scenario.

Within a question, the part-questions will be assembled in order of ascending learning level. The focus of the exam is on the application and evaluation learning objectives. A whole paper will contain a maximum of 10 marks in total for level 2 questions and no level 1 questions.

Instructor Notes

Knowledge in the Exam

- This tests knowledge of terminology and key principles within PRINCE2® and examines recall of manual detail

 Slide 13

Knowledge in the Exam

This tests knowledge of terminology and key principles within PRINCE2® and examines recall of manual detail.

Examples of topics tested include:

- Identifying from a list, the statements that correctly describe the purpose of a product/ objectives of a process
- Identifying the products involved in the controlled start of a project
- Identifying project manager or project board controls

Instructor Notes

Comprehension in the Exam

- This is the demonstration of understanding PRINCE2® concepts
- Tests the grasping of meaning and the interpretation of the wording that is different from the standard paragraphs in the PRINCE2® manual

Slide 14

Comprehension in the Exam

This is the demonstration of understanding of PRINCE2® concepts. Typically, this tests the grasping of meaning and the interpretation of wording that is different from the standard paragraphs in the PRINCE2® manual.

Examples of topics tested include:

- Assessing whether statements are a benefit of a product/technique/component
- Identifying which products are updated in a project process or used as input to creating/updating a product
- Matching generic descriptions of PRINCE2® activities to roles
- Identifying correct descriptions of a product's content/process activities

Instructor Notes

Quint Wellington Redwood

Application in the Exam

- Application refers to the ability to apply PRINCE2® to a given project situation
  - This competency is tested by using "matching questions" which require the candidate to match statements to the correct product composition heading
  - Other possibilities include testing Product Breakdown Structure (PBS)/Product Flow Diagram (PFD) creation by using partially blank diagrams for which candidates have to identify correct products from a list to match the blank product

 Slide 15

Application in the Exam

Application refers to the ability to apply PRINCE2's components, techniques and products to a given project situation.

In the objective test format, candidates cannot actually produce products, but this competency can still be tested, for example, by using "matching questions" which require the candidate to match statements to the correct product composition heading. Other possibilities include testing Product Breakdown Structure (PBS)/Product Flow Diagram (PFD) creation by using partially blank diagrams for which candidates have to identify correct products from a list to match the blank product.

Examples of test topics include:

- Identifying how a product is impacted/updated in a given project situation
- Matching scenario candidates to organization roles
- Identifying suitable customer's quality expectations/acceptance criteria for a given scenario
- Matching risk responses to risk action types for a given project
- Identifying the impact on a product of a given scenario situation

Instructor Notes

Quint ACADEMY

Application in the Exam

In the objective test format, candidates cannot actually produce products, but this competency can still be tested, for example, by using "matching questions" which require the candidate to match statements to the correct product composition heading. Other possibilities include testing Product Breakdown Structure (PBS)/Product Flow Diagram (PFD) creation by using partially blank diagrams for which candidates have to identify correct products from a list to match the blank product.

Evaluation in the Exam

- This is the ability to evaluate or justify the use of the method in a given project situation
- Requires the candidate to explain or justify the recommendations they have made

 Slide 16

Evaluation in the Exam

This is the ability to evaluate or justify the use of the method in a given project situation. Requires the candidate to explain or justify the recommendations they have made.

Examples of test topics include:

- Identifying reasons for unsatisfactory aspects in project controls
- Identifying reasons for inadequacies in a PRINCE2® product e.g., quality log, PQP
- Matching explanations to proposals for project controls/staging
- Identifying reasons for a proposed project organization or changes to it

Instructor Notes

Applying Bloom's Taxonomy

- Knowledge – List
- Comprehension – Explain
- Application – Demonstrate
- Evaluation – Judge/Defend

 Slide 17

Applying Bloom's Taxonomy

By applying the levels of Bloom's Taxonomy to the well known story of Goldilocks and the Three Bears we can see how the various levels of the hierarchy can be demonstrated:

- Knowledge – List the items used by Goldilocks while she was in the Bears' house.
- Comprehension – Explain why Goldilocks liked Baby Bear's chair the best.
- Application – Demonstrate what Goldilocks would use if she came to your house.
- Evaluation – Judge whether Goldilocks was good or bad. Defend your opinion.

Instructor Notes

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- Evaluation – Judge whether Goldilocks was good or bad. Defend your opinion.

There are some cultures where the Goldilocks story is not known. Be aware of this and chose other examples if this is the case.

Types of Practitioner Questions

- Classical multiple choice
- Multiple response
- Matching
- Sequencing
- Assertion/reason

Slide 18

Types of Practitioner Questions

The questions can be made up of the following question types:

- Classical multiple choice
- Multiple response
- Matching
- Sequencing
- Assertion/reason

Within a question, the part-questions will be assembled in order of ascending difficulty level with more marks being allocated to the responses for the more difficult questions.

Instructor Notes

Classic Multiple Choice Questions

1. Classic

Answer the following question about the Communication Management Strategy and other PRINCE2 products and themes.

Which statement correctly describes the relationship between the Communication Management Strategy and the theme?

A.	The Communcation Management Strategy is approved by the Project Manager.
B.	The Communcation Management Strategy includes the information flow both to the interested stakeholders from the project, and from the interested stakeholders to the project.
C.	All identified stakeholders should review the Communication Management Strategy.

Slide 19

Classic Multiple Choice

Classic Multiple Choice Questions: “Choose one from a list” of possible answers. The example given below requires a candidate to refer to some additional information provided in the scenario booklet and then answer questions about it by selecting the correct response from a list of 3 to 5 options.

Instructor Notes

Classic Multiple Choice Questions

Classic Multiple Choice Questions: “Choose one from a list” of possible answers. The example given below requires a candidate to refer to some additional information provided in the scenario booklet and then answer questions about it by selecting the correct response from a list of 3 to 5 options.

Multiple Response Questions

Answer the following question about the use of the Configuration Management procedure section of the Configuration Management Strategy.

Remember to limit your answers to the number of selections requested in each question.

1. Verification and audit: Which 2 areas would be reviewed when doing a configuration audit?

A.	**The entries in the Project Product Description are correctly specified.**
B.	**Specialist products are identified correctly.**
C.	**A product matched the state recorded in its Configuration Item Record.**
D.	**The retrieval of products is following the configuration management procedure.**
E.	**Risks to products are being assessed according to the Risk Management Strategy.**

Slide 20

Multiple Response Questions

Multiple Response – 'Choose two correct options from a list of 5 options'. This question follows exactly the same format as the 'Classic style', but more than one answer is required. It is the **only question type that requires more than one response to gain a mark**. Both responses must be correct to gain a mark. If more or fewer than 2 responses are given then the answer will be void.

Instructor Notes

Multiple Response Questions

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Matching Questions

Column 1 is a list of true statements form the Starting up a Project process. For each statement in Column 1, select from Column 2 the product in which the statement should have been recorded. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The feasibility study must be approved by the Board of Directors before any development on the new project can commence.	A. Lessons Log
2	The company could ignore the recommendation from the feasibility study and NOT produce the new product.	B. Outline Business Case
3	Other new product developments have suffered adversely when the business areas were not involved during the development of hte products.	C. Stage Plan
4	70% of the people from the trial group must confirm that they would buy the new product.	D. Project Product Description
		E. Project management team role descriptions

Slide 21

Matching Questions

Matching – 'Link items in one list to items in a second list'. There is **only one correct response** to each question, but options from the second list may be used once, more than once or not at all.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Matching Questions

Matching – 'link items in one list to items in a second list'. There is only one correct response to each question, but options from the second list may be used once, more than once or not at all.

Sequencing – Matching Style Questions

Column 1 is a list of true statements form the Starting up a Project process. For each statement in Column 1, select from Column 2 the product in which the statement should have been recorded. Each selection from Column 2 can be used once, more than once or not at all.

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		E. Project management team role descriptions

 Slide 22

Sequencing – Matching Style Questions

Sequencing – 'Position events in a sequence'. The example below demonstrates a Sequencing question based on the Matching type question.

Instructor Notes

Sequencing – Matching Style Questions

Sequencing – 'position events in a sequence'. The example below demonstrates a Sequencing question based on the Matching type question.

Assertion/Reason Questions

Using the Project Scenario, answer the following question.

The 2 lines in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	If the calendar solution is changed there should a review of, and possible changes to, the Business Case.	BECAUSE	The Business Case includes options for the delivery of the calendar solution.
2	The Benefits Review Plan should schedule an assessment in 12 months time of the increase in orders.	BECAUSE	The Benefits Review Plan is derived from the Business Case.

Slide 23

Assertion/Reason Questions

Assertion/Reason – 'Evaluate two statements (an assertion and a reason), to determine if either, both or neither is true and, if both are true, whether the reason explains why the assertion is true'. If either statement is false, the answer is selected from options C, D or E. If both statements are true, a third step is required. If the reason explains why the assertion is true, the answer is A. If it does not, the answer is B.

For example, in question 1 and 2 of the example provided on the previous page, the assertion statement is true but the answer to question 1 is a B and question 2 an A. In question 1 the reason statement is true, however the fact that benefits should be described in measurable terms does not explain why the benefit of increased staff flexibility should be documented in the Business Case. The answer is B.

In question 2 the reason statement provides an explanation for the assertion. From the scenario information it will be clear that staff flexibility is a projected benefit for this project and from PRINCE2® we know that the Business Case provides justification for undertaking the project, based on the estimated costs against the anticipated benefits to be gained. The reason is true and explains the assertion. The answer is therefore A.

There is **only one correct response** to each question, but options can be used once, more than once or not at all.

Instructor Notes

Assertion/Reason Questions

This question formats examnes the evaluation level of Blooms taxonomy.

Assertion/Reason – 'evaluate two statements (an assertion and a reason), to determine if either, both or neither is true and, if both are true, whether the reason explains why the assertion is true'. If either statement is false, the answer is selected from options C, D or E. If both statements are true, a third step is required. If the reason explains why the assertion is true, the answer is A. If it does not, the answer is B.

For example, in question 1 and 2 of the example provided on the previous page, the assertion statement is true but the answer to question 1 is a B and question 2 an A. In question 1 the reason statement is true, however the fact that benefits should be described in measurable terms does not explain why the benefit of increased staff flexibility should be documented in the Business Case. The answer is B.

In question 2 the reason statement provides an explanation for the assertion. From the scenario information it will be clear that staff flexibility is a projected benefit for this project and from PRINCE2® we know that the Business Case provides justification for undertaking the project, based on the estimated costs against the anticipated benefits to be gained. The reason is true and explains the assertion. The answer is therefore A.

There is only one correct response to each question, but options can be used once, more than once or not at all.

2
Additional Material

Instructor Notes

Tailoring PRINCE2® – Introduction

- PRINCE2® is extremely flexible and can be used on a wide range of projects which vary in size and complexity
- It is important to tailor and scale the PRINCE2® methodology to suit the particular project you are working on
- Tailoring does not consist of omitting elements of PRINCE2® because the methodology is a web of interlinking elements

 Slide 2

Tailoring PRINCE2® – Introduction

One of the main benefits of PRINCE2® as a project management methodology is that it is extremely flexible and can be used on a wide range of projects which vary in size and complexity. PRINCE2® can be used on very large projects or very small projects. It is important to tailor and scale the PRINCE2® methodology to suit the particular project you are working on.

Using all the elements of control available in PRINCE2® could increase the cost and timescales of the project and could be considered bureaucratic. However not using an element of control means introducing project risk. This is acceptable as long as the risk is understood and managed.

Tailoring PRINCE2® – Introduction

OV11 – Chapter 19

It is vital that delegates be able to understand how PRINCE2® can be tailored to fit small and large projects. It would be easy to skip through this section, especially since it is the final section, but this area will be examined.

One of the main benefits of PRINCE2® as a project management methodology is that it is extremely flexible and can be used on a wide range of projects which vary in size and complexity. PRINCE2® can be used on very large projects or very small projects. It is important to tailor and scale the PRINCE2® methodology to suit the particular project you are working on.

Tailoring PRINCE2® – Approach

- Applying the principles
- Adapting the themes
- Applying the organization's terms and language
- Adapting the management products
- Adapting the roles
- Adapting the processes

Slide 3

Tailoring PRINCE2® – Approach

Applying the principles

As PRINCE2's principles are universal, they will always apply and are not tailored.

Adapting the themes

Adapting a theme does not necessarily mean modifying the method. The level of control required will influence the formality and frequency of monitoring, reviewing and reporting.

Applying the organization's terms and language

The method may need to be adapted to incorporate the terms and language of corporate or programme organization.

Adapting the management products

In tailoring PRINCE2, the management products may be adapted, in which case it may be necessary to modify their Product Descriptions. It should remain clear as to what the purpose of the management products is, what they should comprise and what quality criteria are.

Adapting the roles

PRINCE2's organization structure needs to be carefully considered for all projects.

Instructor Notes

Tailoring PRINCE2® – Approach

OV12 – Chapter 19 (19.2 pp 215 – 217)

Being able to tailor PRINCE2® is vital for a PRINCE2® Practitioner and for the exam. Delegates should have a clear understanding of how to tailor (or not) the principles, themes and processes, roles and management products.

Question 52 in the Case Study covers tailoring PRINCE2® within the context of a project.

Adapting the processes

All the PRINCE2® process activities need to be done, it is just that the responsibilities for performing the activities may change (if any roles have been adapted) and any references to the management products may need to change (if any management products have been adapted).

Instructor Notes

Tailoring PRINCE2® – Projects in a Programme Environment

- Comparison between projects and programmes

Projects	Program
Driven by deliverables	Driven by vision of "end state"
Finite - defined start and finish	No predefined path
Bounded and scoped deliverables	Changes to the business capability
Delivery of product	Coordinated outputs delivery - includes projects not directly delivering benefits
Benefits usually realized after project closure	Benefits realized during the program and afterwards
Shorter timeframe	Longer timeframe

Slide 4

Tailoring PRINCE2® – Projects in a Programme Environment

A programme is a temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits relating to an organization's strategic objectives. A programme may have a life that spans several years.

The distinction between projects and programmes is that projects typically produce or change something and are then disbanded. The benefits of the undertaking are likely to be accrued after the project is completed. Programmes are typically used to help transform organizations. Therefore, the temporary programme organization tends to have a lifespan that covers the realization of the benefits – which could be several years.

PRINCE2® can be tailored when working in a programme environment (using OGC's *Managing Successful Programmes* framework) by looking at how to adapt the themes, processes and management products.

Instructor Notes

Tailoring PRINCE2® – Projects in a Programme Environment

Section 19.4 – Tailoring

It is important to briefly describe the area of Programme Management and how PRINCE2® fits within the context of Programme Management.

Tailoring PRINCE2® – Small Projects

- Small Projects
  - Project executive (as the project board)
  - Project manager
  - A Project Initiation Document
  - Single working stage
  - Informal reviews and reports (can be verbal)

Slide 5

Tailoring PRINCE2® – Small Projects

PRINCE2® can be used for very small projects as long as a few critical elements remain. These are having a project executive (as the project board) and a project manager. There must be a Project Initiation Document produced at the end of a combined SU and IP stage. There also must be at least one working stage and formal closure. The controls can be informal with informal reviews and reports (these can be verbal if necessary).

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Tailoring PRINCE2® – Small Projects

PRINCE2® can be used for very small projects as long as a few critical elements remain. These are having a project executive (as the project board) and a project manager. There must be a Project Initiation Document produced at the end of a combined SU and IP stage. There also must be at least one working stage and formal closure. The controls can be informal with informal reviews and reports (these can be verbal if necessary).

Tailoring PRINCE2® – Large Projects

- PRINCE2® methodology to maintain control on large projects
  - Project board with separately represented interests
  - Project manager and team managers
  - Project Initiation Document
  - Multiple stages
  - High degree of formality (documentation and reporting)
  - Work packages will be legal contracts
  - Formal closure

 Slide 6

Tailoring PRINCE2® – Large Projects

Very large projects can benefit from using the PRINCE2® methodology to maintain control. Some of the elements include:

- Project board with separately represented interests
- Project manager and team managers
- Working groups and committees
- Project Initiation Document
- Multiple stages
- High degree of formality (documentation and reporting)
- Work packages will be legal contracts
- Formal closure

Instructor Notes

Tailoring PRINCE2® – Embedding and Tailoring

- **Tailoring** refers to the appropriate use of PRINCE2® on any given project, ensuring that there is the correct amount of planning, control, governance and use of the processes and themes
- **Embedding** is the adoption of PRINCE2® across an organization

Slide 7

Tailoring PRINCE2® – Embedding and tailoring

Tailoring focus:

- Adapting the themes (through the strategies and controls)
- Incorporating specific terms/language
- Revising the Product Descriptions for the management products
- Revising the role descriptions for the PRINCE2® project roles
- Adjusting the processes to match the above.

Embedding focus:

- Process responsibilities
- Scaling rules/guidance (e.g. score card)
- Standards (templates, definitions)
- Training and development
- Integration with business processes
- Tools
- Process assurance

Instructor Notes

Tailoring PRINCE2® – Embedding and tailoring

OV 09 – Difference between embedding and tailoring PRINCE2®.

Taken from Table 19.1 p 215.

The concept of embedding and tailoring is new to the 2009 version. Make sure delegates understand the differences between each of these. Detailed guidance on embedding can be found in the ‘PRINCE2® Maturity Model’.

Customer/Supplier Relationship

- PRINCE2® assumes that there will be:
  - A customer who will specify the desired result and probably pay for the project
  - A supplier who will provide the resources and skills to deliver that result
- There are at least two sets of:
  - Reasons for undertaking the project
  - Management systems
  - Governance structures
  - Corporate cultures

Slide 8

Customer/Supplier Relationship

PRINCE2® is based on a customer/supplier environment. It assumes that there will be a customer who will specify the desired result and probably pay for the project, and a supplier who will provide the resources and skills to deliver that result.

The main consideration is to recognize that there are at least two sets of:

- Reasons for undertaking the project
- Management systems (including project management methods)
- Governance structures (possibly requiring disclosure of different sorts of project data at different points in the project's life)
- Corporate cultures (e.g. formality, risk-taking etc.)

Instructor Notes

Customer/Supplier Relationship

OV10 – 19.6 p 224

PRINCE2® is based on a customer/supplier environment. It assumes that there will be a customer who will specify the desired result and probably pay for the project, and a supplier who will provide the resources and skills to deliver that result. If the relationship between the customer and the supplier(s) is a commercial one, then additional considerations apply.

Customer/Supplier Relationships – Themes

- The Customer/Supplier relationship affects the application of the various themes throughout PRINCE2® including:
  - Business Case
  - Organization
  - Quality
  - Risk
  - Plans
  - Change
  - Progress

 Slide 9

Customer/Supplier Relationships – Themes

Business Case

In a commercial context, there are at least two Business Cases – the customer's Business Case and the supplier's Business Case. For a successful project, both must demonstrate continued business justification.

The customer's Business Case covers the benefits to them in contrast to its whole life costs and risks. The costs should include the internal costs (of customer project resources, and ongoing operations and maintenance resources) and external costs (of suppliers' goods and services). The risks should include the project risks and the ongoing operational risks.

The supplier's Business Case covers the supplier part of the customer project.

Organization

One of the key decisions to make in a commercial customer/supplier relationship is who should take the role of Senior Supplier. Considerations include:

- Is it appropriate to have a Senior Supplier form an external organization if the Project Board needs to discuss funding of changes or of future work? Or what if the debate is about whether to terminate the contract with the supplier?
- What if there are multiple suppliers? If there are only a few then it is recommended that all of them are on the Project Board. If there are more than three or four suppliers then the

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Customer/Supplier Relationships – Themes

OV10 – Section 19.6 pp 224 – 227

Go through the student notes as a summary or if delegates need more information go through the relevant sections in the manual.

contracts manager responsible for the performance of all the supplier contracts could sit on the Project Board on their behalf

- If the project includes a procurement stage, who should fulfil the role of Senior Supplier if the supplier has not been appointed? The project may need a temporary appointment for the Senior Supplier role – perhaps from the customer's procurement department.

Another key decision is who provides the Project Manager. In PRINCE2, the Project Manager will normally come from the customer organization, with the suppliers' Project Manager(s) fulfilling the role of Team Managers for the project. Even though the Team Managers may be called Project Managers in the supplier's organization, the role titles and job titles should not be confused. Remember, there can only be one Project Manager.

There may be projects where the Project Manager comes from the supplier's organization. The customer is likely to increase the rigour in Project Assurance. Consideration should be given to the Project Board dynamics if the Project Manager has a project reporting line to the Executive, and a line management (or commercial) reporting line to the Senior Supplier.

The supplier's governance rules may mean that they have to treat their Work Package(s) within the customer's project as a project within the supplier's organization. This may mean establishing a separate supplier Project Board.

There are numerous ways to structure the project management team roles in a commercial customer/ supplier context. The key objective is to ensure that both organizations establish and maintain sound business justification and that their respective governance rules are adhered to.

Quality

The Quality Management Strategy will define whether the project will conform to either the customer's or supplier's quality management systems, or a combination of them.

Plans

Can the contract be awarded for the entire project if the Project Board only approves the funding on a stage-by-stage basis? One approach is for the contract to cover the whole project, with purchase orders and milestone payments aligned to each management stage.

The customer has a choice as to how to manage the procurement activities. Either manage them as part of the initiation stage (and consider using the Controlling a Stage and Managing Product Delivery processes to manage them), or to add a procurement stage after initiation.

Risk

In a commercial context there may be a need for more than one Risk Register as some project risks could be unique to only one party with good reasons for them not to be visible to other party. Where a joint Risk Register is used, care should be taken as to whose risk it really is, and the risk owner appointed accordingly. For example, on a fixed-price contract any cost overruns will impact the supplier's Business Case, but timescale overruns will typically impact mostly the customer's Business Case.

Instructor Notes

Change

The change control procedure in the Configuration Management Strategy and any provisions for changes in the contract must be aligned. If a change budget is used, it will need to be aligned to the customer's purchasing procedures and the supplier's business approval procedures.

Progress

The frequency, format and formality of reviewing and reporting need to be aligned to the needs of both organizations' governance requirements.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Customer/Supplier Relationships – Processes

- It is unlikely that the processes need to be tailored from the customer perspective
- From a supplier's perspective, the key change to the processes will be to the Starting up a Project and Initiating a Project processes

 Slide 10

Customer/Supplier Relationships – Processes

As PRINCE2® is based on a customer/supplier context from the customer perspective, it is unlikely that the processes need to be tailored from the customer perspective.

From a supplier's perspective, the key change to the processes will be to the Starting up a Project and Initiating a Project processes. The Starting up a Project process will take place pre-contract and is typically in response to the customer's request for a proposal. Some of the Initiating a Project process will be pre-contract as the supplier will need to formulate the strategies, plans and controls in order to assess the viability and desirability of the sale, and the associated costs and prices of the solution being proposed. The Initiating a Project process is not completed, however, until contract negotiation has concluded and the customer's Project Board authorizes the project. Contract negotiation should be managed under change control.

An additional requirement is to align the supplier's business approval processes to the Starting up a Project process (qualifying the opportunity) and the Initiating the Project process (approving the proposal). A tactical approach is to prepare any project documentation to 'final draft' status during pre-contract activities for them to then be approved as part of the contract award.

Instructor Notes

Customer/Supplier Relationships – Processes

OV10 – 19.6.2 p 227

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Customer/Supplier Relationships – Management Products

- It is important to understand and clarify how the Project Initiation Documentation and Work Packages relate to the contract
  - The content of the Project Initiation Documentation should focus on how to make sure that each party's obligations are fulfilled
  - For an external supplier, the Work Package may take the form of a legally binding contract and may need to be modified to include any required terms and conditions

 Slide 11

Customer/Supplier Relationships – Management Products

It is important to understand and clarify how the Project Initiation Documentation and Work Packages relate to the contract. One aspect of a contract is to describe who is liable if either party fails to fulfil their contractual obligations. The content of the Project Initiation Documentation should focus on how to make sure that each party's obligations are fulfilled. Therefore they fulfil different purposes. The Project Initiation Documentation could be part of the contract documentation, but care should be taken as it may stifle the project's ability to adapt if the Project Initiation Documentation has to go through legal review for each change.

For an external supplier, the Work Package may take the form of a legally binding contract and may need to be modified to include any required terms and conditions.

Instructor Notes

Customer/Supplier Relationships – Management Products

OV10 – 19.6.3 p 227

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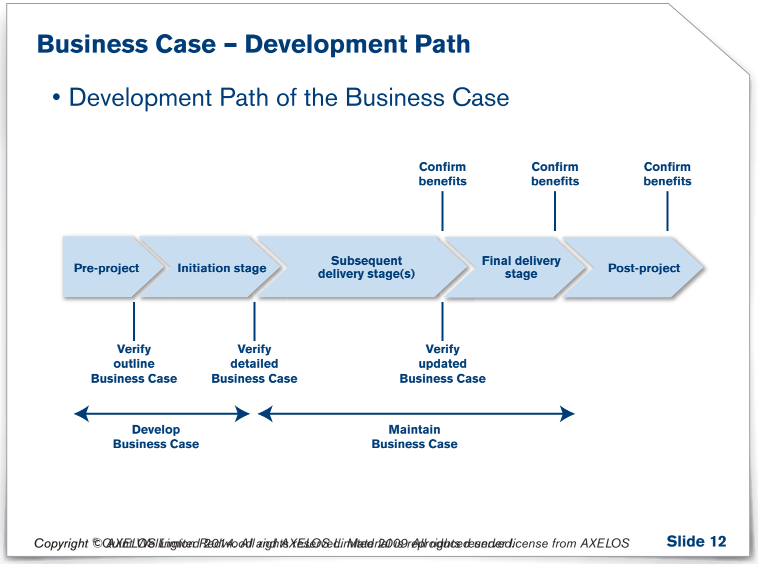
their contractual obligations. The content of the Project Initiation Documentation should focus on how to make sure that each party's obligations are fulfilled.

For an external supplier, the Work Package may take the form of a legally binding contract and may need to be modified to include any required terms and conditions.



Business Case – Development Path

In PRINCE2, the Business Case is **developed** at the beginning of the project and **maintained** throughout the life of the project, being formally **verified** by the Project Board at each key decision point and **confirmed** throughout the period that the benefits accrue.

In this context:

- **Develop** means getting the right information upon which decisions can be made
- **Verify** means assessing whether the project is (still) worthwhile
- **Maintain** means to update the Business Case with actual costs and benefits and current forecasts for costs and benefits
- **Confirm** means assessing whether the intended benefits have been (or will be) realized. Confirming benefits will mostly take place post-project.

The Business Case is at the centre of any impact assessment of risks, issues and changes by asking the question: how will this risk, issue or change affect the viability of the Business Case and the business objectives and benefits being sought?

Instructor Notes

Business Case – Development Path

Section 4.3 – BC

In PRINCE2, the Business Case is developed at the beginning of the project and maintained throughout the life of the project, being formally verified by the Project Board at each key decision point and confirmed throughout the period that the benefits accrue.

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Develop means getting the right information upon which decisions can be made

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Confirm means assessing whether the intended benefits have been (or will be) realized. Confirming benefits will mostly take place post-project.

The Business Case is at the centre of any impact assessment of risks, issues and changes.

Business Case – Developing

- In PRINCE2® the Executive is responsible for the Business Case, though may delegate the development
- The outline Business Case is derived from the project mandate and developed pre-project in the Starting up a Project process
- The detailed Business Case is derived from the outline Business Case, the Project Plan (costs, timescale, products) and the Risk Register

 Slide 13

Business Case – Developing the Business Case

In PRINCE2® the Executive is responsible for the Business Case. It does not necessarily mean that the Executive writes the Business Case – they are simply responsible for ensuring that the Business Case is written and approved.

Development of the Business Case may be delegated, for example, to a business analyst or perhaps even to the Project Manager. In some cases programme management will provide an approved Business Case as part of the Project Brief.

The detailed Business Case is derived from the outline Business Case, the Project Plan (costs, timescale, products) and the Risk Register.

Instructor Notes

Business Case – Developing

Section 4.3.1 – BC

In PRINCE2 the Executive is responsible for the Business Case. It does not necessarily mean that the Executive writes the Business Case – they are simply responsible for ensuring that the Business Case is written and approved.

Development of the Business Case may be delegated, for example, to a business analyst or perhaps

even to the Project Manager. In some cases programme management will provide an approved Business Case as part of the Project Brief.

The detailed Business Case is derived from the outline Business Case, the Project Plan (costs, timescale, products) and the Risk Register.

Business Case – Verifying and Maintaining

- To drive the decision-making the Business Case should be reviewed:
  - At the end of the Starting up a Project process and at the end of the Initiating a Project process
  - As part of any impact assessment by the Project Manager of any new or revised issues or risks
  - At the end of each stage or Exception Plan
  - During the final stage as part of the benefits review to determine the success of the project outcomes in realizing their benefits

 Slide 14

Business Case – Verifying and Maintaining the Business Case

To drive the decision-making the Business Case should be reviewed:

- At the end of the Starting up a Project process by the Project Board in order to authorize project initiation based on a reasonable justification
- At the end of the Initiating a Project process by the Project Board in order to authorize the project
- As part of any impact assessment by the Project Manager of any new or revised issues or risks
- In tandem with an Exception Plan by the Project Board in order to authorize the revised stage and the continuation of the project
- At the end of each stage by the Project Manager to determine if any of the costs, timescales, risks or benefits need to be updated
- At the end of each stage by the Project Board to authorize the next stage and the continuation of the project
- During the final stage by the Project Manager to assess the project's performance against its requirements and the likelihood that the outcomes will provide the expected benefits
- As part of the benefits review (possibly by corporate or programme management) to determine the success of the project outcomes in realizing their benefits.

Instructor Notes

Business Case – Verifying and Maintaining

Section 4.3.2 – BC

Delegates must understand that the Business Case is NOT a static document. They should be able to articulate at what point in the project that the Business Case is verified and maintained.

Business Case – Confirming the Benefits

- A Benefits Review Plan will use the detailed Business Case to define the scope, timing and responsibility of a number of reviews based on the timing and nature of the expected benefits
- The Executive is responsible for ensuring that benefits reviews are planned and executed
- The Benefits Review Plan is first created by the Project Manager in the initiation stage and updated towards the end of each stage

 Slide 15

Business Case – Confirming the Benefits

The approach to confirming benefits is to:

- Identify the benefits
- Select objective measures that reliably prove the benefits
- Collect the baseline measures (from which the improvements will be quantified)
- Decide how, when and by whom the benefit measures will be collected.

The Senior User(s) specify the benefits and are held to account by demonstrating to corporate or programme management that the forecast benefits that formed the basis of project approval are in fact realized.

PRINCE2® defines a Benefits Review Plan. The project's Benefits Review Plan will use the detailed Business Case to define the scope, timing and responsibility of a number of reviews based on the timing and nature of the expected benefits.

By default, the Executive is responsible for ensuring that benefits reviews are planned and executed.

The Benefits Review Plan is first created by the Project Manager in the initiation stage and is submitted to the Project Board for approval when seeking project authorization. The Benefits Review Plan is updated towards the end of each stage with actual benefits achieved and a revised plan is created for any remaining reviews whether within or beyond the life of the project.

PRINCE2® recommends that it is kept separate from the Project Plan and Stage Plans.

Instructor Notes

Business Case – Confirming the Benefits

Section 4.3.3 – BC

The Senior User(s) specify the benefits and are held to account by demonstrating to corporate or programme management that the forecast benefits that formed the basis of project approval are in fact realized.

PRINCE2 defines a Benefits Review Plan. The project's Benefits Review Plan will use the detailed Business Case to define the scope, timing and responsibility of a number of reviews based on the timing and nature of the expected benefits.

By default, the Executive is responsible for ensuring that benefits reviews are planned and executed. The Benefits Review Plan is first created by the Project Manager in the initiation stage and is submitted to the Project Board for approval when seeking project authorization. The Benefits Review Plan is updated towards the end of each stage with actual benefits achieved and a revised plan is created for any remaining reviews whether within or beyond the life of the project.

PRINCE2 recommends that it is kept separate from the Project Plan and Stage Plans.

Business Case – Contents

- The Business Case should describe the reasons for the project based on estimated costs, risks and expected benefits
  - An executive summary
  - Reasons
  - Business options
  - Expected benefits and dis-benefits
  - Timescale
  - Costs
  - Investment appraisal
  - Major risks

Slide 16

Business Case – Contents

Reasons

The Business Case should explain the reasons **why** the project is required. The reasons are likely to be defined in the project mandate.

Business Options

There are three basic business options concerning any investment:

- Do nothing
- Do the minimum
- Do something

'Do nothing' should always be the starting option to act as the basis for quantifying the other options – the difference between 'do nothing' and 'do the minimum'/'do something' is the benefit that the investment will buy.

Expected benefits

The Business Case should list each benefit that it is claimed would be achieved by the project's outcome. It is important to define the current status of each benefit in quantifiable terms. The quantification of benefits enables benefits tolerance to be set (e.g. a 10–15% increase in sales)

Instructor Notes

Business Case – Contents

Section 4.3.4 – BC

This is Practitioner level material...a Foundation class can skip over this content. Delegates in the Foundation class should however be expected to list the various headings of the Business Case.

Information from this slide can help answer question 4 in the Case Study.

and the measurability of the benefits ensures that they can be proven. Benefits can be financial and non-financial

The list of expected benefits will influence the set of products that the project will provide. The project should not include any products that do not directly or indirectly enable the benefits that are being sought.

Expected dis-benefits

A dis-benefit is an outcome perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas. For example, a decision to merge two elements of an organization onto a new site may have benefits (e.g. better joint working), costs (e.g. expanding one of the two sites) and dis-benefits (e.g. drop in productivity during the merger). These would all need to be considered and valued as part of the investment appraisal.

Timescales

Corporate and/or programme management will wish to know:

- Over what period the project costs will be incurred
- Over what period the cost/benefits analysis will be based
- When the organization can expect to accrue benefits
- What the earliest/latest feasible start date is
- What the earliest/latest feasible completion date is.

Costs

The Business Case should summarize the costs derived from the Project Plan together with the assumptions upon which they are based. The costs should also include details of the ongoing operations and maintenance costs and their funding arrangements.

Investment appraisal

With the information in the Business Case it is possible and necessary to assess the balance between the development, operations and maintenance costs against the value of the benefits over a period of time (often referred to as an investment appraisal).

The investment appraisal should cover both the project costs (to produce the required products and the project management costs) and the ongoing operations and maintenance costs.

Major Risks

Any opportunity is likely to be offset by an element of risk. Therefore in order to make the judgement of 'business justification', the Project Board needs to understand not only the benefits and the project costs, but the set of risks that may either reduce/enhance the benefits or reduce/increase the cost.

The Business Case should highlight the major risks that will have an effect on the business objectives and benefits (therefore covering both the project delivery and the ongoing operations and maintenance).

Instructor Notes

Business Case – Responsibilities

- Business Case responsibilities
  - Corporate or programme management
  - Executive
  - Senior User
  - Senior Supplier
  - Project Manager
  - Project Assurance
  - Project Support

Slide 17

Business Case – Responsibilities

Corporate or programme management

- Provide the project mandate and define any standards to which the Business Case needs to be developed.
- Hold the Senior User to account for realizing the post-project benefits enabled by the project's products.
- Responsible for the Benefits Review Plan (post-project).

Executive

- Responsible for the Business Case for the duration of the project.
- Responsible for the Benefits Review Plan (for the duration of the project) unless being managed by corporate or programme management.
- Oversee the development of a viable Business Case, ensuring that the project is aligned with corporate strategies, and secure the funding for the project.

Senior User

- Responsible for specifying the benefits upon which the Business Case is approved.
- Ensure the desired outcome of the project is specified.
- Ensure that the project produces products which deliver the desired outcomes.

Instructor Notes

Business Case – Responsibilities

Section 4.4 – BC pg 28

- Ensure that the expected benefits (derived from the project's outcomes) are realized.
- Provide actual versus forecast benefits statement at the benefits review.

Senior Supplier

- Responsible the supplier Business Case (if external)
- Confirms that the products required can be delivered within the expected costs and are viable.

Project Manager

- Prepare the Business Case on behalf of the Executive.
- Conduct impact analysis of any new or revised issues or risks that affect the project's desirability, viability or achievability, against the original basis for approving the project.
- Assess and update the Business Case at the end of each management stage.
- Assess and report on project performance at project closure.

Project Assurance

- Business assurance responsibilities:
- Assist in the development of the Business Case. Verify and monitor the Business Case against external events and project progress
- Ensure the project fits with overall programme or corporate strategy
- Monitor project finance on behalf of the customer
- Ensure the value-for-money solution is constantly reassessed
- Monitor changes to the Project Plan to identify any impact on the needs of the business or the Business Case
- Review the impact assessment of potential changes on the Business Case and Project Plan.
- Verify and monitor the Benefits Review Plan for alignment to corporate or programme management

Project Support

The Business Case should have a baseline and therefore be under configuration management. Project Support should advise the Project Manager of any proposed or actual changes to products that affect the Business Case.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Business Case – Programme vs. Project

- The programme will define the standards that the project will need to use when developing the Business Case
- The project Business Case will be aggregated into the overall programme Business Case therefore is likely to be reduced in content
- In some cases, the Business Case might be produced and maintained by the programme and even exist in detail prior to initiating the project
- Benefits will be defined, tracked and managed by the programme management team, and the project's Benefits Review Plan will be part of the programme's benefits realization plan

 Slide 18

Business Case – Programme vs. Project

The programme will define the standards that the project will need to use when developing the Business Case.

The project Business Case will be aggregated into the overall programme Business Case therefore is likely to be reduced in content. It may comprise just the details of the budget, a list of benefits (and the benefits tolerance), and a statement as to how the project is contributing to the programme blueprint, with the justification aspects of the project Business Case sitting in the programme Business Case.

In some cases, the Business Case might be produced and maintained by the programme and even exist in detail prior to initiating the project.

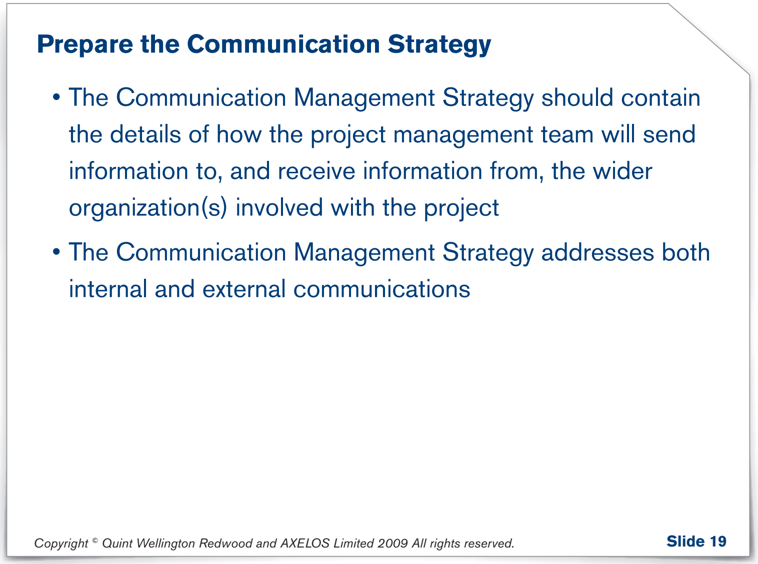
Benefits will be defined, tracked and managed by the programme management team, and the project's Benefits Review Plan will be part of the programme's benefits realization plan.

Instructor Notes

Business Case – Programme vs. Project

BC07 – 19.4.4.1 p 217

Delegates need to understand how a PRINCE2 project may operate within the context of a programme. The OGC methodolgy 'Managing Successful Programmes' covers this concept in detail.



Initiating a Project – Prepare the Communication Strategy

The Communication Management Strategy should contain the details of how the project management team will send information to, and receive information from, the wider organization(s) involved with, or affected by, the project and in particular where the project is part of a programme how information is to be fed to the programme.

The Communication Management Strategy addresses both internal and external communications.

Instructor Notes

Prepare the Communication Strategy

OR10 Section 14.4.4 – IP

Craig 12/7/2009

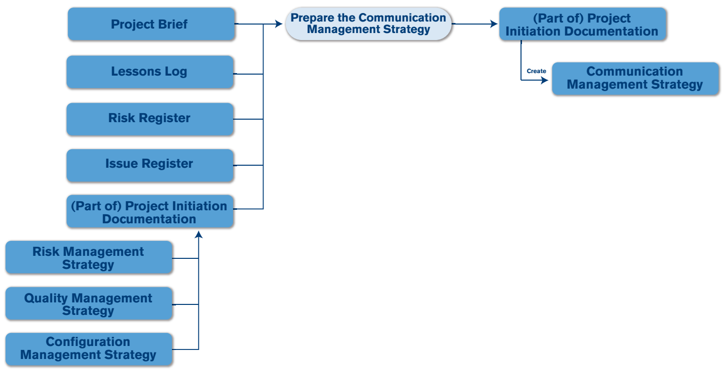
Section 14.4.4 – IP

The Communication Management Strategy should contain the details of how the project management team will send information to, and receive information from, the wider organization(s) involved with, or affected by, the project and in particular where the project is part of a programme how information is to be fed to the programme.

The Communication Management Strategy addresses both internal and external communications.

Prepare the Communication Strategy

- Figure 14.5 – Prepare the Communication Strategy



 Slide 20

Initiating a Project – Prepare the Communication Strategy

PRINCE2® recommends the following actions:

- Identify and/or review stakeholders
- Establish the information needs associated with the Quality Management Strategy, the Risk Management Strategy and the Configuration Management Strategy
- Define the Communication Management Strategy, including:
  - The communication management procedure
  - Timing of communication activities
  - The roles and responsibilities for communication activities
  - Stakeholder analysis

Instructor Notes

Communication Management Strategy – Roles and Responsibilities

- Table 14.4 – Communication Management Strategy: Responsibilities
  - Producer – responsible for product's production
  - Reviewer – ideally independent of production
  - Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description Available
Communication Management Strategy	Create		(A)	(A)	(A)	P		R		A4

 Slide 21

Communication Management Strategy – Roles and Responsibilities

Above are the roles and responsibilities for the Communication Management Strategy.

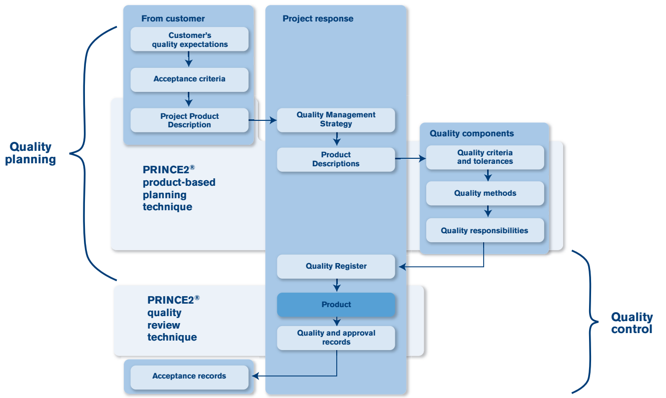
Instructor Notes

Communication Management Strategy – Roles and Responsibilities

OR11 – Section 14.4.4 Table 14.4 p 156.

Quality – Approach to Quality

• Figure 6.1 – Approach to Quality



Slide 22

Quality – Approach to Quality

The specific treatment for quality in PRINCE2® is the focus on products from the outset, requiring systematic activities to:

- Identify all the project's products (i.e. to the level at which the project intends to exert control)
- Define them in Product Descriptions – including the quality criteria by which they will be assessed; the quality methods to be used in designing, developing and accepting them; and the quality responsibilities of those involved
- Implement and track the quality methods employed throughout the project.

Instructor Notes

Quality – Approach to Quality

QU08 – Section 6.3 p 49

This quality audit trail is very important for delegates to understand. Go through this diagram in detail with the delegates.

The detail of some of the steps is discussed in the following slides.

Quality – Quality Planning (1/2)

- The purpose of quality planning is to provide for:
  - **Project Board agreement** on the overall quality expectations
  - The products required with their associated quality criteria
  - The means by which quality will be achieved and assessed
  - The acceptance criteria by which the project's product will be judged

Slide 23

Quality – Quality Planning (1/2)

The purpose of quality planning is to provide a secure basis for:

- **Project Board agreement** on the overall quality expectations, the products required with their associated quality criteria, the means by which quality will be achieved and assessed and, ultimately, the acceptance criteria by which the project's product will be judged
- **Communicating** these agreements unambiguously so that all the project stakeholders have a common understanding of what the project is setting out to achieve, and
- **Control**, i.e. establishing an effective baseline for the project's quality controls (including the quality tolerances) and a secure means of achieving products that are fit for purpose.

Instructor Notes

Quality – Quality Planning (1/2)

Section 6.3.1 – Quality

The purpose of quality planning is to provide for:

Project Board agreement on the overall quality expectations

The products required with their associated quality criteria

Tthe means by which quality will be achieved and assessed

The acceptance criteria by which the project's product will be judged

Quality – Quality Planning (2/2)

- Quality planning comprises:
  - Understanding the customer's quality expectations
  - Defining the project's acceptance criteria
  - Documenting the customer's quality expectations and the project's acceptance criteria in the Project Product Description
  - Formulating a Quality Management Strategy
  - Writing clear Product Descriptions containing quality criteria, quality tolerances, quality method and quality responsibilities
  - Setting up the Quality Register

Slide 24

Quality – Quality Planning (2/2)

Quality planning comprises:

- Understanding the customer's quality expectations
- Defining the project's acceptance criteria
- Documenting the customer's quality expectations and the project's acceptance criteria in the Project Product Description
- Formulating a Quality Management Strategy
- Writing clear Product Descriptions containing quality criteria, quality tolerances, quality method and quality responsibilities
- Setting up the Quality Register

Instructor Notes

Quality – Quality Planning (2/2)

Section 6.3.1 – Quality

Make sure delegates understand these important elements of Quality planning:

Understanding the customer's quality expectations

Defining the project's acceptance criteria

Documenting the customer's quality expectations and the project's acceptance criteria in the Project

Product Description

Formulating a Quality Management Strategy

Writing clear Product Descriptions containing quality criteria, quality tolerances, quality method and quality responsibilities

Setting up the Quality Register

Quality – Quality Control

- Quality control is achieved by implementing, monitoring and recording the quality methods and responsibilities defined in the Quality Management Strategy and Product Descriptions
- Quality control comprises:
  - Carrying out the quality methods
  - Maintaining quality and approval records
  - Gaining acceptance

 Slide 25

Quality – Quality Control

When planning is complete and work gets under way, quality control involves implementing and tracking the quality methods defined. Quality control is achieved by implementing, monitoring and recording the quality methods and responsibilities defined in the Quality Management Strategy and Product Descriptions.

Quality – Quality Control

Section 6.3.2 – Quality

When planning is complete and work gets under way, quality control involves implementing and tracking the quality methods defined. Quality control is achieved by implementing, monitoring and recording the quality methods and responsibilities defined in the Quality Management Strategy and Product Descriptions.

Go back through the quality audit trail to put the Quality Control aspect in context.

Quality – CQE/AC

- The customer's quality expectation
  - The quality expected from the project product and is captured in the Project Product Description
- Acceptance criteria
  - The project's acceptance criteria form a list of measurable definitions of the attributes that must apply to the set of products to be acceptable to key stakeholders
  - The acceptance criteria will be refined, agreed and reviewed at the end of each management stage

 Slide 26

Quality – CQE/AC

Customer's quality expectation

The customer's quality expectation is a statement about the quality expected from the project product. The customer's quality expectations are defined and agreed early in the Starting up a Project process. The expectations are captured in discussions with the customer and then refined for inclusion in the Project Product Description by the Project Manager in consultation with the Senior User and Executive. The CQE's should be examined as a minimum at the end of each stage to assess if they are still viable and agreed upon as well as in Closing a Project as part of the verification that the project has delivered what was expected of it.

Acceptance criteria

The project's acceptance criteria form a prioritized list of measurable definitions of the attributes that must apply to the set of products to be acceptable to key stakeholders.

The acceptance criteria should be agreed between the customer and supplier during the Starting up a Project process and documented as part of the Project Product Description. It is important to recognize that little may be understood about the project's products at this early point. Consequently, it is often the case that, acceptance criteria will be refined and agreed during the Initiating a Project process and reviewed at the end of each management stage. Once finalized in the Project Product Description, acceptance criteria are subject to change control and can only be changed with the approval of the Project Board.

Instructor Notes

Quality – CQE/AC

QU09 – Sections 6.3.1.1 and 6.3.1.2 p 50-51

Make sure delegates understand the difference between CQE and AC...this is highlighted below.

Customer's quality expectation

The customer's quality expectation is a statement about the quality expected from the project product. The customer's quality expectations are defined and agreed early in the Starting up a Project process. The expectations are captured in discussions with the customer and then refined for inclusion in the Project Product Description.

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The project's acceptance criteria form a prioritized list of measurable definitions of the attributes that must apply to the set of products to be acceptable to key stakeholders.

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Quality – Project Product Descriptions

The Project Product Description is created in the Starting up a Project process as part of the initial scoping activity and may be refined during the Initiating a Project process when creating the Project Plan. It is used by the Closing a Project process as part of the verification that the project has delivered what was expected of it and that the acceptance criteria have been met.

The Project Product Description includes:

- The overall purpose of the product
- Its composition (i.e. the set of products it needs to comprise)
- The customer's quality expectations
- Acceptance criteria, method and responsibilities
- Project level quality tolerances.

Quality – Project Product Description

Section 6.3.1.3 – Quality pg 51

The Project Product Description is new to the 2009 version. It is created in the Starting up a Project process as part of the initial scoping activity and may be refined during the Initiating a Project process when creating the Project Plan. It is used by the Closing a Project process as part of the verification that the project has delivered what was expected of it and that the acceptance criteria have been met.

Quality – Quality Management Strategy

- The Quality Management Strategy
  - Prepared during the Initiating a Project process
  - Describes how the quality management systems of the participating organizations will be applied to the project
  - Confirms any quality standards, procedures, techniques and tools that will be used
  - Outline the arrangements for Quality Assurance
  - Key responsibilities for quality should be defined

Slide 28

Quality – Quality Management Strategy

The Quality Management Strategy is prepared during the Initiating a Project process and approved subsequently by the Project Board.

The Quality Management Strategy describes how the quality management systems of the participating organizations will be applied to the project and confirms any quality standards, procedures, techniques and tools that will be used.

It should outline the arrangements for Quality Assurance, including independent audits where these are required by the policies of the participating organizations.

Key responsibilities for quality should be defined (both within and outside the project organization), including a summary of the approach to Project Assurance.

Instructor Notes

Quality – Quality Management Strategy

QU10 – Section 6.3.1.4 p 52

The Quality Management Strategy is prepared during the Initiating a Project process and approved subsequently by the Project Board.

The Quality Management Strategy describes how the quality management systems of the participating organizations will be applied to the project and confirms any quality standards, procedures, techniques and tools that will be used.

It should outline the arrangements for Quality Assurance, including independent audits where these are required by the policies of the participating organizations.

Quality – Product Descriptions

- Product Descriptions should be created for all of the project's products as they govern the development of the products and their subsequent review and approval
- Care should be taken in relation to the level of detail of Product Descriptions
  - Too much detail can lead to an unnecessary increase in the cost of quality for the project
  - Incomplete or inaccurate Product Descriptions can lead to acceptance disputes if the delivered results do not match the customer's expectations

Slide 29

Quality – Product Descriptions

Product Descriptions should be created for all of the project's products. Product Descriptions are not optional. They govern the development of the products and their subsequent review and approval.

Care should be taken to write Product Descriptions at the right level of detail. Product Descriptions in too much detail can lead to an unnecessary increase in the cost of quality for the project. Incomplete or inaccurate Product Descriptions can lead to acceptance disputes if the delivered results do not match the customer's expectations.

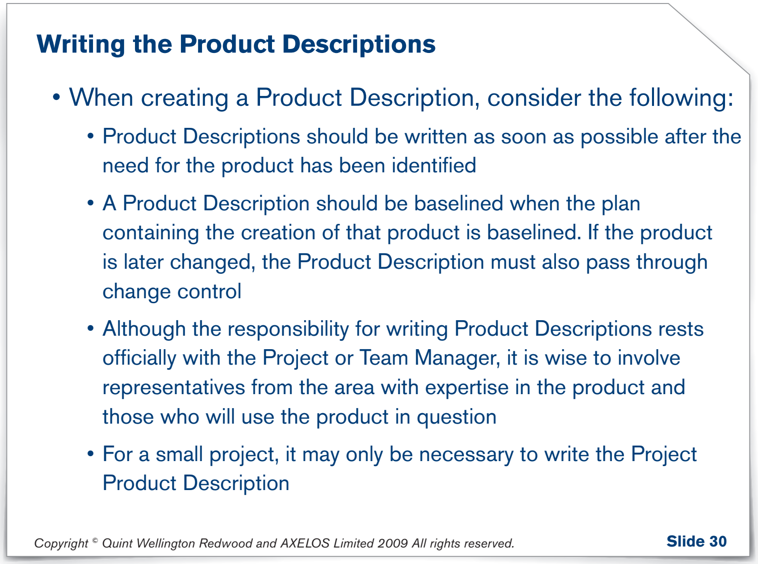
Instructor Notes

Quality – Product Descriptions

QU11 – Section 6.3.1.5 p 52

Having excellent product descriptions is one of the most crucial success factors for any PRINCE2 project. Make sure delegates understand the importance of this management product.

Product Descriptions should be created for all of the project's products. Product Descriptions are not optional. They govern the development of the products and their subsequent review and approval.



Writing the Product Descriptions

A Product Description is required for all the identified products. When creating a Product Description, consider the following:

- Product Descriptions should be written as soon as possible after the need for the product has been identified. Initially, these may only be 'skeletons' with little more than the title and identifier as information. They will be refined and amended as the product becomes better understood and the later planning steps are done
- A Product Description should be baselined when the plan containing the creation of that product is baselined. If the product is later changed, the Product Description must also pass through change control
- Although the responsibility for writing Product Descriptions rests officially with the Project or Team Manager, it is wise to involve representatives from the area with expertise in the product and those who will use the product in question. The latter should certainly be consulted when defining the quality criteria for the product
- If a detailed requirements specification for a product is already available, this may be used as a substitute for the Product Description as long as the requirements specification covers the components and meets the quality criteria expected of a Product Description. Alternatively a Product Description should be created referencing the requirements specification contents where appropriate

Instructor Notes

Writing the Product Descriptions

QU11 – Section 7.3.3.3 p 66

Product descriptions are vital to the success of any PRINCE2 project. Make sure to emphasize to delegates the importance of product descriptions.

- For a small project, it may only be necessary to write the Project Product Description
- Quality criteria, aimed at separating an acceptable product from an unacceptable one, need careful thought. One way of testing quality criteria is by asking the question: how will I know when work on this product is finished as opposed to stopped?

Instructor Notes

Quality – Product Descriptions

- Product Descriptions include:
  - Quality criteria
  - Quality tolerances
  - Quality methods
  - Quality responsibilities
    - Producer, Reviewer, Approver

Slide 31

Quality – Product Descriptions

The content of a Product Description specific to quality are: quality criteria, quality tolerances, quality methods, quality skills required and quality responsibilities. These define the quality controls that must be applied during product development and in the review and approval procedures for the completed product.

Quality criteria

The Product Description should include the quality specifications that the product must meet, and the quality measurements that will be applied by those inspecting the finished product.

Quality tolerances

Quality tolerances for a product can be specified in quality criteria by defining an acceptable range of values, for example: 'Is the duration of the presentation 30 minutes (plus or minus 5 minutes)?', 'Is temperature maintained in the range of 1 to 5°C?'

Quality methods

The quality methods section of the Product Description is used to specify the quality activities to be implemented during the development of a product, and for review and approval on completion.

Instructor Notes

Quality – Product Descriptions

One of the most important elements of Product Description is the quality aspect. Go through the quality criteria, quality tolerances, quality methods, quality skills required and quality responsibilities with delegates.

Quality responsibilities

To avoid doubt, the quality responsibilities for a product should be specified. The responsibilities will fall into one of three categories:

- **Producer** – The person or group responsible for developing a product
- **Reviewer(s)** – A person or group independent of the producer who assesses whether a product meets its requirements as defined in its Product Description
- **Approver(s)** – The person or group, for example a Project Board, who is identified as qualified and authorized to approve a (management or specialist) product as being complete and fit for purpose.

Instructor Notes

Quality – Quality Register

- Table 6.2 – Quality Register

Quality Activity ID	Product-ID	Product	Quality Method	Producer	Reviewer(s)	Approver(s)	Target Review Date	Actual Review Date	Target Approval Date	Actual Approval Date	Result
1	121	Test Plan	Inspection	Ali	Paulo	John, Rita	14-Feb	21-Feb	21-Feb	28-Feb	Pass
2	124	Water Pump	Performance Test	Paulo	Ali, Bob	John	20-Mar	20-Mar	27-Mar	NA	Fail
3	124	Water Pump	Maintenance Test	Paulo	Ali, Amir	Rita	21-Mar	21-Mar	27-Mar	27-Mar	Pass
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
9	124	Water Pump	Performance Test	Paulo	Ali, Bob	John	14-Jun		21-Jun		

Slide 32

Quality – Quality Register

The Quality Register is effectively a diary of the quality events planned and undertaken (for example, workshops, reviews, inspections, testing, pilots, acceptance and audits). It is created during the Initiating a Project process as the products and quality control measures are being defined and then maintained throughout the project.

As the project progresses and records of the quality activities are received, the Quality Register is updated to reflect the actual results from the quality activities.

Instructor Notes

Quality – Quality Register

Section 6.3.1.6 – Quality pg 53 Table 6.2

The Quality Register is effectively a diary of the quality events planned and undertaken (for example, workshops, reviews, inspections, testing, pilots, acceptance and audits).

Remind delegates that it is created during the Initiating a Project process as the products and quality control measures are being defined and then maintained throughout the project.

Quality – Quality Review Technique

- Objectives
  - To assess the conformity of a product which takes the form of a document (or similar item, e.g. a presentation or test results) against set criteria
  - To involve key interested parties in checking the product's quality and in promoting wider acceptance of the product
  - To provide confirmation that the product is complete and ready for approval
  - To baseline the product for change control purposes

Slide 33

Quality – Quality Review Technique

Objectives

- To assess the conformity of a product which takes the form of a document (or similar item, e.g. a presentation or test results) against set criteria
- To involve key interested parties in checking the product's quality and in promoting wider acceptance of the product
- To provide confirmation that the product is complete and ready for approval
- To baseline the product for change control purposes.

The PRINCE2® quality review technique can provide benefit, particularly in terms of:

- **Stakeholder engagement** – Structured quality inspections are among the most effective ways of encouraging user buy in to the project. **Leadership** – In many circumstances a focus on quality (as in 'fitness for purpose') elicits a better response from review team members (and users) than simply focusing on budgets and schedules.
- **Teambuilding** – Formal and informal quality inspections are opportunities to focus on building an effective project team, where members understand each other's contributions, needs and priorities

Instructor Notes

Quality – Quality Review Technique

The Quality Review Technique is part of the Quality Control section 6.3.2. In the 2005 version this was a separate technique but in the 2009 version it has been added to the Quality theme. The next few slides describe the technique in more detail.

- **Quality documentation** – Consistent and familiar quality records make for improvements in communication and in the analysis of quality metrics
- **Quality culture** – The PRINCE2® quality review technique is generic. It can be employed on programmes, projects and services throughout an organization, resulting in a positive and familiar 'quality culture'.

Instructor Notes

Module
2

Additional Material

PRINCE2® Practitioner (PR2-312 v3.02)

Quality – Quality Review Technique Roles

- Review team roles
  - Chair
  - Presenter
  - Reviewer
  - Administrator

Slide 34

Quality – Quality Review Technique Roles

Review team roles

- **Chair** – This role is responsible for the overall conduct of the review
- **Presenter** – This role introduces the product for review and represents the producer(s) of the product. The presenter also coordinates and tracks the work after the review, i.e. applying the changes to the product agreed by the team
- **Reviewer** – This role reviews the product, submits questions and confirms corrections and/or improvements
- **Administrator** – This role provides administrative support for the chair and records the result and actions.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Quality – Quality Review Technique Roles

Review team roles

- Chair This role is responsible for the overall conduct of the review
- Presenter This role introduces the product for review and represents the producer(s) of the product. The presenter also coordinates and tracks the work after the review, i.e. applying the changes to the product agreed by the team
- Reviewer This role reviews the product, submits questions and confirms corrections and/or improvements
- Administrator This role provides administrative support for the chair and records the result and actions. Please note that in the 2005 version this role was the 'Scribe'.

Quality – Quality Review Technique

Review preparation

- Make the administrative arrangements for the review (chair/administrator)
- Check the product is ready for review and confirm the availability of the reviewers (chair)
- Distribute copies of the product and the relevant Product Description to the review team allowing sufficient time for reviewers to prepare (presenter)
- Review the product in line with the quality criteria in the associated Product Description (reviewers)
- Submit a question list to the chair and presenter ahead of the review (Reviewers)
- Annotate the product copy where there are spelling/grammar mistakes and return to the presenter (reviewers)
- Produce a consolidated question list (chair) and send to the presenter in advance of the meeting.

Review meeting agenda

- **Product introduction** (presenter) A very brief summary, covering the product's purpose: who needs it, why they need it and what it will do

Quality – Quality Review Technique Steps

The main point to emphasize here to delegates is that the actual review of the product is done in the' Review preparation' and that the 'Review meeting agenda' is where the results of the review are discussed.

- **Major/global questions** (chair) – Invite each reviewer to contribute any major or global questions with the product. Global questions are ones that appear repeatedly throughout the product. The review team agrees any action on each question as it is raised. The administrator records the actions and responsibilities
- **Product 'talk-through'** (presenter) – Lead the review team through the product section by section or page by page, as appropriate, by reviewing the consolidated question list and inviting clarification where required. The review team agrees actions on each question as it is raised. The administrator records the actions and responsibilities
- **Read back actions** (administrator) – Confirm the actions and responsibilities
- **Determine the review result** (chair) – Lead the review team to a collective decision. The options are:
  - **Complete** (the product is fit for purpose, as is)
  - **Conditionally complete** (the product is fit for purpose subject to the actions)
  - **Incomplete** (the product requires another quality review cycle)
- **Close the review** (chair)

Review follow-up

- Coordinate the actions (presenter)
- Sign off individual actions (reviewers, as agreed at the meeting)
- Once all actions are complete, sign off that the product is now complete (chair)
- Communicate the quality review outcome to appropriate managers/support personnel (administrator)
- Store the quality records (administrator)
- Request approval for the product (presenter)

Instructor Notes

Quality – Responsibilities

Corporate or programme management

- Provide details of the corporate or programme quality management system
- Provide quality assurance.

Executive

- Approve the Project Product Description.
- Approve the Quality Management Strategy.
- Confirm acceptance of the project product.

Senior User

- Provide the customer's quality expectations and acceptance criteria.
- Approve the Project Product Description.
- Approve the Quality Management Strategy.
- Approve Product Descriptions for key user products.
- Provide resources to undertake user quality activities and product approval.
- Provide acceptance of the project product.

Instructor Notes

Quality – Responsibilities

Section 6.4 – Quality

Table 6.3 pg 58.

Senior Supplier

- Approve the Project Product Description (if appropriate).
- Approve the Quality Management Strategy.
- Approve the quality methods, techniques and tools adopted in product development.
- Provide resources to undertake supplier quality activities.
- Approve Product Descriptions for key specialist products.

Project Manager

- Document customer's quality expectations and acceptance criteria.
- Prepare the Project Product Description (with users).
- Prepare the Quality Management Strategy.
- Prepare and maintain the Product Descriptions.
- Ensure that Team Managers implement the quality control measures agreed in Product Descriptions and Work Packages.

Team Manager

- Produce products consistent with Product Descriptions.
- Manage quality controls for the products concerned.
- Assemble quality records.
- Advise the Project Manager of product quality status.

Project Assurance

- Advise the Project Manager on the Quality Management Strategy.
- Assist the Project Board and Project Manager by reviewing the Product Descriptions.
- Advise the Project Manager on suitable quality reviewers/approvers.
- Assure Project Board members on the implementation of the Quality Management Strategy, i.e. the proper conduct of the project management and quality procedures.

Project Support

- Provide administrative support for quality controls.
- Maintain the Quality Register and the quality records
- Assist Team Managers and members with the application of the project's quality processes.

Instructor Notes

Risk Management – Inherent, Secondary and Residual

- Inherent risk
  - The exposure arising from a specific risk before any action has been taken to manage it
- Residual risk
  - The risk remaining after the risk response has been applied
- Secondary risks
  - Risks that may occur as a result of invoking a risk response

Slide 37

Risk Management – Inherent, Secondary and Residual

Inherent, secondary and residual risks are seen within he context of Risk Responses. Various responses to risk do not necessarily remove the inherent risk in its entirety. This leaves residual risk. If the inherent risk was significant and the risk response was only partially successful, the residual risk can be considerable. If this is the case it may be appropriate to select more than one risk response.

In some cases, implementing a risk response will reduce or remove other related risks. It is also possible that the responses to risks, once implemented, will change some aspect of the project. This in turn may lead to secondary risks, i.e. risks that may occur as a result of invoking a risk response. It is essential that these are identified, assessed and controlled in the same way as the primary risk.

Instructor Notes

Risk Management – Inherent, Secondary and Residual

RK13 – Section 8.3.5.3 p 84 and Glossary

Inherent, secondary and residual risks are seen within he context of Risk Responses. Various responses to risk do not necessarily remove the inherent risk in its entirety. This leaves residual risk. If the inherent risk was significant and the risk response was only partially successful, the residual risk can be considerable. If this is the case it may be appropriate to select more than one risk response.

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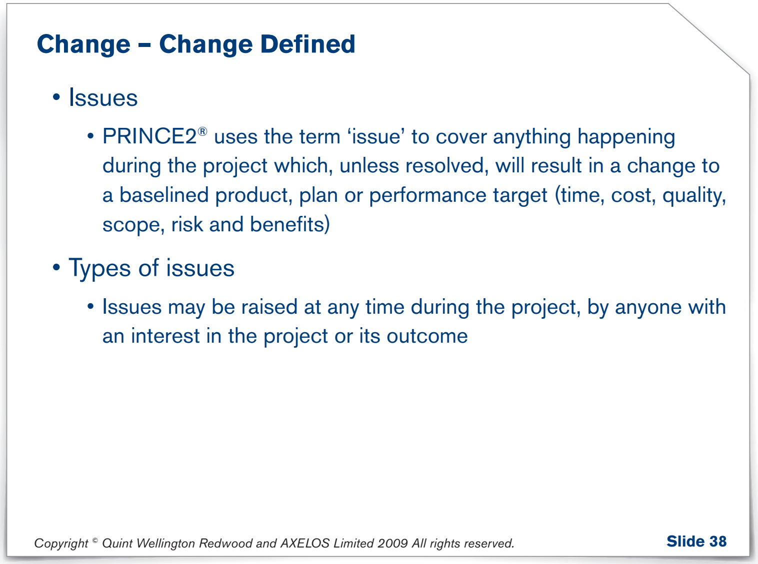


Change – Change Defined

Issues

PRINCE2® uses the term 'issue' to cover anything happening during the project which, unless resolved, will result in a change to a baselined product, plan or performance target (time, cost, quality, scope, risk and benefits).

Types of issue

Issues may be raised at any time during the project, by anyone with an interest in the project or its outcome.

Instructor Notes

Change – Change Defined

section 9.2.3 and 9.2.4

Issues

PRINCE2 uses the term 'issue' to cover anything happening during the project which, unless resolved, will result in a change to a baselined product, plan or performance target (time, cost, quality, scope, risk and benefits).

Types of issue

Issues may be raised at any time during the project, by anyone with an interest in the project or its outcome.

Change – Types of Issues

- Request for change
  - A proposal for a change to a baseline
- Off-specification
  - Something that should be provided by the project, but currently is not provided. This might be a missing product or a product not meeting its specification
- Problem/concern
  - Any other issue that the Project Manager needs to resolve or escalate

Slide 39

Change – Types of Issues

Request for change

A proposal for a change to a baseline.

Example – The Senior User would like to increase the capacity of a product from 100 to 150 users.

Off-specification

Something that should be provided by the project, but currently is not provided (or is forecast not to be provided). This might be a missing product or a product not meeting its specification.

Example – Advice from a supplier that they can no longer deliver one of the products specified by the customer.

Problem/concern

Any other issue that the Project Manager needs to resolve or escalate.

Example – Advice from a Team Manager that a team member has been taken ill and as a result the target end date for a Work Package will slip by a week. Notification that one of the suppliers has gone bankrupt, resulting in the need to identify and engage a new supplier.

Instructor Notes

Change – Types of Issues

CH13 – Section 9.2.4 Table 9.1 p 92

Request for change

A proposal for a change to a baseline.

Off-specification

Something that should be provided by the project, but currently is not provided (or is forecast not to be provided). This might be a missing product or a product not meeting its specification.

Problem/concern

Any other issue that the Project Manager needs to resolve or escalate.

Examples are provided in the student notes.

Change – Establishing controls

The project's controls for issues, changes and configuration management will be defined and established by the Initiating a Project process and then reviewed and (if necessary) updated toward the end of each management stage by the Managing a Stage Boundary process.

The following management products are used to establish and maintain the project's controls for issues, changes and configuration management:

Configuration Management Strategy (see next slide for more detail)

Configuration Item Records

The purpose of the Configuration Item Records is to provide a set of records that describe such information as the status, version and variant of each configuration item and any details of important relationships between items.

Product Status Account

The purpose of the Product Status Account is to provide information about the state of products within defined limits.

Daily Log

A Daily Log is used to record problems/concerns that can be handled by the Project Manager informally.

Instructor Notes

Change – Establishing Controls

Section 9.3.1 – Change

The project's controls for issues, changes and configuration management will be defined and established by the Initiating a Project process and then reviewed and (if necessary) updated toward the end of each management stage by the Managing a Stage Boundary process.

Go through the following management products in the student notes that are used to establish and maintain the project's controls for issues, changes and configuration management.

Issue Register

The purpose of the Issue Register is to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis.

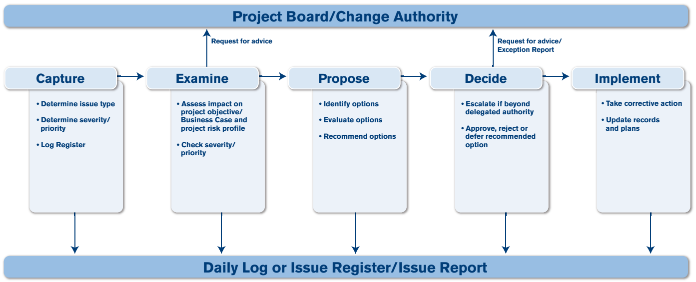
Issue Report

A report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.

Instructor Notes

Change – Issue and change control procedure

- Figure 9.1 – Issue and change control procedure



Slide 41

Change – Issue and change control procedure

PRINCE2® provides a common approach to dealing with requests for change, off-specifications and problems/concerns.

Instructor Notes

Change – Issue and change control procedure

CH08 – Capturing and monitoring issues

Figure 9.1 pg 95.

Go through this diagram in some detail with delegates.

Change – Issue and change control procedure

- Capture
  - Undertake initial analysis to determine the type of issue that has been raised and whether it can be managed informally or formally
  - Issues being managed formally should be entered in the Issue Register and given a unique identifier
    - An Issue Report should be created to capture what's already known about the issue

Slide 42

Change – Issue and change control procedure

Capture

The first step in the procedure is to undertake initial analysis to determine the type of issue that has been raised and whether it can be managed informally or formally

Issues being managed formally should be entered in the Issue Register and given a unique identifier. An Issue Report should be created to capture what's already known about the issue. It is often useful to ask the person who raised the issue to create the initial Issue Report.

The mechanisms to capture and manage issues are set up in Initiating a Project by the Project Manager as part of "Set up the project controls". Then the process Controlling a Stage watches for, assesses and deals with issues. Again this is done by the Project Manager. However the Team Manager's also have a role to play when identifying and dealing with issues. As part of "Executing a Work Package" within the Managing Product Delivery process, the Team Manager monitors and controls any issues (and risks) associated with any Work Packages and advises the Project Manager of their status. The Team Manager also notifies the Project Manager of any new issues, risks or lessons. The Project Manager will then decide on an appropriate course of action. Take the action required by the Project Manager.

Instructor Notes

Change – Issue and change control procedure

Section 9.3.3.1 pg 95

Craig 12/10/2009

Section 9.3.3.1 – Change

The first step in the procedure is to undertake initial analysis to determine the type of issue that has been raised and whether it can be managed informally or formally

Issues being managed formally should be entered in the Issue Register and given a unique identifier. An Issue Report should be created to capture what's already known about the issue.

Change – Issue and change control procedure

- Examine
  - The issue is examined by undertaking an impact analysis
  - The impact analysis should consider the impact the issue has (or will have) on:
    - The project performance targets
    - The project Business Case
    - The project risk profile

Slide 43

Change – Issue and change control procedure

Examine

The next step is to examine the issue by undertaking an impact analysis.

The impact analysis should consider the impact the issue has (or will have) on:

- The project performance targets in terms of time, cost, quality and scope
- The project Business Case, especially in terms of the impact on benefits
- The project risk profile, i.e. the impact on the overall risk exposure of the project.

Impact analysis must cover the three areas of business, user and supplier – for example, the supplier's cost and effort required to implement a change and what products would have to be changed. Having undertaken the impact analysis, the severity or priority should be re-evaluated.

It may be necessary to request advice from the Project Board to check their understanding of the issue's priority or severity before proposing resolutions.

The Project Manager is responsible for this activity. It occurs within the process Controlling a Stage. In particular during the CS sub-processes "Capture and examine issues and risks" and "Escalate issues and risks". Other CS sub-processes that look at issues include "Review the stage status" and "Report Highlights".

Instructor Notes

Change – Issue and change control procedure

Section 9.3.3.2 pg 95

The next step is to examine the issue by undertaking an impact analysis.

The impact analysis should consider the impact the issue has (or will have) on:

- The project performance targets in terms of time, cost, quality and scope
- The project Business Case
- The project risk profile

Impact analysis must cover the three areas of business, user and supplier. Having undertaken the impact analysis, the severity or priority should be re-evaluated.

Change – Change Budget and Change Authority

- It is the Project Board's responsibility to agree to each potential change before it is implemented
- The Project Board may wish to delegate some authority for approving or rejecting requests for change or off-specifications
- The request for change could be handled by:
  - Corporate or programme Management
  - The Project Board
  - Delegated to a Change Authority
  - Delegated to the Project Manager
- The change budget can be defined as part of the Plans theme when preparing the schedule (though it is optional)

 Slide 44

Change – Change Budget and Change Authority

Change Authority

One consideration at project initiation should be who is permitted to authorize requests for change or off-specifications. It is the Project Board's responsibility to agree to each potential change before it is implemented. In a project where few changes are envisaged, it may be reasonable to leave this authority in the hands of the Project Board. But projects may be in a dynamic environment, where there are likely to be, for example, many requests to change the initial agreed scope of the project. Technical knowledge may also be needed to evaluate potential changes.

The Project Board needs to decide before the project moves out of the initiation stage if it wishes to delegate some authority for approving or rejecting requests for change or off-specifications. To facilitate this, the Project Board should define in the Configuration Management Strategy a scale of severity ratings for requests for change. Depending on the severity, the request for change could be handled by:

- Corporate or programme Management
- The Project Board
- Delegated to a Change Authority (The Project Manager and/or the people with delegated Project Assurance responsibilities may act as the Change Authority)
- Delegated to the Project Manager

Change – Change Budget and Change Authority

CH 10 – Section 5.3.2.4 p 36

CH10 – Section 7.3.6.7 p 71

Change Authority

One consideration at project initiation should be who is permitted to authorize requests for change or off-specifications. It is the Project Board's responsibility to agree to each potential change before it is implemented.

The Project Board needs to decide before the project moves out of the initiation stage if it wishes to delegate some authority for approving or rejecting requests for change or off-specifications. To facilitate this, the Project Board should define in the Configuration Management Strategy a scale of severity ratings for requests for change. Depending on the severity, the request for change could be handled by:

- Corporate or programme Management
- The Project Board
- Delegated to a Change Authority
- Delegated to the Project Manager.

Change Budget

During the Plans theme the resource requirements can be tabulated, and the cost of the resources and other costs calculated to produce the plan's budget. The budget should include:

- Costs of the activities to develop and verify the specialist products and the cost of the project management activities
- Risk budget
- Change budget
- Cost tolerances.

The use of risk budgets and change budgets is optional.

Example of a Change Authority

A Project Manager is given authority to approve changes to individual products only if the changes would:

- Cost less than a pre-arranged limit
- Impact the project timescales by no more than one week
- Not require any changes to the Project Product Description or any other product.

Any changes which fall outside of these limits would have to be escalated to the Project Board.

Change Budget

During the Plans theme the resource requirements can be tabulated, and the cost of the resources and other costs calculated to produce the plan's budget. The budget should include:

- Costs of the activities to develop and verify the specialist products and the cost of the project management activities
- Risk budget
- Change budget
- Cost tolerances

The use of risk budgets and change budgets is optional.

Instructor Notes

Change – Issues responsibilities

- Table 15.6 – Capture and examine issues and risks: responsibilities
  - Producer – responsible for product's production
  - Reviewer – ideally independent of production
  - Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description Available
Daily Log	Update					P				A7
Issue Report	Create					P				A13
Issue Register	Update					P				A12
Risk Register	Update					P				A25

Slide 45

Change – Issues responsibilities

Above are the roles and responsibilities for capturing and examining issues (and risks).

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Change – Issues responsibilities

CH08 – Table 15.6 p 178

Management Products – Benefits Review Plan

- Used to define how and when a measurement of the achievement of the project's benefits, expected by the Senior User, can be made
- The plan is presented to the Executive during the Initiating a Project process, updated at each stage boundary, and used during the Closing a Project process to define any post-project benefits reviews that are required
- If the project is part of a programme, the Benefits Review Plan may be contained within the programme's benefits realization plan and executed at the programme level
  - Post-project, the Benefits Review Plan is maintained and executed by corporate or programme management

Slide 46

Management Products – Benefits Review Plan

A Benefits Review Plan is used to define how and when a measurement of the achievement of the project's benefits, expected by the Senior User, can be made. The plan is presented to the Executive during the Initiating a Project process, updated at each stage boundary, and used during the Closing a Project process to define any post-project benefits reviews that are required.

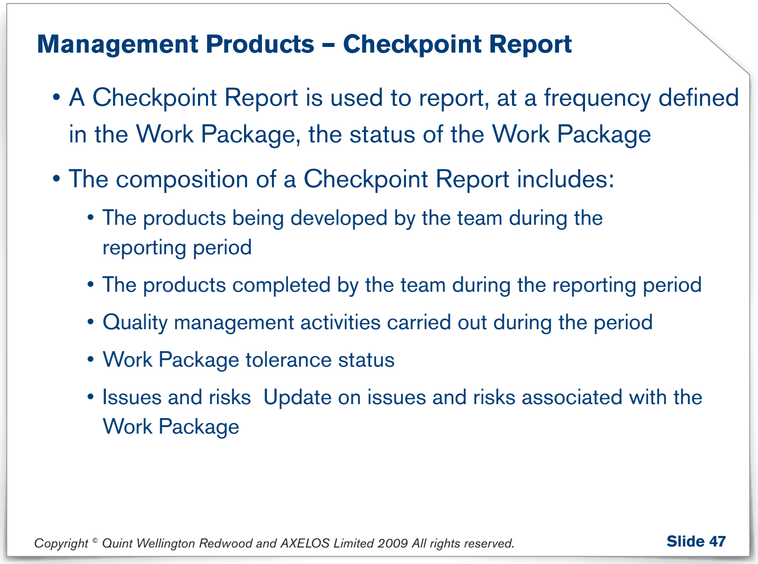
The plan has to cover the activities to find out whether the expected benefits of the products have been realized and how the products have performed when in operational use.

If the project is part of a programme, the Benefits Review Plan may be contained within the programme's benefits realization plan and executed at the programme level. Post-project, the Benefits Review Plan is maintained and executed by corporate or programme management.

The composition of a Benefits Review Plan includes:

- The scope of the Benefits Review Plan covering what benefits are to be measured
- Who is accountable for the expected benefits
- How to measure achievement of expected benefits, and when they can be measured
- What resources are needed to carry out the review work
- Baseline measures from which the improvements will be calculated
- How performance of the project product will be reviewed.

Instructor Notes



Management Products – Checkpoint Report

A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package.

- The composition of a Checkpoint Report includes:
  - **Date** The date of the checkpoint
  - **Period** The reporting period covered by the Checkpoint Report
  - **Follow-ups** From previous reports, for example action items completed or issues outstanding
- **This reporting period**:
  - The products being developed by the team during the reporting period
  - The products completed by the team during the reporting period
  - Quality management activities carried out during the period
  - Lessons identified

Instructor Notes

- **Next reporting period**:
  - The products being developed by the team in the next reporting period
  - The products planned to be completed by the team in the next reporting period
  - Quality management activities planned for the next reporting period
- **Work Package tolerance status** How execution of the Work Package is performing against its tolerances (e.g. cost/time/scope actuals and forecast)
- **Issues and risks** Update on issues and risks associated with the Work Package.

Instructor Notes

Management Products – Configuration Item Record (1/2)

- Provides a record of such information as the history, status, version and variant of each configuration item, and any details of important relationships between them
- The composition of a Configuration Item Record can include:
  - Project identifier and Item identifier
  - Current version
  - Date of last status change
  - Owner
  - Location
  - Stage when the product will be developed
  - Users The person or group who will use the items

 Slide 48

Management Products – Configuration Item Record (1/2)

The purpose of a Configuration Item Record is to provide a record of such information as the history, status, version and variant of each configuration item, and any details of important relationships between them. The set of Configuration Item Records for a project is often referred to as a configuration library.

The composition of a Configuration Item Record will be defined in the project's Configuration Management Strategy.

There follows a suggested list of components for each configuration item record (note that the three uniquely identify the configuration item):

- **Project identifier** A unique reference.
- **Item identifier** A unique reference.
- **Current version**
- **Item title** The description of the item (for a product this should be as it appears in the product breakdown structure)
- **Date of last status change**
- **Owner** The person or group who will take ownership of the product when it is handed over
- **Location** Where the item is stored

Instructor Notes

Management Products – Configuration Item Record (2/2)

- Producer The person or team responsible for creating or obtaining the item
- Date allocated To the producer
- Source For example, in-house, or purchased from a third-party company
- Relationship with other items
- Cross-references to issues, risks and relevant documentation

Slide 49

Management Products – Configuration Item Record (2/2)

- **Copy holder** (if relevant) Who currently has the product
- **Item type** Component, Product, Release
- **Item attribute** As defined by the Configuration Management Strategy. These are used to specify a sub-set of products when producing a Product Status Account, such as the management stage in which the product is created, type of product (e.g. hardware/software), product destination etc.
- **Stage** when the product will be developed
- **Users** The person or group who will use the item
- **Status** As defined by the Configuration Management Strategy, e.g. pending development, in development, in review, approved, handed over
- **Product state** (if used) As defined by the Product Description, e.g. dismantled machinery, moved machinery and re-assembled machinery
- **Variant** (if used) for example, language variants
- **Producer** The person or team responsible for creating or obtaining the item
- **Date allocated** To the producer
- **Source** For example, in-house, or purchased from a third-party company

Instructor Notes

- **Relationship with other items** Those items that:
  - Would be affected if this item changed
  - If changed, would affect this item
- **Cross-references**:
  - Issues and risks
  - Documentation that defines requirements, design, build, production, and verification for the item (specifically this will include the Product Description).

Instructor Notes

Management Products – Daily Log

- A Daily Log is used to record informal issues, required actions or significant events not caught by other PRINCE2® registers or logs. It acts as the project diary for the Project Manager
  - It can also be used as a repository for issues and risks during the Starting up a Project process if the other registers have not been set up
- A Daily Log is free form but likely to include:
  - Date of entry
  - Problem, action, event or comment
  - Person responsible
  - Target date
  - Results

 Slide 50

Management Products – Daily Log

A Daily Log is used to record informal issues, required actions or significant events not caught by other PRINCE2® registers or logs. It acts as the project diary for the Project Manager. It can also be used as a repository for issues and risks during the Starting up a Project process if the other registers have not been set up.

There may be more than one Daily Log as Team Managers may elect to have one for their Work Packages, separate from the Project Manager's Daily Log.

A Daily Log is free form but likely to include:

- Date of entry
- Problem, action, event or comment
- Person responsible
- Target date
- Results.

Instructor Notes

Management Products – End Project Report

- An End Project Report is used during project closure to review how the project performed against the version of the Project Initiation Documentation used to authorize it
- It also allows the:
  - Passing on of any lessons that can be usefully applied to other projects
  - Passing on of details of unfinished work, ongoing risks or potential product modifications
- The composition of a End Project Report includes:
  - Project Manager's report
  - Review of the Business Case, project objectives, team performance and products
  - Summary of follow-on action recommendations
  - Lessons Report

 Slide 51

Management Products – End Project Report

An End Project Report is used during project closure to review how the project performed against the version of the Project Initiation Documentation used to authorize it. It also allows the:

- Passing on of any lessons that can be usefully applied to other projects
- Passing on of details of unfinished work, ongoing risks or potential product modifications to the group charged with future support of the project's products in their operational life.

The composition of a End Project Report includes:

- **Project Manager's report** Summarizing the project's performance

Review of the Business Case Summarizing the validity of the project's Business Case:

  - Benefits achieved to date
  - Residual benefits expected (post-project)
  - Expected net benefits
  - Deviations from the approved Business Case

- **Review of project objectives** Review of how the project performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the effectiveness of the project's strategies and controls
- **Review of team performance** In particular, providing recognition for good performance

Instructor Notes

- **Review of products**:
  - **Quality records** Listing the quality activities planned and completed
  - **Approval records** Listing the products and their requisite approvals
  - **Off-specifications** Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted
  - **Project product handover** Confirmation by the customer that operations and maintenance functions are ready to receive the project product
  - **Summary of follow-on action recommendations** Request for Project Board advice about who should receive each recommended action. The recommended actions are related to unfinished work, ongoing issues and risks, and any other activities needed to take the products to the next phase of their life
- **Lessons Report** A review of what went well, what went badly, and any recommendations for corporate or programme management consideration (if the project was prematurely closed, then the reasons should be explained).

Instructor Notes

Management Products – End Stage Report

- An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project
- The composition of a End Stage Report includes:
  - Project Manager's report Summarizing the stage performance
  - Review of the Business Case, project objectives, stage objectives, team performance In particular, providing recognition for good performance and products
  - Forecast for the project and next stage

Slide 52

Management Products – End Stage Report

An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project.

The Project Board uses the information in the End Stage Report in tandem with the next Stage Plan to decide what action to take with the project: for example, authorize the next stage, , amend the project scope, or stop the project.

The composition of a End Stage Report includes:

- **Project Manager's report** Summarizing the stage performance
- **Review of the Business Case** Summarizing the validity of the project's Business Case:
  - Benefits achieved to date
  - Residual benefits expected (remaining stages and post-project)
  - Expected net benefits
  - Deviations from approved Business Case
  - Aggregated risk exposure
- **Review of project objectives** Review of how the project has performed to date against its planned targets and tolerances for time, cost, quality, scope, benefits and risk.

Instructor Notes

- **Review of stage objectives** Review of how the specific stage performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk
- **Review of team performance** In particular, providing recognition for good performance
- **Review of products**:
  - **Quality records** Listing the quality activities planned and completed in the stage
  - **Approval records** Listing the products planned for completion in the stage and their requisite approvals
  - **Off-specifications** Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted
  - **Phased handover (if applicable)** Confirmation by the customer that operations and maintenance functions are ready to receive the release
  - **Summary of follow-on action recommendations (if applicable)** Request for Project Board advice for who should receive each recommended action.
- **Lessons Report (if appropriate)**
- **Issues and risks** Summary of the current set of issues and risks affecting the project
- **Forecast** The Project Manager's forecast for the project and next stage against planned targets and tolerances for time, cost, quality, scope, benefits and risk.

Where the End Stage Report is being produced at the end of the initiation stage, not all of the above content may be appropriate or necessary.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Management Products – Exception Report (1/2)

- An Exception Report is produced when a Stage Plan or Project Plan is forecast to exceed tolerance levels set
  - It is prepared by the Project Manager in order to inform the Project Board of the situation, and to offer options and recommendations for the way to proceed
- The composition of a Exception Report includes:
  - Exception title An overview of the exception being reported
  - Cause of the exception A description of the cause of a deviation from the current plan
  - Consequences of the deviation What are the implications if the deviation is not addressed for
    - The Project
    - Corporate or programme management

Slide 53

Management Products – Exception Report (1/2)

An Exception Report is produced when a Stage Plan or Project Plan is forecast to exceed tolerance levels set. It is prepared by the Project Manager in order to inform the Project Board of the situation, and to offer options and recommendations for the way to proceed.

The composition of a Exception Report includes:

- **Exception title** An overview of the exception being reported
- **Cause of the exception** A description of the cause of a deviation from the current plan
- **Consequences of the deviation** What are the implications if the deviation is not addressed for
  - The Project
  - Corporate or programme management
- **Options** What are the options that are available to address the deviation and what would the effect of each option be on the Business Case, risks and tolerances
- **Recommendation** Of the available options, what is the recommendation, and why?
- **Lessons** What can be learned from this exception on this project or future projects

Instructor Notes

Management Products – Exception Report (2/2)

- Options What are the options that are available to address the deviation and what would the effect of each option be on the Business Case, risks and tolerances
- Recommendation Of the available options, what is the recommendation, and why?
- Lessons

Instructor Notes

Management Products – Highlight Report (1/2)

- A Highlight Report is used to provide the Project Board with a summary of the stage status at intervals defined by them
  - The Project Board uses the report to monitor stage and project progress
  - The composition of a Highlight Report includes:
  - Reporting Period
  - Stage Status summary
  - This reporting period and next reporting period:
    - Work Packages
    - Products completed in the period
    - Corrective actions taken during the period

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Management Products – Highlight Report (1/2)

A Highlight Report is used to provide the Project Board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them. The Project Board uses the report to monitor stage and project progress. The Project Manager also uses it to advise the Project Board of any potential problems or areas where the Project Board could help.

The composition of a Highlight Report includes:

- **Date** The date of the report
- **Period** The reporting period covered by the Highlight Report
- **Status summary** An overview of the status of the stage at this time
- **This reporting period**:
  - Work Packages – pending authorisation, in execution, and completed in the period (if the Work Packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data)
  - Products completed in the period. Products planned but not started or completed in the period (providing an early warning indicator or potential breach of time tolerance)
  - Corrective actions taken during the period

Instructor Notes

Management Products – Highlight Report (2/2)

- Project and stage tolerance status
- Requests for change Raised, approved/rejected and pending
- Key issues and risks
- Lessons Report (if appropriate)

Slide 56

Management Products – Highlight Report (2/2)

- **Next reporting period**:
  - Work Packages – to be authorized, in execution, and to be completed during the next period (if the Work Packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data)
  - Products to be completed in the next period
  - Corrective actions to be completed during the next period
- **Project and stage tolerance status** How execution of the project and stage are performing against their tolerances (e.g. cost/time actuals and forecast)
- **Requests for change** Raised, approved/rejected and pending
- **Key issues and risks** Summary of actual or potential problems and risks
- **Lessons Report (if appropriate)**

Instructor Notes

Management Products – Issue Register (1/2)

- The purpose of the Issue Register is to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis
- For each entry in the Issue Register, the following should be recorded:
  - Issue identifier
  - Issue type
  - Date raised
  - Raised by
  - Issue report author

Slide 57

Management Products – Issue Register (1/2)

The purpose of the Issue Register is to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis.

For each entry in the Issue Register, the following should be recorded:

- **Issue identifier** Provides a unique reference for every issue entered into the Issue Register. It will typically be a numeric or alpha-numeric value
- **Issue type** Defines the type of issue being recorded, i.e.
  - Request for change
  - Off-specification
  - Problem/concern
- **Date raised** The date on which the issue was originally raised
- **Raised by** The name of the individual or team who raised issue
- **Issue report author** The name of the individual or team who created the Issue Report
- **Issue description** A statement describing the issue, its cause and impact

Instructor Notes

Management Products – Issue Register (2/2)

- Issue description A statement describing the issue, its cause and impact
- Priority – The priority should be re-evaluated after impact analysis
- Severity – The severity will indicate what level of management is required to make a decision on the issue
- Status – The current status of the issue and the date of the last update
- Closure Date

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Management Products – Issue Register (2/2)

- **Priority** The priority should be re-evaluated after impact analysis.
- **Severity** The severity will indicate what level of management is required to make a decision on the issue
- **Status** The current status of the issue and the date of the last update
- **Closure Date** The date the issue was closed

Instructor Notes

Management Products – Issue Report (1/2)

- A report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally
- An Issue Report is initially created when capturing the issue and updated after the issue has been examined and proposals are identified for the issues resolution. The Issue Report is later updated to record the decision on which option to implement and finally updated when the implementation has been verified and the issue is closed

 Slide 59

Management Products – Issue Report (1/2)

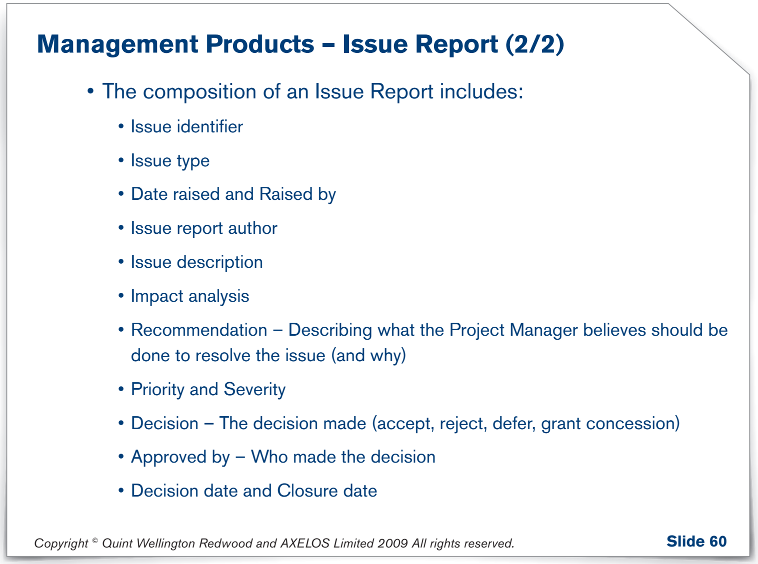
A report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.

An Issue Report is initially created when capturing the issue and updated after the issue has been examined and proposals are identified for the issues resolution. The Issue Report is later updated to record the decision on which option to implement and finally updated when the implementation has been verified and the issue is closed.

The composition of an Issue Report includes:

- **Issue identifier** As shown in the Issue Register (provides a unique reference for every Issue Report)
- **Issue type** Defines the type of issue being recorded, i.e.
  - Request for change
  - Off-specification
  - Problem/concern
- **Date raised** The date on which the issue was originally raised
- **Raised by** The name of the individual or team who raised issue

Instructor Notes



Management Products – Issue Report (2/2)

- **Issue report author** The name of the individual or team who created the Issue Report
- **Issue description** A statement describing the issue in terms of its cause and impact
- **Impact analysis** A detailed analysis of the likely impact of the issue. This may include, for example, a list of products impacted
- **Recommendation** Describing what the Project Manager believes should be done to resolve the issue (and why)
- **Priority** The priority should be re-evaluated after impact analysis
- **Severity** The severity will indicate what level of management is required to make a decision on the issue
- **Decision** The decision made (accept, reject, defer, grant concession)
- **Approved by** Who made the decision
- **Decision date** The date of the decision and the decision-maker
- **Closure date** The date that the issue was closed.

Instructor Notes

Management Products – Lessons Log

- The Lessons Log is a project repository for lessons that apply to this project or future projects
- Some lessons may originate from other projects, and should be captured on the Lessons Log for input to the project's strategies and plans. Some lessons may originate from within the project – where new experience (both good and bad) can be passed on to others via a Lessons Report
- For each entry in the Lessons Log, the following should be recorded:
  - Lesson type
  - Lesson detail
  - Date logged
  - Logged by Priority

Slide 61

Management Products – Lessons Log

The Lessons Log is a project repository for lessons that apply to this project or future projects. Some lessons may originate from other projects, and should be captured on the Lessons Log for input to the project's strategies and plans. Some lessons may originate from within the project – where new experience (both good and bad) can be passed on to others via a Lessons Report.

For each entry in the Lessons Log, the following should be recorded:

- **Lesson type** Defines the type of lesson being recorded:
  - Project – to be applied to this project
  - Corporate or programme – to be passed on to corporate or programme management
- **Lesson detail** The detail may include:
  - Event
  - Effect (e.g. positive/negative financial impact)
  - Causes/trigger
  - Whether there were any early warning indicators
  - Recommendations
  - Whether it was previously identified as a risk (threat or opportunity)

Instructor Notes

- **Date logged** The date on which the lesson was originally logged
- **Logged by** The name of the person or team who raised the lesson
- **Priority** In terms of the project's chosen categories

Instructor Notes

Management Products – Lessons Report

- The purpose of the report is to provoke action so that the positive lessons become embedded in the organization's way of working
- A Lessons Report can be created at any time in a project and should not necessarily wait to the end
  - Typically it should be included as part of the End Stage Report and End Project Report
- The composition of a Lessons Report includes:
  - Executive summary
  - Scope of the report (e.g. stage or project)
  - A review of what went well, what went badly and any recommendations for corporate or programme management consideration

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Management Products – Lessons Report

The Lessons Report is used to pass on any lessons that can be usefully applied to other projects.

The purpose of the report is to provoke action so that the positive lessons become embedded in the organization's way of working, and that the organization is able to avoid the negative lessons on future projects.

A Lessons Report can be created at any time in a project and should not necessarily wait to the end. Typically it should be included as part of the End Stage Report and End Project Report.

The data in the report should be used by the corporate group that is responsible for the quality management system, in order to refine, change and improve the standards. Statistics on how much effort was needed for products can help improve future estimating.

The composition of a Lessons Report includes:

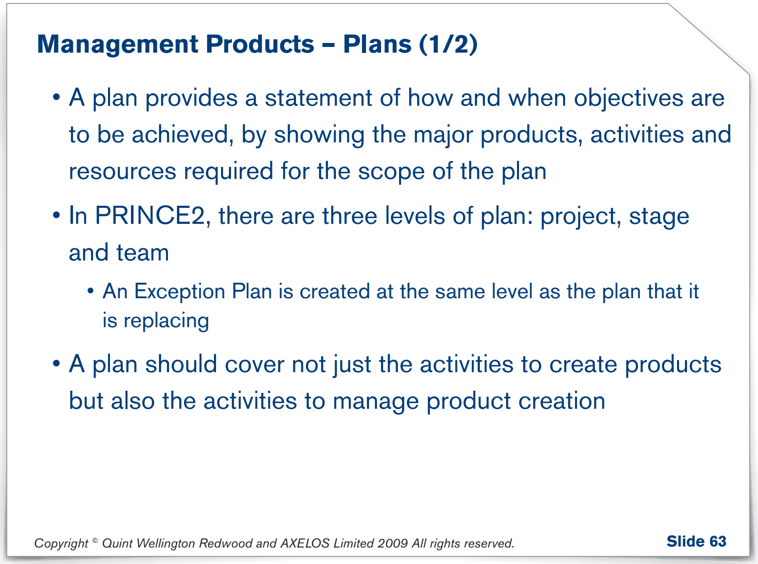
- Executive summary
- Scope of the report (e.g. stage or project)
- A review of what went well, what went badly and any recommendations for corporate or programme management consideration.

Instructor Notes

Additional Material

- A review of useful measurements such as:
  - How much effort was required to create the products
  - How effective was the Quality Management Strategy in designing, developing, and delivering fit for purpose products (for example, how many errors were found after products had passed quality inspections)
  - Statistics on issues and risks
- For significant lessons it may be useful to provide additional details on:
  - Event
  - Effect (e.g. positive/negative financial impact)
  - Causes/trigger
  - Whether there were any early warning indicators
  - Recommendations
  - Whether it was previously identified as a risk (threat or opportunity)

Instructor Notes



Management Products – Plans (1/2)

A plan provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan. In PRINCE2, there are three levels of plan: project, stage and team.

Team Plans are optional and may not need to follow the same composition as a Project Plan or Stage Plan.

An Exception Plan is created at the same level as the plan that it is replacing.

A Project Plan provides the Business Case with planned costs, and it identifies the management stages and other major control points. It is used by the Project Board as a baseline against which to monitor project progress.

Stage Plans cover the products, resources, activities and controls specific to the stage and are used as a baseline against which to monitor stage progress.

Team Plans (if used) could comprise just a schedule appended to the Work Package(s) assigned to the Team Manager.

A plan should cover not just the activities to create products but also the activities to manage product creation – including activities for assurance, quality management, risk management, configuration management, communication and any other project controls required.

Instructor Notes

Management Products – Plans (2/2)

- The composition of a Plan may include:
  - Plan description
  - Plan prerequisites
  - External dependencies
  - Planning assumptions
  - Lessons incorporated
  - Monitoring and control
  - Budgets
  - Tolerances
  - Product Descriptions (Quality tolerances are defined in each Product Description)
  - Schedule

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Management Products – Plans (2/2)

The composition of a Plan may include:

- **Plan description** Covering a brief description of what the plan encompasses (i.e. project, stage, team, exception) and the planning approach
- **Plan prerequisites** Containing any fundamental aspects which must be in place, and remain in place, for the plan to succeed
- **External dependencies** Which may influence the plan
- **Planning assumptions** Upon which the plan is based
- **Lessons incorporated** Details of relevant lessons from previous similar projects which have been reviewed and accommodated within this plan
- **Monitoring and control** Details of how the plan will be monitored and controlled
- **Budgets** Covering time and cost, including provisions for risks and changes
- **Tolerances** Time, cost and scope tolerances for the level of plan (it may also include more specific stage or team level risk tolerances)
- **Product Descriptions** Covering the products within scope of the plan (for the Project Plan this will be the project product; for the Stage Plan this will be the stage products; and for a Team Plan this will be a reference to the Work Package assigned). Quality tolerances are defined in each Product Description

Instructor Notes

- **Schedule** Which may include graphical representations of:
  - Gantt or bar chart
  - Product breakdown structure (see Appendix D for an example)
  - Product flow diagram (see Appendix D for an example)
  - Activity network
  - Table of resource requirements – by resource type (e.g. four engineers, one test manager, one business analyst)
  - Table of requested/assigned specific resources – by name (e.g. Nikki, Jay, Francesca).

Instructor Notes

Management Products – Product Status Account (1/2)

- The Product Status Account provides information about the state of products within defined limits
- The composition of a Product Status Account may include:
  - Product status – For each product within scope of the report, the report may include:
    - Product identifier and title
    - Version
    - Status and date of status change
    - Product state
    - Owner
    - Copy holder
    - Location

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Management Products – Product Status Account (1/2)

The Product Status Account provides information about the state of products within defined limits. The limits can vary. For example, the report could cover the entire project, a particular stage, a particular area of the project or the history of a specific product. It is particularly useful if the Project Manager wishes to confirm the version number of products.

The composition of a Product Status Account may include:

- **Report scope** Describing the scope of the report (e.g. for the entire project, by stage, by product type, by supplier etc. The product's attribute can be used to select the sub-set of products for the report)
- **Date produced** The date the report was generated
- **Product status** For each product within scope of the report, the report may include:
  - Product identifier and title
  - Version
  - Status and date of status change
  - Product state
  - Owner
  - Copy holder

Instructor Notes

Management Products – Product Status Account (2/2)

- User(s)
- Producer and date allocated to producer
- Planned and actual date Product Description was baselined
- Planned and actual date product was baselined
- Planned date for the next baseline
- List of related items
- List of related issues (including changes pending and approved) and risks.

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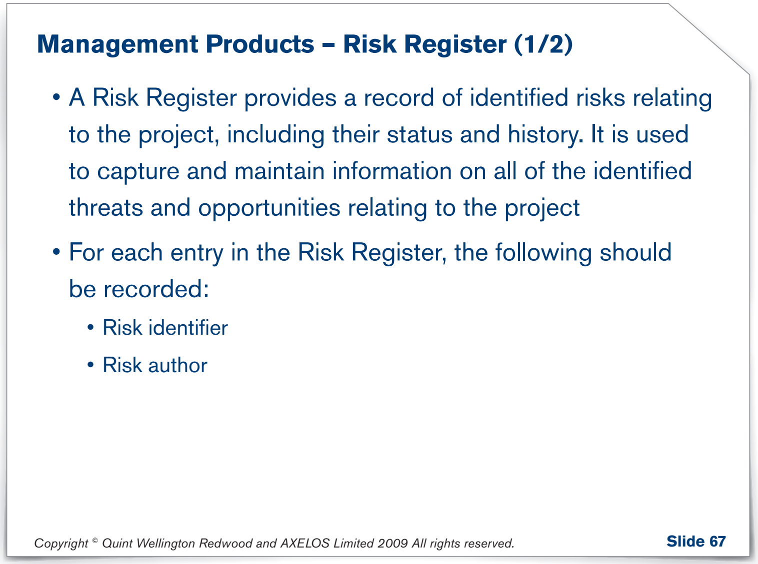
Management Products – Product Status Account (2/2)

- Location
- User(s)
- Producer and date allocated to producer
- Planned and actual date Product Description was baselined
- Planned and actual date product was baselined
- Planned date for the next baseline
- List of related items
- List of related issues (including changes pending and approved) and risks



Management Products – Risk Register (1/2)

A Risk Register provides a record of identified risks relating to the project, including their status and history. It is used to capture and maintain information on all of the identified threats and opportunities relating to the project.

For each entry in the Risk Register, the following should be recorded:

- **Risk identifier** Provides a unique reference for every risk entered into the Risk Register
- **Risk author** The person who raised the risk
- **Date registered** The date the risk was identified
- **Risk category** The type of risk In terms of the project's chosen categories (e.g. schedule, quality, legal etc.)
- **Risk description** In terms of the cause, event (threat or opportunity) and effect (description in words of the impact)
- **Probability, impact and expected value** It is helpful to estimate the inherent values (pre-response action) and residual values (post-response action). These should be recorded in accordance with the project's chosen scales
- **Proximity** Would typically state how close to the present time the risk event is anticipated to happen (e.g. imminent, within stage, within project, beyond project). These should be recorded in accordance with the project's chosen scales

Management Products – Risk Register (2/2)

- **Risk response categories**: How the project will treat the risk – in terms of the project's chosen categories, e.g.,:
  - **For threats**: avoid, reduce, fallback, transfer, accept, share
  - **For opportunities**: enhance, exploit, reject, share
- **Risk response** Actions to resolve the risk (should be aligned to the chosen response categories. Note that more than one risk response may apply to a risk)
- **Risk status** Typically described in term of whether the risk is active or closed
- **Risk owner** The person responsible for managing the risk (there can be only one risk owner per risk)
- **Risk actionee** The person(s) who will implement the action(s) described in the risk response. This may or may not be the same person as the risk owner.

Instructor Notes

Management Products – Work Package (1/2)

- A Work Package is a set of information about one or more required products collated by the Project Manager to pass responsibility for work or delivery formally to a Team Manager or team member.
- Work Package may include:
  - Team Manager or person authorized
  - Work Package description
  - Configuration management requirements
  - Joint agreements
  - Tolerances
  - Constraints

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Management Products – Work Package (1/2)

A Work Package is a set of information about one or more required products collated by the Project Manager to pass responsibility for work or delivery formally to a Team Manager or team member.

Although the content may vary greatly according to the relationship between the Project Manager and the recipient of the Work Package, it should cover:

- **Date** The date of the agreement between the Project Manager and the Team Manager/ person authorized
- **Team Manager or person authorized** The name of the Team Manager or individual with whom the agreement has been made
- **Work Package description** A description of the work to be done
- **Techniques, processes and procedures** Any techniques, tools, standards, processes or procedures to be used in the creation of the specialist products
- **Development interfaces** Interfaces that must be maintained while developing the products. These may be people providing information or those who need to receive information
- **Operations and maintenance interfaces** Identification of any specialist products with which the product(s) in the Work Package will have to interface during their operational life.

Instructor Notes

Management Products – Work Package (2/2)

- Reporting arrangements – Checkpoint Reports
- Problem handling and escalation
- Extracts or references specifically:
  - Stage Plan extract
  - Product Description(s)
  - Approval requirements

Slide 70

Management Products – Work Package (2/2)

- **Configuration management requirements** This will identify any arrangements that must be made by the producer for: version control of the products in the Work Package, obtaining copies of other products or their Product Descriptions, submission of the product to configuration management, any storage or security requirements, and any need to advise Project Support of changes in the status of the Work Package
- **Joint agreements** Details of the agreements on effort, cost, start and end dates and key milestones for the Work Package
- **Tolerances** Details of the tolerances for the Work Package (the tolerances will be for time and cost but may also include scope and risk)
- **Constraints** Any constraints (apart from the tolerances) on the work, people to be involved, timings, charges, rules to be followed (for example, security and safety) etc.
- **Reporting arrangements** The expected frequency and content of Checkpoint Reports
- **Problem handling and escalation** This refers to the procedure for raising issues and risks
- **Extracts or references** Any extracts or references to related documents, specifically:
  - **Stage Plan extract** This will be the relevant section of either the Stage Plan for the current management stage or be a pointer to it

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

   - **Product Description(s)** This would normally be an attachment of the Product Description(s) for the products identified in the Work Package (note that the Product Description contains the quality methods to be used)
- **Approval requirements** The person, role or group who will approve the completed Work Package, and how the Project Manager is to be advised of completion of the Work Package.

Instructor Notes

Business Case Study

Instructor Notes

Promotional Film Project for Premier Golf Developments

Introduction

Premier Golf Developments is the world's leading luxury-brand golf management, development and marketing company specializing in the development and management of premier sport and lifestyle destinations.

Jack Woods founded the company in 1990 with Headland Links Golf Club in Australia as its flagship. Global in scope, his original vision has guided Premier Golf Developments to a portfolio that now incorporates prestigious golf courses, resort and private club developments stretching from islands in the Caribbean to the deserts of Dubai, as well as South Africa, Hong Kong, Australia, Great Britain and continental Europe.

Jack Woods is very keen for his company to continue its worldwide expansion into new countries such as China, Japan and Mexico. To continue with this expansion Jack Woods needs to raise significant investment capital.

Meanwhile Jack has also been looking to purchase a private jet for the company as he spends over 70% of his time travelling between countries visiting the golf course developments. While researching the various types of private jets he came across a promotional film from one of the companies. He was extremely impressed with the quality and professionalism of the promotional film and thought that having such a film would be the perfect vehicle to promote Premier Golf Developments to potential investors. He has discovered that the promotional film was produced by a company called PPF (Professional Promotional Films).

Instructor Notes

Project Scenario

Jack Woods has decided to create a high-end, professional promotional film to showcase the quality and luxury of a number of the flagship developments with the aim of attracting investors. He contacts you to manage the project as you have successfully managed various projects for Jack before. He asks you to organize everything and get in touch with PPF to produce the promotional film. He has allocated a budget of $300,000 for the film, though he admits that this amount is an estimate only. This is the Project Mandate!!!

Jack expects that the promotional film will be ready to showcase to potential investors within six months at the annual Premier Golf Developments Golf Challenge Tournament held at the Sands Desert Golf Club in Dubai. This is all the information provided to you at this early stage. He explains that he will not be able to have a hands on role throughout the project as he will be travelling extensively. He is scheduled for an extended business trip in just over 3 weeks so he expects that the project will be well under way by then. Even though he will be away a lot conducting business, he will be contactable via phone and email. Since Jack will be travelling he has asked his friend, Tiger Nicklaus, to keep an eye on the project. Tiger is a retired film producer who has experience within the film production industry.

Week 1

Jack officially appoints you as the Project Manager and he has agreed to be the Project Executive (SU – Appoint the Executive and the Project Manager).

You get in contact with PPF about producing the promotional film. They are very excited about the potential of the project. They also have a number of other major projects underway so managing the resources available will be paramount. Due to a high commitment of internal resources, PPF cannot guarantee to complete the film before the Premier Golf Developments Golf Challenge Tournament. You inform Jack Woods about this but he insists that the film is produced by PPF, so finding another production company is not an option.

After meeting with PPF, they suggest to you that the best option to complete the film within the allocated timeframe is for them to outsource the film music and editing/post-production to 3rd parties since their internal resources for these tasks are fully utilized into the foreseeable future.

Together with Jack Woods and PPF you identify all the relevant stakeholders associated with the project.

The project involves the following people:

You	Project Manager appointed by Jack Woods
Jack Woods	Managing Director of Premier Golf Developments: The promotional film was his brainchild and he is very keen to have a very professional product of the highest quality. He will be financing the project. He will be travelling extensively throughout the project timeframe.
Annika Webb	Executive Assistant to Jack Woods: She has delegated authority to manage the finances while Jack Woods is not available. She is also the Administrative Manager for Premier Golf Developments.
Ida Philmalot	She is the Manager of PPF. Her responsibility is to make sure that the PPF clients have support and that any productions undertaken by PPF are achievable. She is accountable for the final delivery of the customer's promotional film.
Steven Spielberg	He is the main Film Director at PPF. He will be in charge of the day-to-day film production. His team will not be able to perform the post-production editing as PPF editing resources are fully booked for other projects. He will be available to oversee this work however.

You	Project Manager appointed by Jack Woods
Tiger Nicklaus	Tiger is a close friend of Jack Woods. He is a retired film producer and avid golfer. Even though he will not be directly involved in the project he has offered to oversee the project to make sure that the quality of the promotional film remains high.
John Williams	He is a very experienced music composer and has many years experience working with PPF. He is a self-employed freelance composer and does not work for PPF.
Ed Itor	He is the Manager of Edit R Us, a post-production editing company that specializes in documentaries and promotional film editing. While they have a very strong reputation within the industry this is the first time that PPF have used external post-production facilities for their editing.

1. From the list of available people for this project, suggest a suitable project management team structure. Explain and justify why you have selected each person for particular roles. (Base this structure on Figure 5.3 – Project management team structure p. 33)

Instructor Notes

2. List some of the responsibilities of the following roles during the controlled start phase of the project:
   - Executive
   - Senior User
   - Senior Supplier
   - Project Manager
   - Project Assurance

Week 1 (continued)

Since a film project has not been undertaken before by Premier Golf Developments it is important to try and understand any lessons that can be learned about running this type of project. You set up a Lessons Log at this stage. PPF is a great source of information about this as they have years of experience in this area. Tiger Nicklaus would also be able to provide valuable input (SU – Capture previous lessons).

3. The Lessons Log is an informal repository for lessons that apply to this project or future projects.
   a. What is the recommended composition of the Lessons Log?
   b. In which process(es) it is developed and reviewed?
   c. Which roles are responsible for this?

Once the project management team has been identified (SU – Design and appoint the project management team) it is important to negotiate and agree on everyone's roles. Since there are 3rd parties involved this should involve written role descriptions. Once all roles have been agreed and appointed you start to prepare the outline Business Case (SU – Prepare the outline Business Case). Given the information available, the outline Business Case is likely to be only a high level view at this time. It provides an agreed foundation for a more extensive Business Case developed in the Initiating a Project process. Jack Woods, in his role as the Executive, is responsible for drafting the outline Business Case based on what is currently known about the project.

Jack Woods has asked Annika Webb to assist in the development of the outline Business Case. She has not been trained in PRINCE2® and this is the first time she has been asked to do this. She downloaded a template from the internet and completed the outline Business Case detailed below.

4. You examine the outline Business Case presented by Annika Webb as one of your roles is to review this management product. While it is a reasonable first attempt, you realize that it needs to be improved. Make any comments on the Business Case and recommend any improvements that can be made. This can include comments on the structure and content of the Business Case.

Instructor Notes

Premier Golf Developments Promotional Film Business Case

Introduction/Background

Jack Woods wants a promotional film to highlight Premier Golf Developments to potential investors because he feels this will be valuable.

Options

Jack has said that he has explored many options to highlight Premier Golf Developments to potential investors. He has decided that the promotional film is the best option.

Benefits

The following benefits are expected:

- Increased market share
- Higher profile within the development industry
- Higher perception of quality of our products
- Increased investor base
- More focused marketing strategy

Risks

- Jack Woods has not indicated a final budget for the promotional film at this stage. He is waiting for a more detailed Project Plan though he has indicated an approximate budget of $300,000.
- We have not used PPF before and we can only go on their reputation for delivering on time
- We have no expertise in the film production business
- PPF have stated that they are not able, due to resource constraints, to complete the film music and post-production in-house. We have to rely on PPF to manage the 3rd parties involved in the music and editing roles.
- A promotional film may not be the best way to promote our business
- Jack Woods will be traveling extensively.

Instructor Notes

Costs

- A budget of approximately $300,000 has been set aside for the promotional film. This includes the cost of the film and the salary of the Project Manager. However, Jack Woods has not finalized any amount as he is waiting for a detailed Project Plan before committing the funds.
- The cost of the 3rd parties providing the music and post-production will be borne by PPF and is included in their payment.

Timescales

As soon as we can get the film finished.

(The promotional film must be ready by December 12th. This is six months away. A large group of potential investors will be present at the Premier Golf Developments Golf Challenge Tournament held at the Sands Desert Golf Club in Dubai and Jack Woods will be using the promotional film as a showcase at this event.)

Instructor Notes

Week 1 (continued)

Once the outline Business Case has being completed the Project Product Description is written. You consult with the Senior User and Executive to define exactly what the project is to deliver. You capture the customer's quality expectations and agree the project's acceptance criteria. You also check feasibility of the timescale requirements from the project mandate or as required by the outline Business Case, determine any key milestones and capture any new risks in the Daily Log (which was created in "SU - Appoint the Executive and the Project Manager").

5. Briefly outline the composition of the Project Product Description.

Instructor Notes

Decisions regarding the project approach must also be considered at this juncture. It is clear that the resource constraints of PPF will need to be managed carefully if the project is to be completed on time. The project approach, along with information from the various management products created so far, is collated into a Project Brief (SU – Select the project approach and assemble the Project Brief).

6. Briefly outline the composition of the Project Brief.

Week 1 (continued)

The last task for the week is to plan for the Initiation Stage (SU – Plan for the Initiation Stage). Jack Woods requests a Project Initiation Document (PID) that will cover the following six months. You anticipate that it will take two weeks to complete the PID as there will have to be numerous meetings held with all stakeholders involved in the project. Time is of the essence, as Jack Woods will be travelling extensively at the end of the two week period.

7. Briefly outline the composition of a Stage Plan (in this instance the Initiation Stage Plan).

Week 2-3

At the start of week two you send a request to initiate the project to the Project Board. The Project Board performs "DP – Authorize Initiation" by approving the Initiation Stage Plan and the Project Brief.

Directing a Project provides a set of formal procedures to sign off the starting, continuing and finishing of a project. The exception is "DP - Give ad hoc direction", which is an informal way of giving advice to the Project Manager. The Directing a Project processes exist to maintain management control over the whole project on behalf of, if appropriate, Corporate or Program Management. Each stage of a project only continues after management approval.

All of the DP processes are independent of each other.

8. List and explain at least five key objectives of Directing a Project (DP).

Instructor Notes

9. What are the two outputs from “DP – Authorize Initiation”?

Week 2-3 (continued)

Following “DP – Authorize Initiation”, the Project Board has decided to commit the necessary resources to the Initiation Stage. The purpose of the Initiating a Project process is to establish solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project’s products before committing to a significant spend. They have set aside two weeks to complete this with a tolerance of minus two days. Again, you are reminded that time is of the essence as Jack Woods will be traveling extensively at the end of the two weeks period.

You have a very busy two weeks ahead. The first set of activities to perform includes establishing the strategies for the project. The strategies are derived from the corporate or programme management strategies, standards or practices that the project needs to comply with, and the customer’s quality expectations captured in the Project Product Description.

10. What are the project strategies that need to be established? Briefly describe the main elements of each strategy and the outputs that result from each strategy.

One of these strategies is the Configuration Management Strategy.

11. A Configuration Management Strategy is used to identify how, and by whom, the project's products will be controlled and protected.
    a. What is the recommended composition of the Configuration Management Strategy?
    b. What are some of the questions that the Configuration Management Strategy answers?
    c. In which process(es) it is developed and reviewed?
    d. Which roles are responsible for this?
    e. You also need to set up Configuration Item Records. What is their purpose and what is the recommended composition of a CIR?
    f. Finally as part of the Configuration Management Strategy you set up a Product Status Account. What is the purpose of a Product Status Account and what is the recommended composition of a Product Status Account?

Instructor Notes

Another of these strategies is the Communication Management Strategy.

12. The Communication Management Strategy is an important element to consider during the lifecycle of the project.
    a. What is the purpose of the Communication Management Strategy?
    b. Who is responsible for documenting it and when should it first be considered?
    c. At what stage in the project should the Communication Management Strategy be reviewed or updated?
    d. Highlight the compositional elements of the Communication Management Strategy.

Once the strategies have been defined, it is possible to set up the project controls and create the Project Plan. These are parallel and iterative activities as each control will need time and resources to operate, which will need to be documented in the Project Plan. There may be additional controls required as products and activities are identified in the Project Plan.

It is now time to create the Project Plan (IP – Create the Project Plan). This involves planning as much of the project that is visible at this time. It is a statement of how and when the film project is going to be achieved by showing the major products, activities and resources required. This information is needed so that the Business Case can be refined and the Project Board can control the project.

Instructor Notes

13. Briefly outline the composition of the Project Plan.

A PRINCE2® plan is a document describing how, when and by whom a specific target or set of targets is to be achieved. These targets will include the project's products, timescales, costs, quality and benefits. Each project will need an approach to planning. The philosophy behind producing plans in PRINCE2® is that the products required are identified first, and only then are the activities, dependencies and resources required to deliver those products identified. This is known as **product-based planning**.

Instructor Notes

14. There are seven activities within the Plans theme that describe the PRINCE2® approach to planning. Identify the seven activities and briefly describe each of them.

Instructor Notes

Business Case Study

PRINCE2® Practitioner (PR2-312 v3.02)

It is important during the planning activities that you set up a number of key workshops with the various stakeholders, including Tiger Nicklaus, Ed Itor, Steven Spielberg, John Williams and Ida Philmalot. The purpose of these workshops is to develop the Product Breakdown Structure, Product Descriptions and finally a Product Flow Diagram. By defining the products and their quality requirements in advance everyone can see and understand exactly what the promotional film is to deliver, to what quality it has to be produced and the sequence of activities needed to produce it. This proves to be a very helpful exercise as all stakeholders are very clear as to what is to be produced.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Business Case Study

PRINCE2® Practitioner (PR2-312 v3.02)

15. Produce a Product Breakdown Structure for the promotional film project.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

16. a. Describe the composition of a Product Description, highlighting the key elements of each section.

    b. What are the quality headings in the Product Description?

Instructor Notes

Week 2-3 (continued)

Once you have collaborated to produce the Product Breakdown Structure, Product Description and Product Flow Diagram you ask each team responsible for various parts of the film to put together an activity plan. You make it clear that you expect these plans to include what works needs to be completed, the person (or group) responsible for the work and an estimate of how long their respective activities are going to take. They must also schedule their work according to sequence and dependencies. The schedule must include the resource allocation for each activity along with the costs of the resources to assist in the production of the planned budget.

After a number of attempts at consensus around resource allocation and the cost of these resources you finally arrive at a final agreement from all parties. The schedule for the completed work is highlighted below:

Initiating a Project	2 weeks
Story-boarding the promotional film	3 weeks
End of writing the script (including the shooting script)	2 weeks
End of shooting the film	10 weeks
End of editing. This includes offline editing, sound production and graphics	4 weeks
End of music score production	2 weeks
Final post-production. Online editing	1 week

Instructor Notes

17. Management controls work around the three areas of controlled start, controlled progress and controlled close. In the following list indicate whether the item is a Project Board control, a Project Manager control or Corporate/Program management control. Also indicate at which controlled stage they would be seen.

	PB / PM / CP	Start / Progress / Close
Project Mandate		
Project Initiation Document (PID)		
Quality Register		
Customer's Quality Expectations		
Risk Register		
Highlight Report		
Project Tolerances		
Checkpoint Reports		
Work Package Tolerances		
Initiation Stage Plan		
Team Plans		
Next Stage Plan		
Stage Plan Tolerance		
Project Brief		
Exception Plan		
Project Product Description		
Change Control Procedures		
End Stage Assessment		
Business Case		

Instructor Notes

18. Recommend Stages for this project based around the proposed schedule.

While you are very happy with the Product Breakdown Structure, Product Description and Product Flow Diagram you are still concerned about some of the aspects of the project. You decide to run a workshop to identify and define some of the major risks that could derail the project.

Instructor Notes

At this juncture you develop a Risk Management Strategy and create the Risk Register.

19. A Risk Management Strategy describes the specific risk management techniques and standards to be applied and the responsibilities for achieving an effective risk management procedure.
    a. What is the recommended composition of the Risk Management Strategy?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

20. A Risk Register provides a record of identified risks relating to the project, including their status and history. It is used to capture and maintain information on all of the identified threats and opportunities relating to the project.
    a. What is the recommended composition of the Risk Register?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

21. a. Identify a list of possible threats or opportunities that may affect the project.
    b. Identify some primary and secondary risks and estimate inherent and residual risks for this project.

Instructor Notes

22. PRINCE2® identifies nine risk responses, some of which relate to threats and others relating to opportunities. Briefly describe each of the possible risk responses.

Instructor Notes

23. There is a 5 step procedure to Risk Management in PRINCE2.
    a. List and briefly describe each of these 5 steps.
    b. Apply each specific step in summary to the Promotional Films project.

Instructor Notes

Week 2-3 (continued)

Once you have identified and analyzed the possible risks you complete the Project Plan.

It is now possible to complete the full Business Case for the project (IP- Refine the Business Case). This involves refining the outline Business Case together with the Project Plan (costs, resource allocation, schedules etc) and the analysis of the risks. It also includes creating a Benefits Review Plan which includes reviewing the Business Case and checking understanding of the benefits expected of the project, identifying how the achievement of each benefit is to be measured along with capturing the current baseline measures and identifying the timing of benefits reviews.

Instructor Notes

24. The Benefits Review Plan is used for checking understanding of the benefits expected of the project, identifying how the achievement of each benefit is to be measured along with capturing the current baseline measures and identifying the timing of benefits reviews.
    a. What is the recommended composition of a Benefits Review Plan?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

When looking at the Business Case in PRINCE2® it is important to distinguish clearly between an output, an outcome and a benefit:

- **An output** is any of the project's specialist products (whether tangible or intangible)
- **An outcome** is the result of the change derived from using the outputs
- **A benefit** is the measurable improvement resulting from an outcome that is perceived as an advantage by one or more stakeholders.

Example of output, outcome and benefits

Output: New sales system

Outcome: Sales orders are processed more quickly and accurately

Benefits: Costs are reduced by 10%, volume of sales orders increased by 15% and revenue increased by 10% annually.

As the project's outcomes and benefits are often only realized after the project has closed, it is unfortunately easy for projects to become focused solely on creating products (the outputs). The link from the project's outputs to outcomes and benefits should be clearly identified and made visible to those involved, otherwise the original purpose of the project can get lost.

Instructor Notes

25. For this project clearly define what the following output, outcome and benefits might be.
    a. Output
    b. Outcome
    c. Benefit

Instructor Notes

Business Case Study

PRINCE2® Practitioner (PR2-312 v3.02)

You confer with Jack Woods when finalizing the Business Case as he is ultimately responsible for the Business Case in his role as Project Executive. You need to make sure that the business reason for the project still exists. Jack confirms that this is still the case.

It is important at this stage to define a Quality Management System. It should outline the arrangements for Quality Assurance, including independent audits where these are required by the policies of the participating organizations. Key responsibilities for quality should be defined (both within and outside the project organization), including a summary of the approach to Project Assurance.

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

26. The Quality Management Strategy describes how the quality management systems of the participating organizations will be applied to the project and confirms any quality standards, procedures, techniques and tools that will be used. Where models and standards are to be tailored, the tailoring should also be outlined in the Quality Management Strategy for approval.
    a. What is the recommended composition of the Quality Management System?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

Once all the controls are in place, the Project Plan is complete and the Business Case finalized, you have all the plans in place and agreement from all the stakeholders to assemble the Project Initiation Document (IP – Assemble the Project Initiation Documentation). The PID encapsulates all the information needed for the Project Board to make the decision on whether to proceed with the project or to reject it. It can also be used once the project has finished to judge how successful the project has been.

27. Within which Directing a Project (DP) process does the Project Board approve or reject the PID?

28. What other process is invoked at this stage and what other plan (besides the PID) does the Project Board need to approve?

29. What are the major components and inputs of the PID developed during the Initiating a Project and briefly describe each of these?

Week 2-3 (continued)

The Project Board, led by Jack Woods, is very impressed with the work and planning that has been done so far. Jack is still very keen for the project to go ahead, especially now that he understands the time and cost implications. You are given the authority to proceed with the project as planned. The Project Board commits to the allocation of the funds for the project. However, they will only be allocated on a stage by stage basis on approval of the Next Stage Plan during "DP - Authorize a Stage or Exception Plan".

Jack's only concern is the very tight time schedule for completion of the promotional film so that is ready for showcasing at the Premier Golf Developments Golf Challenge Tournament at the Sands Desert Golf Club in Dubai in less than six months. He sets a time tolerance of minus two weeks and a cost tolerance of plus or minus 12%.

Week 4-6

It is now time to start getting to work on the project itself. The first activity to schedule is the completion of the storyboard outlining exactly what the promotional film will encompass. You deliberately keep this as a separate, short stage so that Jack Woods (and the Project Board) can assess the storyboard and approve it before the film begins shooting.

Since you are working with 3rd party suppliers it is important at this juncture that formal contracts between Premier Golf Developments and PPF are put in place. You set about negotiating a Work Package with Ida Philamot and Steven Spielberg that includes the key dates that the storyboard is to be completed (CS – Authorize Work Packages). You have set aside three weeks to complete this and they agree to provide you with a Checkpoint Report once a week.

30. A Checkpoint Report is a progress report of the information gathered at a checkpoint, which is given by a team to the Project Manager, and provides reporting data as defined in the Work Package.
    a. What is the recommended composition of a Checkpoint Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

Due to the tight timeframe you set a tolerance of minus 2 days for this stage and outline the escalation procedure if tolerance is expected to be exceeded. All you expect is a phone call from PPF if the stage goes into exception. You do make sure that there is a procedure to keep track of this however.

Every time you receive a Checkpoint Report you assess the progress against expected time frames. You update the Stage Plan, Risk Register and Issue Register as necessary (CS – Review Work Package status and CS – Review the stage status).

At the start of week 6 you start to prepare for the End Stage Assessment.

Instructor Notes

31. What Controlling a Stage sub-process usually triggers the Managing Stage Boundaries process?

32. What process is invoked when the Project Board performs the End Stage Assessment?

33. Provide a summary of the Managing Stage Boundaries sub-processes that will be used during the End Stage Assessment. Include at least two inputs and two outputs for each sub-process. Assume that everything has gone to plan during the current Stage.

Instructor Notes

34. An End Stage Report is a report given by the Project Manager to the Project Board at the end of each management stage of the project. This provides information about the project performance during the stage and the project status at stage end.
    a. What is the recommended composition of an End Stage Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Weeks 7-16

Jack Woods is very happy with the outcome of the storyboard stage and commits the funds for the next stage. This stage includes the production of the shooting script, which is produced by the Steven Spielberg and his Director of Photography. The actual shooting of the film will be done on location in Australia, Europe, Dubai, South Africa and the Caribbean. The production crew has just less than two weeks at each location, so once again the schedule is very tight. As a consequence you have to negotiate Work Packages with Steven Spielberg and PPF. You ask for weekly Checkpoint Reports and regularly review the status of the stage against the agreed Stage Plan (CS - Review the stage status). You provide fortnightly Highlight Reports to Jack Woods (CS – Report Highlights and DP – Give ad hoc direction).

35. A Highlight Report is a time-driven report from the Project Manager to the Project Board on stage progress.
    a. What is the recommended composition of a Highlight Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

The production stage is going along very nicely until week 12 when you receive a phone call from Steven Spielberg. He has just arrived on location in South Africa. He informs you that the weather in South Africa is extremely bad and is expected to last the entire 7 days of the scheduled shoot. This is going to have a serious impact on the production schedule as the majority of the shoot is outdoors. You log this as an issue (CS – Capture and examine issues and risks) and then perform a quick impact analysis.

36. The Issues Register is used to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis.
    a. What is the recommended composition of the Issues Register?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

You get in contact with Ida Philmalot from PPF and also contact Tiger Nicklaus to get their opinions on the consequences for the project. They both agree with you that there will be significant impact on the final delivery date of the promotional film if the South African production shoot is delayed by a week. Even though the time tolerance has not yet been exceeded, you still realize that time tolerance is forecast to exceed its limit. Even though you have an option to take corrective action to any Project Issues (CS – Take corrective action), this only applies if the stage is forecast to stay within the tolerances set down by the Project Board. Since this is not the case you must escalate the issue (CS – Escalate issues and risks). You create an Issues Report.

37. The Issue Report is a report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.
    a. What is the recommended composition of the Issue Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

38. Is the project now in Exception? If so explain why this may be the case.

Instructor Notes

39. At this point you need to prepare an Exception Report. This is a description of the exception situation, its impact, options, recommendation and impact of the recommendation.
    a. What is the recommended composition of an Exception Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

40. The decision by the Project Board in response to an issue or escalation may lead to a number of different outcomes. What are some of the possible outcomes in relation to a Request for change, an off-specification or a problem/concern that the Project Board may decide?

Weeks 7-16 (continued)

You produce an Exception Plan to Project Board. During this process you update the Project Plan (SB – Update the Project Plan), Business Case (SB – Update the Business Plan) and Risk Register to reflect the new details. You present this during DP – Authorize a Stage or Exception Plan.

41. An Exception Plan is a plan prepared for the appropriate management level to show the actions required to recover from the effect of a tolerance deviation. If approved, the Exception Plan will replace the plan that is in exception and it will become the new baselined Project Plan or current Stage Plan as appropriate.
    a. What is the recommended composition of an Exception Plan?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

The Project Board decides to accept the Exception Plan and continue under that plan until the end of the stage. The Exception Plan states that there will not be any footage of the South African golf courses. While this is obviously not ideal it is considered necessary since the remaining timeline for the film production cannot bare further delay. You receive weekly Checkpoint Reports from Steven Spielberg until the end of the production shooting. All the remainder of the production schedule goes very well.

Week 17-20

The production shoot went very well besides the location shoot in South Africa. It is now time to start the offline editing. This also includes the sound production and the graphics for the film. Under normal circumstances, PPF would finish the editing in-house. However they are unable to complete this work as all their in-house resources are utilized. PPF have put in place an arrangement with the independent editing company Edit R Us to complete this work. Thankfully, you have already met with the manager of Edit R Us, Ed Itor, during the SU and IP stages and all stakeholders are in agreement as to the course of action. He will perform the Team Manager role during this stage. You put together a formal contract with Edit R Us and a Work Package that outlines the work that needs to be done during this stage.

Instructor Notes

42. Outline the main tasks that the Team Manager is responsible for during Managing Product Delivery (MP).

Instructor Notes

43. A Work Package is the set of information relevant to the creation of one or more products. It will contain a description of the work, the Product Description(s), details of any constraints on production, and confirmation of the agreement between the Project Manager and the person or Team Manager who is to implement the Work Package that the work can be done within the constraints
    a. What is the recommended composition of a Work Package?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Week 21- 22

You are very happy with the work done by Edit R Us and more importantly, the Project Board is also happy. The promotional film is almost complete. One of the final stages involves adding the music. You engage John Williams to compose the score, with assistance from PPF and Edit R Us. Once again, you complete a Work Package, clearly articulating the tolerances, management controls, and the quality criteria expected. John Williams is an extremely experienced composer and has the work completed well within tolerance and to a very high standard.

Week 23-25

You now enter into the final stage of finishing the online edit of the film to produce the final directors cut. This involves close collaboration between all stakeholders. You are quickly approaching the deadline of the project as the Premier Golf Developments Golf Challenge Tournament held at the Sands Desert Golf Club in Dubai is only 4 weeks away and the promotional film must be ready to be shown at this event.

At the end of week 24 you finally receive confirmation from PPF that the final cut of the promotional film is ready. You immediately organize a Quality Review (you have performed a number of these reviews already throughout the project).

Instructor Notes

44. Describe some of the benefits of using the PRINCE2® Quality Review technique.

Instructor Notes

45. Quality in PRINCE2® is very focused on customer quality expectations and acceptance criteria. Briefly provide a definition for each of these and highlight the main differences between the two.

Instructor Notes

46. Outline the steps involved in undertaking a Quality Review.

47. There are four specific roles involved in the quality review procedure. Outline the main tasks associated with each role and the major responsibilities of each role.

The results of the quality review need to be added to the Quality Register. The Quality Register is effectively a diary of the quality events planned and undertaken (for example, workshops, reviews, inspections, testing, pilots, acceptance and audits). It is created during the Initiating a Project process as the products and quality control measures are being defined. It is then maintained (in line with the current baseline plans) throughout the project.

As the project progresses and records of the quality activities are received, the Quality Register is updated to reflect (in summary form) the actual results from the quality activities. The Quality Register provides key audit and assurance information, relating what was planned and agreed (in the Quality Management Strategy and Product Descriptions) to the quality activities actually performed.

Week 23-25 (continued)

During the quality review process it is determined that the opening and closing credits do not meet the quality criteria. Thankfully, this was recognized within time tolerance and it is corrected by PPF in less than two days.

After the issues with the credits are corrected and formally signed off the quality review is finalized. During the Review the Stage Status process you recognize that you have come to the end of the final stage of the project. You make a recommendation to the Project Board that the project resources and the support services can be disbanded. The Project Board confirmations your recommendation. It is time to trigger the formal closure of the project. You formally notify all relevant parties of the project closure. This allows any outstanding payments to be collected and distributed.

You expect the formal closure process to proceed fairly smoothly as PPF, Edit R Us and John Williams have all had accurate and detailed Product Descriptions to work from and they have diligently adhered to these. This has enabled the film to match the customer quality expectations and the acceptance criteria without any surprises. Jack Woods, through his role as Project Executive, has been kept fully aware of the project status throughout the process, even though he has been traveling extensively.

Before closure of the project can be recommended, you must ensure that the expected results have all been achieved and delivered (CP- Prepare planned close). This involves updating the Project Plan with actuals from the final stage and requesting a Product Status Account from Project Support to ensure that the project's products have been approved by the authorities identified in their Product Descriptions and that they meet all the quality criteria, or are covered by approved concessions. It is also important to confirm that the project has delivered what is defined in the Project Product Description, and that the acceptance criteria have been met. Jack Woods is very happy with the finished promotional film and is delighted that it actually exceeds his expectations. PPF is also very happy with the product that they delivered despite a few reservations at the beginning of the project around the lack of internal resources and the need to outsource the editing and music. Finally you go to Jack Woods and seek approval to release the resources.

It is now time to formally hand over the product (CP – Hand over products). You prepare follow-on action recommendations for the promotional film to include any uncompleted work, issues and risks. You also check that the Benefits Review Plan includes post-project activities to confirm benefits that cannot be measured until after the promotional film has been shown. Finally you confirm acceptance for the film with Jack Woods and transfer the responsibility for the film (making sure that you update the products' Configuration Item Records at this time).

Finally, you evaluate the project and how it has gone (CP – Evaluate the project). You write an End Project Report and prepare a Lessons Report. The Lessons Report should include a review of what went well and what went badly.

48. The End Project Report is a report given by the Project Manager to the Project Board that confirms the handover of all products and provides an updated Business Case and an assessment of how well the project has done against the original Project Initiation Documentation.
    a. What is the recommended composition of an End Project Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

49. The Lessons Report is a report that documents any lessons that can be usefully applied to other projects. The purpose of the report is to provoke action so that the positive lessons become embedded in the organization(s) way of working and that the organization(s) is able to avoid the negative lessons on future projects.
    a. What is the recommended composition of a Lessons Report?
    b. In which process(es) it is developed and reviewed?
    c. Which roles are responsible for this?

Instructor Notes

Once you have confirmed that the project can be closed, a closure recommendation should be raised to the Project Board (DP – Authorize project closure).

50. The Project Board, in Authorize project closure, must assess the original and current versions of the Project Initiation Documentation and Project Plan. What are they trying to understand by undertaking this activity?

51. Describe the activities that are undertaken during DP- Authorize project closure.

Jack Woods is delighted with the end product of the project: the promotional film. However he is equally as impressed with the way that you managed the project to such a successful outcome.

Congratulations!!!

52. The ability to tailor PRINCE2® to any type of project is an essential skill of any project manager. Identify and highlight at least 5 key areas how this project demonstrates the application of tailoring PRINCE2.

Instructor Notes

The PRINCE2® process model is made up of 7 main processes: Starting Up a Project (SU), Initiating a Project (IP), Directing a Project (DP), Controlling a Stage (CS), Managing Project Delivery (MP), Managing Stage Boundary (SB) and Closing a Project (CP). Within each of these major processes are sub-processes that may link to other sub-processes within/external-to their parent process.

Produce a summarized, simple process diagram for PRINCE2® that demonstrates the end-to-end sequence through a PRINCE2® project. Provide a briefly description for each step in the Process diagram.

Sample Exams

Instructor Notes

The Practitioner Examination

FX02
Scenario Booklet
This is a 2.5-hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 8 questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 55% (44 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet,* the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

Candidate Number: ....

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

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Project Scenario

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

There has been a reduction in the number of orders at the MNO Manufacturing Company due in part to the increased marketing activities of its competitors. To help counter this, the company has decided to create a promotional calendar for next year for all its current and prospective customers. The end product of this project will be a prepared calendar pack, ready for printing.
The design of the calendar will be similar to one sent out previously, and must reflect the company image as described in the existing corporate branding standards. Another project is currently producing a new company logo which is to be printed on each page of the promotional calendar. The prepared calendar pack will consist of:

- Design for each month - correctly showing all public holidays and new company logo
- Selected photographs - 12 professionally-produced photographs, showing different members of staff
- Selected paper and selected envelope - for printing and mailing the calendar
- Chosen label design - a competition to design a label will be held as part of this project
- List of customers - names and addresses of customers to whom the calendar will be sent.

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

Stage 2 will include the activities to:

- create the customer list using information from the Accounts and Marketing departments
- confirm compliance with the Data Protection Legislation
- create a design for each month - this will be done by the internal creative team
- select and appoint a professional photographer
- gather photograph design ideas from previous project and agree photographic session schedule
- prepare a production cost forecast
- select paper and envelope.

Stage 3 will include the activities to:

- produce and select the professionally-taken photographs
- hold the label design competition and choose the label design
- assemble the prepared calendar pack.

A production cost forecast, based on the options and costs for the paper, envelope, printing and mailing of the calendar is to be produced in stage 2. However, the actual production and distribution of the calendars is not within the scope of this project. The product cost forecast will be reviewed by the Project Board to determine whether the project should continue.
It is now 05 October and the prepared calendar pack must be delivered to the print company by 30 November, to enable printing and distribution of the calendar in time for Christmas. The cost of the activities to develop the specialist products and the cost of the project management activities are estimated to be £20,000. There is a project time tolerance of +1 week / -2 weeks and a project cost tolerance of +£6,000 / -£6,000. A change budget of £500 has been allocated but there is no risk budget.

Question 1: Business Case Theme - Additional Information

During the initiation stage, the Project Manager met with the Marketing Director to find out more about the requirements of the promotional calendar and recorded the following notes:

There has been a reduction in the number of orders at MNO Manufacturing due in part to the increased marketing activities of its competitors. 10% of customers have not re-ordered in this financial year and staff morale is poor. A number of skilled staff have left as a result and replacement staff have not been recruited due to the reduced operation. If the project is successful, a recruitment campaign will be required to fill the existing staff vacancies and there may be a requirement for additional staff. Operational costs are likely to increase because skilled staff are expensive and difficult to find.

In financial terms, there were a total of 1,500 orders in the last financial year, each with an average profit of £2,000. The Marketing department believes that sending a promotional calendar to the company's current and prospective customers would increase orders by at least 10%, with a minimum of 10 further orders from the list of prospective customers within 12 months from the date of distribution.

The Marketing Director will be funding the project from the business marketing budget. She believes that the effect of a good company image portrayed by a successful calendar would last into a second year. She has forecast the same increase in orders for a second year and predicts that the annual employee satisfaction survey will show a measurable improvement in staff morale.

A number of alternatives were explored, including:

- 20% discount for all repeat customers - not cost-effective and very short term
- A promotional calendar as a free Christmas gift - would target current and prospective customers and the benefits would last into a second year
- A series of television and press advertisements - would be too expensive
- Creation of an internet website - would not suit all customers.

The calendar is seen as the favoured option, as long as the company's competitors do not increase their marketing activity. Whilst the Marketing department wants a very high quality, glossy product, the project management team must be aware of the cost this will incur.

Question 2: Organization Theme - Additional Information

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

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

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

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

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

Portraits Ltd: This is a professional photographic company with a number of excellent photographers and a history of successful work. This company has been selected to take the photographs for the company calender. It has yet to be decided which of the photographers to use.

Instructor Notes

Question 3: Quality Theme - Additional Information

Extract from the Project Product Description (with errors)

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

Question 5: Risk Theme - Additional Information

A photographer from Portraits Ltd, a professional photographic company, has taken on the role of Team Manager after taking some time to understand the requirements of the project. A contract for his services has been set up and is being monitored by the Purchasing Manager, and a Work Package has been agreed. This contract specifies that the photographer must arrange a meeting with the Engineering Manager to establish a schedule for the photographic sessions to minimize the impact on the Engineering staff. This meeting should have occurred a week ago. The photographic sessions are scheduled to take place in two days time.

The Engineering Manager was made aware of this requirement. However, when asked by the Project Manager, he reported that he had received no communication from the photographer. The Project Manager has tried to call the photographer and has had no response. The Project Manager believes there is a risk that Portraits Ltd are overbooking work and prioritizing other clients' work. If Portraits Ltd do not deliver on schedule the project will be delayed and the expected benefits will be reduced.

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

Question 6: Plans Theme - Additional Information

Product Summary

A list of customers will be collated. This will use existing information from the Accounts department database about current customers, and existing information from the Marketing department database about prospective customers.

Using the tariff of mailing costs available from the Post Office, a production cost forecast will be produced to allow the CEO and the Marketing Director to decide whether to continue with the project. If they decide to continue, they will give the approval to launch the internal label design competition. Competition rules will be drawn up and details of the competition will be communicated to staff. The label design will then be chosen from the competition entries.

The photographs for the calendar must be based on existing photograph design ideas available from the Marketing department. Designs for each month will be created to show the required layout of each page.

Additional Information continues on the next page

continued

Question 6: Plans Theme - Additional Information

Extract from Stage Plan for stage 3.

(All entries are **true statements** but may not be shown under the correct heading or in the correct document).

Plan description	1. Stage 3 is the final stage of the project and will deliver the photos, the label design competition entries, the winning label design and the prepared calendar pack.
Plan prerequisites	2. Increase in orders and improved company image. 3. The production cost forecast must be acceptable to the Project Board if the photography and label design competition are to go ahead. 4. The customer list is accurate and complete.
External dependencies	5. A separate project has been reviewing the company's branding. The company logo, required for the label design competition, is being updated. The new company logo is to be supplied by the other project in two weeks time. 6. Customer details will be supplied from the Accounts department and the Marketing department customer databases for the customer list. 7. The label design must contain the new company logo.
Planning assumptions	8. A suitable entry will be received from the label design competition. 9. The photo session schedule created two weeks ago correctly reflects the availability of the engineering staff. 10. Each photo must feature different members of the Engineering team.
Monitoring and control	11. The Project Plan is to be updated with actuals. 12. A Highlight Report will be created for the Project Board every two weeks. 13. The Stage Plan will be reviewed at the end of each day, to assess forecast against actuals. 14. Product Status Accounts will be produced by Project Support, at the request of the Project Manager, to summarize current and historical data concerning each of the project's products.

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The Practitioner Examination

FX02

Question Booklet

Candidate Number: ....

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Syllabus areas covered:

Question 1 - Business Case Theme

Question 2 - Organization Theme

Question 3 - Quality Theme

Question 4 - Starting Up a Project + Initiating a Project Processes

Question 5 - Risk Theme

Question 6 - Plans Theme

Question 7 - Progress Theme

Question 8 - Directing a Project + Managing a Stage Boundary + Closing a Project Processes

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	A	6

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions.

Each question provides a list of only **true statements** about the Calendar project, but only 2 statements are appropriate entries for that heading of the Business Case.

Remember to select 2 answers to each question.

1	Which **2** statements should be recorded under the **Reasons** heading?	
	A	The Marketing department believes that sending a promotional calendar to current and prospective customers will increase orders by at least 10%.
	B	10% of customers have not re-ordered in this financial year.
	C	1,500 orders are expected, each with an average profit of £2,000.
	D	The Marketing department believes that the effect of a good company image, portrayed by a successful calendar, will last into a second year.
	E	MNO Manufacturing is experiencing a reduction in order numbers due in part to the increased marketing activities of its competitors.
2	Which **2** statements should be recorded under the **Business options** heading?	
	A	Produce a promotional calendar as a free Christmas gift to current and prospective customers.
	B	Use a professional photographer to create the photographs for the calendar.
	C	Create the photographs for the calendar internally.
	D	Outsource the creation of the calendar to a professional marketing company.
	E	Do nothing.
3	Which **2** statements should be recorded under the **Expected benefits** heading?	
	A	Increase orders by at least 10% with a minimum of 10 further orders from the list of prospective customers within 12 months.
	B	The calendar will be similar to calendars sent out in previous years.
	C	The Marketing department believes that the benefits of good company image, as portrayed by a successful calendar, will last into a second year and bring the same increase in orders.
	D	The calendar will contain photographs of both staff and company products.
	E	The Marketing department want a very high quality, glossy product as they believe this will be more appealing to customers.

Question continues on the next page

Instructor Notes

Question continued

4	Which **2** statements should be recorded under the **Expected dis-benefits** heading?		
	A	A high quality, glossy product will involve additional costs.	
	B	Individuals in the engineering team who are not selected to appear in the calendar photographs will become de-motivated.	
	C	The calendar may not result in the expected 10% increase in orders.	
	D	As the Calendar project is a priority for the MNO Manufacturing Company, the delivery of other projects within the Marketing department will be delayed.	
	E	The calendar may not result in the 10 further orders from the list of prospective customers in 12 months.	
5	Which **2** statements should be recorded under the **Timescale** heading?		
	A	Benefits will be lost if the project is not completed on time.	
	B	A recruitment campaign to fill the existing staff vacancies will need to take place in the next 12 months.	
	C	Additional 10% increase in orders in year two.	
	D	The prepared calendar pack must be delivered by the first week in December.	
	E	The print company requires a 2-week notification period of the calendar pack delivery.	
6	Which **2** statements should be recorded under the **Costs** heading?		
	A	The MNO marketing budget this year is £120,000.	
	B	No known ongoing operations or maintenance costs.	
	C	10 further orders with an average profit of £2,000 will deliver a benefit of £20,000 in the first year.	
	D	The new company logo is estimated to cost £4,000.	
	E	Project costs are estimated to be a total of £26,500.	

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Business Case Theme	1	B	4

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	If the calendar option is changed there should be a review of, and possible changes to, the Business Case.	BECAUSE	A Business Case includes options for the delivery of the chosen solution.
2	The Business Case will no longer be viable if the prepared calendar pack is not available for printing until the first week of December.	BECAUSE	A Business Case is no longer viable if stage tolerances are exceeded during a project.
3	The fact that the project's aim is to try to counter the fall in orders should be documented in the Project Brief.	BECAUSE	An outline Business Case contains the reasons why a project is needed and forms part of a Project Brief.
4	The expected improvement in staff morale should NOT be recorded as a benefit in the Business Case.	BECAUSE	Only those benefits that can be measured in financial terms should be defined in a Business Case.

Instructor Notes

Question Number 2
Syllabus Area Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	A	6

The following questions include only **true statements** about an individual from the project organization. Only 2 statements explain why, in the context of roles and responsiblilities within a PRINCE2 organization structure, the individual is a suitable candidate for that role.

Remember to select 2 answers to each question.

1	Which **2** statements explain why the Marketing Director would be appropriate as the Executive for this project?	
	A	She has been with the company for three years.
	B	She previously had a successful career in publicity.
	C	She is able to represent the business needs of MNO Manufacturing.
	D	She has authority to commit the marketing budget, from which the project will be funded.
	E	She requires more experience working with the engineering industry.
2	Which **2** statements explain why the CEO would be appropriate as the Executive for this project?	
	A	He started the company 25 years ago.
	B	He knows his job well.
	C	He restricts his visits to the engineering area.
	D	He has authority to commit resources as required.
	E	He has an overall perspective of the business's strategic requirements.
3	Which **2** statements explain why the Marketing Director would be appropriate in a Senior User role for this project?	
	A	She can represent the Marketing department.
	B	She previously had a successful career in publicity.
	C	The Marketing department will help to deliver the benefits of this project.
	D	The project will be funded from the business marketing budget.
	E	A number of the products will be produced by the Sales department and the Marketing department.

Question continues on the next page

Question continued

4	Which **2** statements explain why the Sales Manager would be appropriate in a Senior User role for this project?	
	A	He joined the company last year with huge enthusiasm.
	B	He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
	C	The launch of a company calendar will impact the Sales department.
	D	He reports directly to the Marketing Director.
	E	He is able to represent current and prospective customer interests.
5	Which **2** statements explain why the Purchasing Manager would be appropriate in a Senior Supplier role for this project?	
	A	He is responsible for advising on the acceptance methods to be included in supplier contracts.
	B	He will procure the resources and materials required for the project's products.
	C	He was an engineer and worked in that area before taking up his current position.
	D	He can monitor the production cost forecast against the Business Case and ensure value for money.
	E	He is not appropriate for the role of Executive or Senior User.
6	Which **2** statements explain why the Sales Manager would be appropriate in a user assurance role for this project?	
	A	He joined the company last year with huge enthusiasm and is keen to increase sales.
	B	He can provide an evaluation of the potential impact the calendar will have on sales.
	C	He is able to advise on suitable stakeholder engagement of current and prospective customers.
	D	He would like to move into the Marketing department in the future and sees this as an opportunity to work closely with the Marketing Director.
	E	He can resolve any conflict in requirements between the Sales department and the Marketing department.

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	B	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The Senior User role should be shared by the Marketing Director and the Engineering Manager.	BECAUSE	Those who provide specialist resources to the project development teams should perform a Senior User role.
2	Bright Lights and Portraits Ltd are both stakeholders on the Calendar project.	BECAUSE	Anyone who can affect a project is a stakeholder on that project.
3	A single member of Central Records should NOT perform both a Project Support and a Project Assurance role on this project.	BECAUSE	It is necessary to keep Project Support and Project Assurance responsibilities separate.
4	The Engineering Manager should be included in the Communication Management Strategy.	BECAUSE	The Communication Management Strategy describes the communication tools to be used.

Instructor Notes

Question Number 3
Syllabus Area Quality Theme

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	A	3

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

	Column 1	Column 2
1	Understanding the customer's quality expectations.	A Quality assurance
2	Approval of the project's products.	B Quality control
3	Confirmation that corporate management standards and policies are being adhered to.	C Quality planning

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	B	4

An address label is required for the envelope. The design of the label will be selected from entries to an internal label design competition. The winning label design will be included in the prepared calendar pack given to the printing company. The label should be half the size of the selected envelope (+5%/-5%), and use an attractive, large font for the customer's name and address. The new company logo must be integrated into the label design. The Project Board will be asked to review all entries and select the winning label design.

The information in Column 1 may be entered in the Product Description for the chosen label design. Column 2 is a list of the quality headings (excluding Quality Method) in a Product Description. For each entry in Column 1 decide if it should be included under one of the Product Description headings shown and select the appropriate answer from Column 2.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Half the size of the selected envelope.	A NOT included
2	Printing company.	B Quality criteria
3	Project Board.	C Quality tolerance
4	+5% / -5% of the required label size.	D Quality skills required
		E Quality responsibilities

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	3

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Project Product Description. Remember to select 2 answers to each question.		
1	Which **2** statements apply to the **Derivation** section?	
	A	Move entry 9 to **Composition** because this is within the scope of the project.
	B	Delete entry 10 because this is NOT a source product for this project.
	C	Delete entry 11 as this is already correctly shown under **Development skills required**.
	D	Move entry 12 to **Composition** because this is within the scope of this project.
	E	Add 'Professional photographer'.
2	Which **2** statements apply to the **Customer's quality expectations** section?	
	A	Delete entry 16 because this should be shown on the Product Description for the photos.
	B	Delete entry 17 because this is beyond the scope of this project.
	C	Delete entry 18 because standards should NOT be shown here.
	D	Delete entry 19 because this should appear in the Product Description for the calendar and not the Project Product Description.
	E	Delete entry 20 because this is an expected benefit and should be recorded in the Business Case.
3	Which **2** statements apply to the **Acceptance criteria** section?	
	A	Amend entry 21 to 'Appearance - 12 photographs each showing different members of staff'.
	B	Move entry 21 to **Composition** because the photographs are part of the project product.
	C	Delete entry 22 because the development of the new company logo is not within the scope of the Calendar project.
	D	Move entry 23 to **Derivation** because the Data Protection Legislation already exists.
	E	Delete entry 24 because this is NOT a suitable acceptance criteria for this project.

Question Number 4

Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	A	3

Column 1 is a list of decisions to be made about the project. For each decision in Column 1, decide whether or not it is made in the Starting up a Project process and indicate in which order the decisions should occur.

	Column 1	Column 2
1	Approval of the feasibility study before any work on the project can commence.	A Not made in the Starting up a Project process
2	Assess which parties should be involved during the project, as suggested by previous development projects.	B First
3	Evaluate possible candidates for Project Manager and decide which should be appointed.	C Second
		D Third

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	B	2

Using the Project Scenario, answer the following question.

The Project Manager has been asked to prepare the Project Brief for the Calendar project. The following questions include only **true statements** about the project, but only one statement is an appropriate entry for that heading of the Project Brief.

1	Which statement should be recorded as a project interface under the **Project definition** heading?	
	A	The new company logo will be supplied by another project.
	B	The design of the calendar will be derived from the design used to create previous calendars.
	C	The calendar will be designed by the internal creative team.
	D	A professional photographer will be commissioned to take the photographs.
2	Which statement should be recorded under the **Project approach** heading?	
	A	The end product of this project will be a prepared calendar pack, ready for printing.
	B	The photography for the calendar is to be outsourced to a professional photographer.
	C	A production cost forecast, based on the costs for the materials, printing and mailing is to be produced in stage 2.
	D	The actual production and distribution of the calendars is not within the scope of this project.

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	4	C	5

Using the Project Scenario, answer the following questions about the Starting up a Project process and the Initiating a Project process.

Decide whether the actions taken represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1 When creating the Project Plan, the Project Manager identified the new company logo as an external dependency.
Is this an appropriate application of PRINCE2 for this project?

- A No, because the new company logo should be identified in the Business Case as part of the reasons for undertaking the project.
- B No, because the new company logo should be identified in the Project Plan as an internal dependency.
- C Yes, because the new company logo is required to produce the calendar and is being produced by another project.
- D Yes, because the production of the new company logo will need to be controlled by the Project Manager.

2 During the initiation stage, the Project Manager created the Product Description for the designs for each month.
Is this an appropriate application of PRINCE2 for this project?

- A No, because all Product Descriptions should be created during the Managing a Stage Boundary process, when preparing the Stage Plan.
- B No, because it is the Project Product Description that should be created to define what the project must deliver in order to gain acceptance.
- C Yes, because the Project Manager should create Product Descriptions for all of the products to be delivered by the project as part of the Project Plan.
- D Yes, because Product Descriptions for the major products of the project should be created when preparing the Project Plan.

3 When setting up the project controls, the Project Manager identified dates for two end stage assessments, one for each of the management stages following initiation.
Is this an appropriate application of PRINCE2 for this project?

- A No, because the Closing a Project process is used at the end of the final stage.
- B No, because there are three stages in this project.
- C Yes, because the Project Manager needs to report how the stage performed and provide an update on the Business Case.
- D Yes, because the Project Board needs to be made aware of these dates so as to ensure its availability.

Question continues on the next page

Question continued

4	The Project Manager has now completed the Project Plan which contains the Work Packages for each of the project's products. Is this an appropriate application of PRINCE2 for this project?		
	A	No, because Work Packages should be created during the Starting up a Project process to support the Project Product Description.	
	B	No, because the Project Plan does not contain the content of each Work Package.	
	C	Yes, because the tolerance(s) set in the Project Plan are derived from the Work Package tolerance(s).	
	D	Yes, because the Project Board will require this information in order to set tolerance(s) for the Team Manager(s).	
5	At the end of the initiation stage, the Project Manager has updated the Project Plan to show how and when all of the expected benefits of the promotional calendar will be measured and captured. Is this an appropriate application of PRINCE2 for this project?		
	A	No, because any changes to the Project Plan should be approved by the Project Board.	
	B	No, because most of the expected benefits will be achieved after the project has closed.	
	C	Yes, because it is important to define each benefit in quantifiable terms so that measurable improvements can be made.	
	D	Yes, because the expected benefits of the promotional calendar can be measured during the life of the project.	

Question Number 5
Syllabus Area Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	A	5

The project is now in stage 2. The Project Manager has heard about the possibility of a competitor also producing a calendar to be delivered earlier than the target date for this project. There is a threat that the early release of a competitor's calendar may weaken the impact of the MNO Manufacturing Company calendar, thereby reducing the anticipated benefits of the Calendar project.

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

	Column 1	Column 2
1	Record the risk in the Risk Register and monitor the situation.	A Avoid
2	Decide not to compete and cancel the project.	B Reduce
3	Bring the target date of this project forward.	C Fallback
4	Wait for confirmation of the rival's calendar and, if required, include additional gifts with the calendar as an extra incentive.	D Transfer
5	Carry on with the project as planned on the basis that the MNO Manufacturing Company calendar is believed to be of better quality.	E Accept
		F Share

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	B	5

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

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

Question Number 6
Syllabus Area Plans Theme

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	A	2

Answer the following questions about plans. Remember to select 2 answers to each question.		
1	During which **2** activities should a plan be produced?	
	A	When a Work Package is authorized, in the Controlling a Stage process.
	B	When preparing for planned closure, in the Closing a Project process.
	C	When a Work Package is accepted, in the Managing Product Delivery process.
	D	When escalating issues and risks, in the Controlling a Stage process.
	E	When planning project closure, in the Managing a Stage Boundary process.
2	Which **2** statements concerning responsibility for creating plans are correct?	
	A	The Team Manager is responsible for creating Stage Plans.
	B	The Team Manager is responsible for creating Team Plans.
	C	Project Support is responsible for creating Team Plans.
	D	The Project Board is responsible for creating the Project Plan.
	E	The Project Manager is responsible for creating the Project Plan.

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	B	4

Using the Project Scenario and the Product Summary provided as additional information for this question in the *Scenario Booklet*, answer the following questions about the plan for this project.

Decide whether the statements reflect an appropriate application of the product-based planning technique for this project and select the response that supports your decision.

1	'Production cost forecast' has been shown as an external product in the product flow diagram. Is this an appropriate application of product-based planning for this project?	
	A	No, because the 'production cost forecast' is required for making a decision.
	B	No, because the 'production cost forecast' is being created within the scope of the plan.
	C	Yes, because the 'production cost forecast' is dependent on an external product.
	D	Yes, because the 'production cost forecast' is required for making a decision.
2	'Tariff of mailing costs' has been shown in the product breakdown structure as a product to be created or modified by the project. Is this an appropriate application of product-based planning for this project?	
	A	No, because the 'tariff of mailing costs' is being supplied by the Post Office.
	B	No, because the 'tariff of mailing costs' already exists.
	C	Yes, because the 'tariff of mailing costs' will be used to create the 'production cost forecast'.
	D	Yes, because the project costs may change.
3	'Accounts database' has been shown on the product flow diagram as an external dependency for the 'list of customers'. Is this an appropriate application of product-based planning for this project?	
	A	No, because 'accounts database' already exists and should not be shown on the product flow diagram.
	B	No, because the 'accounts database' should be shown as an internal dependency for the 'list of customers'.
	C	Yes, because 'accounts database' is being supplied by the Accounts department.
	D	Yes, because 'accounts database' already exists and will be required to produce the 'list of customers'.
4	'Choose label design' has been shown on the product breakdown structure as a product to be created or modified by the project. Is this an appropriate application of product-based planning for this project?	
	A	No, because 'choose label design' is an activity.
	B	No, because the competition entries are external to the scope of the plan.
	C	Yes, because the label design will be chosen from entries to the competition.
	D	Yes, because the competition entries are within the scope of the plan.

Syllabus Area	Question Number	Part	Marks
Plans Theme	6	C	4

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

The Stage Plan for stage 3 has been produced.

The Engineering Manager insists that there are to be no interruptions to operations whilst photographs are being taken of the engineering staff performing their everyday duties and operating machinery. Two weeks ago the professional photographer produced the photographic session schedule based on the operational staff schedule. The operational staff schedule is produced weekly and maintained by the Engineering Manager.

None of the £500 change budget has been used to date and this is available for the stage.

Remember to select 2 answers to each question.

1	Which **2** statements apply to the **Plan prerequisites** section?	
	A	Delete entry 2 because these are project benefits not prerequisites of the stage.
	B	Delete entry 3 because the production cost forecast is a deliverable of stage 2, not a prerequisite for stage 3.
	C	Delete entry 4 because the customer list is NOT needed to start the work in stage 3.
	D	Add 'Engineering team must be made available for the photographic session'.
	E	Add ‘Compliance with the Data Protection Legislation’.
2	Which **2** statements apply to the **External dependencies** section?	
	A	Delete entry 5 because the new company logo is being delivered by a separate project and will be detailed in the plans for that project.
	B	Move entry 5 to **Plan prerequisites** because the new company logo will influence the label designs.
	C	Move entry 5 to **Plan description** because the new company logo will be delivered during stage 3.
	D	Delete entry 6 because the customer details were used in stage 2 to create the customer list.
	E	Delete entry 7 because it should be shown in the Product Description for the chosen label design.

Question continues on the next page

Question continued

3	Which **2** statements apply to the **Planning assumptions** section?	
	A	No change to entry 8 because this cannot be confirmed until all of the label designs entries have been received and an assessment made.
	B	Move entry 8 to **External dependencies** because the label designs are created outside of the scope of the project.
	C	Delete entry 9 because the photographic session schedule should have been approved as part of stage 2.
	D	Move entry 9 to **External dependencies** because the photographic session schedule is created by the professional photographer.
	E	Delete entry 10 because the inclusion of different members from the Engineering team in each photo should be shown in the Product Description for the photographs.
4	Which **2** statements apply to the **Monitoring and control** section?	
	A	Amend entry 11 to show the Project Plan wil be updated with actuals at the end of the stage.
	B	No change to entry 12 because this describes how the Project Board will monitor progress.
	C	Move entry 12 because the Highlight Reports are deliverables of this stage and should be shown on the product breakdown structure.
	D	Delete entry 13 because this is part of the Controlling a Stage process.
	E	Delete entry 14 because the Product Status Account is NOT an ad-hoc report. It is produced at the end of each stage to identify any variations between planned status, reported status and actual status of the stage's products.

Instructor Notes

Question Number 7

Syllabus Area Progress Theme

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	A	5

Using the Project Scenario, answer the following questions about the use of PRINCE2 controls in this project.

1	At the end of initiation there is +1 week / -2 weeks time tolerance for this project. Which statement is true?		
	A	There can be no time tolerances for any of the stages.	
	B	All of the project level time tolerance can be allocated to stage 2.	
	C	The Stage Plan for stage 2 could create some additional project time tolerance by allowing no time tolerance in Team Plans.	
	D	Additional time tolerance for the project could be found by adding extra resources without affecting other tolerances.	
2	During stage 2, if the Project Manager decides to recommend that the Project Plan is revised to finish three weeks later, which statement is correct?		
	A	The tolerances stated in the Project Plan CANNOT be changed.	
	B	The Executive needs to seek formal approval from corporate management to implement this change.	
	C	The current project must close prematurely and be restarted with a new Project Plan, a new Business Case and new Risk Register.	
	D	The revision of the Project Plan would have to wait until the end stage assessment of stage 2.	
3	As the project approaches the end of stage 2, the Project Manager has requested a Product Status Account to ensure that all products are at their expected point of development. Although the list of customers has been quality reviewed, it has not been baselined because the Marketing department has not provided all of the prospective customers' details. What initial action should the Project Manager take?		
	A	Delay producing the End Stage Report until the list of customers has been baselined.	
	B	Raise an Exception Report to the Project Board to highlight the issue.	
	C	Check the target sign-off date for the list of customers.	
	D	Update the product status to 'baselined' and obtain a commitment from the Marketing department to finish this work within the next few days.	

Question continues on the next page

Question continued

4	Whilst identifying the mailing costs for the calendars the Project Manager was surprised to find the costs could vary considerably depending on the size of the package and the delivery service used. For the purpose of this project, the Project Manager has selected an appropriate service but feels that a corporate standard for postage would have reduced the time and effort invested. It could reduce the company's overheads by up to £20,000 per year. How should the Project Manager record this observation within the project?		
	A	Produce a project mandate, outlining the potential savings to be achieved by the introduction of a corporate standard.	
	B	Make a note of the observation in the Daily Log to be transferred to a Benefits Review Plan at the end of the project.	
	C	Record the observation in an Exception Report to the Project Board.	
	D	Make an entry in the Lessons Log for future consideration by corporate management.	
5	The team member collating the list of customers has now forecast that it will NOT be complete by the end of this stage as originally planned, due to a number of new prospective customers' details not yet being available. What action should the team member take?		
	A	Report the forecast delay in the next Checkpoint Report to the Executive.	
	B	Add the product to the next Stage Plan in order to allocate additional resources and complete the work.	
	C	Make an entry in the Risk Register so the Project Manager can decide on appropriate action.	
	D	Raise an issue to inform the Project Manager.	

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	B	5

Using the Project Scenario, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The label design competition should be planned and managed as two management stages.	BECAUSE	A decision can only be made by the Project Board at the end of a management stage.
2	A suitable point for a stage boundary would be after the production cost forecast has been produced.	BECAUSE	A stage boundary represents a go/no go decision point.
3	With +1 week / -2 weeks time tolerance, the project is permitted to finish two weeks later than 30 November.	BECAUSE	A negative project time tolerance indicates the total permissible delay to a project schedule before an exception situation occurs.
4	If the project is forecast to exceed the cost tolerance of +£6,000, the Project Manager should send an Exception Report straight to corporate management.	BECAUSE	If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to continue with the project.
5	The production cost forecast should be reviewed by the Project Board during the Directing a Project process to determine whether the project should continue.	BECAUSE	The Project Board reviews all products at the end of each stage.

Question Number 8

Syllabus Area Directing a Project + Managing a Stage Boundary + Closing a Project Processes

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	8	A	5

Using the Project Scenario, answer the following question.

It is now late October and the project is in stage 3. The label design competition has been held and the photos of the staff have been taken. The CEO and Marketing Director still need to choose the winning label design and the 12 photographs for the calendar.

The Executive has learned that two competitors are issuing calendars to MNO's customers by the middle of November. When analyzing the impact of this issue, one of the options considered was to close the project prematurely.

Column 1 contains key facts from the project's Daily Log. If a decision was taken to close the project prematurely, these facts should be used during the Closing a Project process. For each fact in Column 1, select from Column 2 the activity within the Closing a Project process, which, if applied appropriately, should use this fact. A selection from Column 2 may be used once, more than once or not at all.

	Column 1	Column 2
1	The staff photographs are suitable for use in future promotional materials. The photographer will be asked to provide all photographs into a useable format before this Work Package is approved.	A Prepare planned closure.
2	Staff photographic sessions were disruptive to the Engineering Department as they had been scheduled during peak work times without consultation with the Engineering Manager.	B Prepare premature closure.
3	If anybody has any remaining resource costs to be charged to the project, they should ensure this is done by 10 November.	C Hand over products.
4	Staff morale will be further affected if a winning label design is not selected and announced. This should be completed before the project is closed.	D Evaluate the project.
5	The risk of a competitor producing a calendar at the same time was identified at the beginning of the project but the assessment and management of this risk was poor.	E Recommend project closure.

Syllabus Area	Question Number	Part	Marks
Directing a Project + Managing a Stage Boundary + Closing a Project Processes	8	B	5

Using the Project Scenario, answer the following question.

The Calendar project was delivered as originally planned, and is now preparing for planned closure.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Whether the calendar achieves its objective of countering the decline in orders will be confirmed in the Closing a Project process.	BECAUSE	The Benefits Review Plan is created in the Closing a Project process.
2	A formal quality review meeting, chaired by the Project Manager, should be held for the Project Board to compare the final deliverable against the Project Product Description.	BECAUSE	The Project Product Description is used in the Closing a Project process to verify that the project has delivered what was expected of it.
3	The Stage Plan for stage 3 should contain details of the products to be created or updated during the Closing a Project process.	BECAUSE	Closure activities should be planned as part of the Stage Plan for the final management stage.
4	As part of the handover of the final product, a contract should be agreed with Marketing for ongoing support of this product.	BECAUSE	A service agreement or maintenance contract should always be included as a product of the final stage.
5	At the end of stage 3, the Managing a Stage Boundary process should be used to update the Project Plan with actuals from the final stage.	BECAUSE	An objective of the Managing a Stage Boundary process is to review, and if necessary, update the Project Initiation Documentation.

PRINCE2®

The Practitioner Examination

Marking Scheme

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX02-1.5

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (BC)	A	MR	1	0	1	0	0	1				
			2	1	0	0	0	1				
			3	1	0	1	0	0				
			4	0	1	0	1	0				
			5	0	0	1	1	0				
			6	0	1	0	0	1				
	B	AR	1	0	0	1	0	0				
			2	0	0	0	0	1				
			3	1	0	0	0	0				
			4	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (OR)	A	MR	1	0	0	1	1	0				
			2	0	0	0	1	1				
			3	1	0	1	0	0				
			4	0	0	1	0	1				
			5	1	1	0	0	0				
			6	0	1	1	0	0				
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	1	0	0	0	0				
			4	0	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (QU)	A	MG	1	0	0	1						
			2	0	1	0						
			3	1	0	0						
	B	MG	1	0	1	0	0	0				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	1	0	0				
	C	MR	1	0	0	1	1	0				
			2	0	1	0	0	1				
			3	1	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (SI)	A	SM	1	1	0	0	0					
			2	0	0	1	0					
			3	0	1	0	0					
	B	CL	1	1	0	0	0					
			2	0	1	0	0					
	C	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	1	0	0	0					
			4	0	1	0	0					
			5	0	1	0	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
5 (RK)	A	MG	1	0	0	0	0	1	0			
			2	1	0	0	0	0	0			
			3	0	1	0	0	0	0			
			4	0	0	1	0	0	0			
			5	0	0	0	0	1	0			
	B	AR	1	0	1	0	0	0				
			2	0	0	1	0	0				
			3	0	0	1	0	0				
			4	0	0	0	0	1				
			5	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
6 (PL)	A	MR	1	0	0	1	0	1				
			2	0	1	0	0	1				
	B	CL	1	0	1	0	0					
			2	0	1	0	0					
			3	0	0	0	1					
			4	1	0	0	0					
	C	MR	1	1	0	1	0	0				
			2	0	0	0	1	1				
			3	1	0	0	0	1				
			4	1	1	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
7 (PG)	A	CL	1	0	1	0	0					
			2	0	1	0	0					
			3	0	0	1	0					
			4	0	0	0	1					
			5	0	0	0	1					
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	0	1	0				
			5	0	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8 (DC)	A	MG	1	0	1	0	0	0				
			2	0	0	0	1	0				
			3	0	0	0	0	1				
			4	0	1	0	0	0				
			5	0	0	0	1	0				
	B	AR	1	0	0	0	0	1				
			2	0	0	0	1	0				
			3	1	0	0	0	0				
			4	0	0	0	0	1				
			5	0	0	0	1	0				

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

The Practitioner Examination

Rationale

Exam Paper: GB-FX02-1.5

Question: 1, Syllabus: BC, Part: A, Type: MR, SyllabusRef: BC0301, Level: 3			
1	A	Incorrect:	This is an Expected Benefit of this project. The Reasons should show why the project outcome is needed, the background. Ref. A.2.1/4.3.4.1.
	B	Correct:	This is an explanation of why the project is required. Ref. A.2.1/4.3.4.1.
	C	Incorrect:	This is the total number of orders last year, the position to measure against. It is not the Reason for this project. Ref. Scenario Booklet /4.3.4.3.
	D	Incorrect:	This is an Expected Benefit of this project. The Reasons should show why the project outcome is needed, the background. Ref. A.2.1/4.3.4.1.
	E	Correct:	This is an explanation of why the project is required. Ref. A.2.1/4.3.4.1.
2	A	Correct:	This is one of the options considered to achieve the project outcome. Ref. 4.3.4.2/A.2.1.
	B	Incorrect:	This is an approach to deliver the required products and should therefore be documented in the Project Brief. Ref. A.19.2.
	C	Incorrect:	This is an approach to deliver the required products and should therefore be documented in the Project Brief. Ref. A.19.2.
	D	Incorrect:	This is an approach to deliver the required products and should therefore be documented in the Project Brief. Ref. A.19.2.
	E	Correct:	This options is always considered in the Business Case as a starting point to act as a comparison for other options. Ref. 4.3.4.2/A.2.1.
3	A	Correct:	This is a stated measurable benefit anticipated from this project. Ref. 4.3.4.3/A.2.1.
	B	Incorrect:	Using a similar format to previous years may have contributed to the selection of the business option but it is not a project benefit. Ref 4.3.4.3/A.2.1.
	C	Correct:	This is a stated measurable benefit anticipated from this project. Ref. 4.3.4.3/A.2.1.
	D	Incorrect:	The Business Case does not contain a breakdown of the products to be delivered within the project. This would be documented under 'Composition' in the associated Product Description. Ref. A.17.2.
	E	Incorrect:	This is a requirement of the project product which should be stated in the Project Product Description. Ref. A.21.2.
4	A	Incorrect:	This relates to the cost of quality within the deliverables. It is NOT a negative consequence of the project. Ref. 4.3.4.4.
	B	Correct:	This is a negative consequence of the calendar project. Ref. 4.3.4.4.
	C	Incorrect:	This is a threat to the expected benefits, NOT a negative consequence of the project. Ref. 4.3.4.4/8.2.1.
	D	Correct:	This is a negative consequence of the calendar project. Ref. 4.3.4.4/A.2.1.
	E	Incorrect:	This is a threat to the expected benefits, NOT a negative consequence of the project. Ref. 4.3.4.4/8.2.1.
5	A	Incorrect:	This is a risk. It has not happened yet, but the impact should be considered and recorded under 'Major risks'. Ref. 8.2.1.
	B	Incorrect:	The recruitment campaign is likely to be a follow-on action that is not within the scope of this project. Ref. 18.4.4.
	C	Correct:	When benefits are expected to be achieved should be stated under the Timescale heading in the Business Case. Ref. 4.3.4.5/A.2.1.
	D	Correct:	This is the timescale for project delivery and should be stated under the Timescale heading in the Business Case. Ref. 4.3.4.5/A.2.1.
	E	Incorrect:	This is not a timescale for project delivery. Ref. 4.3.4.5/A.2.1.
6	A	Incorrect:	The fact that MNO has allocated £120,000 to the marketing budget for this year

			is not a cost of the project. Ref. 4.3.4.6/A.2.1.
	B	Correct:	The Business Case should include details of ongoing operations and maintenance costs and their funding arrangements. Ref. 4.3.4.6/A.2.1.
	C	Incorrect:	This is an Expected benefit, it is not a cost of the project, i.e. expected income rather than outgoings. Ref. 4.3.4.3/A.2.1.
	D	Incorrect:	The new company logo is not within the scope of this project. Ref. 4.3.4.6/A.2.1.
	E	Correct:	The costs section of the Business Case should include the total of forecast costs, including allocated tolerances, risk and change budgets. Ref. 4.3.4.6/A.2.1.

Question: 1, Syllabus: BC, Part: B, Type: AR, SyllabusRef: BC0401, Level: 4

1	True:	Each option considered within the Business Case would represent a different project and investment. Ref. 4.3.4.3/9.3.3.2.	False:	Options considered for the delivery of the chosen solution should be covered in the project approach (Project Brief). The business options in the Business Case refer to the various solutions considered. Ref. A.2.2/A.19.2.
2	False:	In PRINCE2, the Business Case provides the vital test of viability of the project. It provides the answer to the question: is the investment in this project worthwhile? Printing within the first week of December remains within the project's time tolerance of +1 week and does not affect the project's ability to deliver the products. Ref. 4.1/4.2.1.	False:	Further tolerance may be available for the stage in which case the Business Case may still be viable. Ref. 10.2.3.
3	True:	The outline Business Case contains the reasons why the project is needed and forms part of the Project Brief. Ref. 4.3.1/A.19.2.	True:	The Project Brief includes high-level information on what needs to be done, why, who will need to be involved, and how and when it will be done. This reason explains the assertion, therefore the answer is A. Ref. A.19.2.
4	False:	This is a positive consequence of the Calendar project which is measurable and should therefore be recorded in the Business Case. Ref. A.2.2/4.3.4.3.	False:	All benefits, both financial and non-financial, should be recorded in the Business Case. Ref. A.2.2.

Question: 2, Syllabus: OR, Part: A, Type: MR, SyllabusRef: OR0301, Level: 3			
1	A	Incorrect:	The length of service of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	B	Incorrect:	Although this may be useful from a specialist knowledge point of view, this is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	C	Correct:	An Executive should be able to represent the business interests on a project. Ref. 5.3.2.2.
	D	Correct:	The Executive should be able to commit resources to the project and make decisions on behalf of the business. Ref. 5.3.2.2.
	E	Incorrect:	The development needs of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
2	A	Incorrect:	The length of service of an individual is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	B	Incorrect:	Knowledge of a functional position is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	C	Incorrect:	Physical involvement is not a PRINCE2 reason for the appointment of an Executive. Ref. 5.3.2.2.
	D	Correct:	The Executive should be able to commit resources and make decisions on behalf of the business. Ref. 5.3.2.2.
	E	Correct:	The Executive has knowledge of the business's strategic requirements and a responsibility to ensure that the project is aligned to these strategies. Ref. 5.3.2.2.
3	A	Correct:	The Senior User should be able to make decisions on behalf of the users and, as a representative of the main users of the deliverable from this project, the Marketing Director would be suitable for this role. Ref. 5.3.2.2.
	B	Incorrect:	This would be useful for the role responsible for supplying the specialist knowledge for this project. The Senior User role does not require specialist knowledge. Ref. 5.3.2.2.
	C	Correct:	The Senior User should represent those for whom the product will achieve an objective or those who will use the products to deliver benefits. Ref. 5.3.2.2.
	D	Incorrect:	The Executive role represents the funding of the project, not the Senior User. Ref. 5.3.2.2.
	E	Incorrect:	Those producing the products within the project are suppliers and should be represented by the Senior Supplier. Ref. 5.3.2.2.
4	A	Incorrect:	The length of service and motivation of an individual are not PRINCE2 reasons for the appointment of a Senior User. Ref. 5.3.2.2.
	B	Incorrect:	The development needs of an individual are not a PRINCE2 reason for the appointment of a Senior User. Ref. 5.3.2.2.
	C	Correct:	A Senior User should represent those who are affected by the project. Ref. 5.3.2.2.
	D	Incorrect:	PRINCE2 does not recognize reporting structures within the business or hierarchies. The reporting structure within the project will be agreed within the project. Ref. 5.3.2.2.
	E	Correct:	The Senior User should represent the interests of those who will use the final product(s) of the project. Ref. 5.3.2.2.
5	A	Correct:	The Senior Supplier role is responsible for advising on the selection of design, development and acceptance methods. Ref. C.4.1.
	B	Correct:	The Senior Supplier role is responsible for ensuring that supplier resources required for the project are made available. Ref. C.4.1. The Senior Supplier(s)

			represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. Ref. 5.3.2.2.
	C	Incorrect:	The Purchasing Manager's experience of Engineering has no bearing on the project or the role of Senior Supplier within the project. Ref. 5.3.2.2.
	D	Incorrect:	It is the Executive that has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing demands of the business, user and supplier. Ref. 5.3.2.2.
	E	Incorrect:	Just because an individual is not appropriate for the role of Executive or Senior User, does not make them appropriate as a Senior Supplier. Ref. 5.3.2.2.
6	A	Incorrect:	The length of service and motivation of an individual are not PRINCE2 reasons for the appointment of a Project Assurance role. Ref. 5.3.2.2.
	B	Correct:	As a user of the project's product(s), the Sales Manager would be well placed to evaluate the impact of potential changes from the user point of view on behalf of the Senior User, which is a Project Assurance responsibility. Ref. 5.3.2.2.
	C	Correct:	Current and prospective customers are stakeholders within the project and the Sales Manager is well placed to advise on how best to communicate with them, a role of the User Assurance. Ref. 5.3.2.2.
	D	Incorrect:	The development needs of an individual are not a PRINCE2 reason for the appointment of a Project Assurance role. Ref. 5.3.2.2..
	E	Incorrect:	The resolution of conflicts between users is a responsibility of the Senior User, not Project Assurance. Ref. 5.3.2.2.

Question: 2, Syllabus: OR, Part: B, Type: AR, SyllabusRef: OR0401, Level: 4

1	False:	The Senior User role can be shared by more than one individual, but the Engineering Manager does not represent a user on this project. Ref. 5.3.2.2.	False:	The Senior User commits user resources for the purpose of quality checking. It is the Senior Supplier role that provides specialist resources for the design and development of the project's products. Ref. 5.3.2.2.
2	True:	They each need to interact with the project and can affect the project outcome. They are therefore stakeholders. Ref. 5.3.5.1.	True:	The term 'stakeholder' applies to any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, a project. Ref. Glossary. Bright Lights and Portraits Ltd will interact with, and may affect, the project. This is the reason for the assertion. The answer is therefore A.
3	True:	Project Support and Project Assurance roles should be kept separate in order to maintain the independence of Project Assurance. Ref. 5.3.2.8.	True:	Project Assurance must be kept separate from Project Support in order to maintain their independence. This is an explanation of the assertion, therefore the answer is A. Ref. 5.3.2.8.
4	True:	The Engineering Manager is a stakeholder from within the organization, but external to the project management team. He is not a supplier or a user, but he does have an interest and some influence. Ref. 5.3.5.3.	True:	The Communication Management Strategy describes the tools to be used for each step in the communication process. This is not why the Engineering Manager should be included, therefore the answer is B. Ref. A.4.2.

Question: 3, Syllabus: QU, Part: A, Type: MG, SyllabusRef: QU0204, Level: 2		
1	Correct [C]:	Quality Planning - This covers agreement on overall quality expectations, the products required with their associated quality criteria, the means by which quality will be achieved and assessed. Ref. 6.3.1.
2	Correct [B]:	Quality Control - This covers the activities undertaken by the project team to ensure that the products meet their respective quality criteria. Ref. 6.3.2.
3	Correct [A]:	Quality Assurance - This activity manages the organization's Quality Management System, not part of the project. Ref. 6.2.6.

Question: 3, Syllabus: QU, Part: B, Type: MG, SyllabusRef: QU0301, Level: 3		
1	Correct [B]:	This states a measurable requirement of the product and should be noted under Quality Criteria. Ref. A.17.2.
2	Correct [A]:	The product is to be given to the printing company. The printing company is not involved in the creation or review of the product. It is therefore NOT included. Ref. A.17.2.
3	Correct [E]:	The Project Board will be asked to review the label entries and will therefore appear as a reviewer under Quality responsibilities. Ref. A.17.2.
4	Correct [C]:	Given the quality criteria, this is a measure of what would be acceptable as a Quality tolerance. Ref. A.17.2.

Question: 3, Syllabus: QU, Part: C, Type: MR, SyllabusRef: QU0401, Level: 4			
1	A	Incorrect:	The new logo design is being created by another project and therefore is not within scope. Ref. A.21.2.
	B	Incorrect:	This already exists and it provides the basis upon which this calendar will be designed. The design of the calendar will incorporate the design of the new logo. It is therefore a derivation and should not be moved. Ref. A.21.2.
	C	Correct:	The Internal Creative team will be required to create products and are therefore already correctly shown under Development skills required. Ref. A.21.2.
	D	Correct:	This is a product to be delivered by this project. Ref. A.21.2.
	E	Incorrect:	This is not a source product from which the project is derived. Ref. A.21.2.
2	A	Incorrect:	This is one of the quality expectations stated, the photos are to be professional. Ref. A.21.2.
	B	Correct:	Printing is beyond the scope of this project. A.21.2.
	C	Incorrect:	Customer's quality expectations is a description of the quality expected of the Project Product and the standards and processes that will need to be applied to achieve that quality. Ref. A.21.2.
	D	Incorrect:	This is stated as a customer's quality expectation, a description of the quality expected of the Project Product and the standards and processes that will need to be applied to achieve that quality. Ref. A.21.2.
	E	Correct:	This is an expected benefit (positive consequence) of this project and should NOT be recorded under customer's quality expectations. Ref. A.21.2.
3	A	Correct:	The existing entry is not measurable, 'attractive' and 'humorous' are not defined. This amendment is a measurable definition of the attributes that must apply to the set of products to be acceptable to key stakeholders. Ref. A.21.2.
	B	Incorrect:	Acceptance criteria can be expressed as many things, including appearance. This is not a composition item. Ref. A.21.2.
	C	Correct:	The new company logo is being produced by another project. It is required for inclusion within the Calendar project but the quality of it will not be assessed during this project. Ref. A.21.2.
	D	Incorrect:	This is a measurable definition of the criteria that the Project Product must meet before the customer will accept it. Derivation provides the source from which the product will be created. Ref. A.21.2.
	E	Incorrect:	Acceptance criteria can be expressed as many things, including accuracy, as long as it is measurable. Dates are to be shown correctly as stated in the Scenario. Ref. A.21.2.

Question: 4, Syllabus: SI, Part: A, Type: SM, SyllabusRef: SU0205, Level: 2		
1	Correct [A]:	The term project mandate applies to whatever information is used to trigger the project, be it a feasibility study or the receipt of a 'request for proposal' in a supplier environment. The project mandate is what triggers the Starting up a Project process. Ref. 12.3/19.8.3.
2	Correct [C]:	Capturing previous lessons is the responsibility of the Project Manager during the Starting up a Project process. The Project Manager must therefore have been appointed prior to this activity. Ref. 12.4.2.
3	Correct [B]:	The appointment of the Project Manager allows for the project to be managed on a day-to-day basis on behalf of the Executive. Ref. 12.4.1.

Question: 4, Syllabus: SI, Part: B, Type: CL, SyllabusRef: SU0301, Level: 3			
1	A	Correct:	This project must interface with the project that is producing a new company logo. Interfaces between projects should be identified so that any changes within this project that may affect one or more other projects are captured and escalated as appropriate. Ref. A.19.2/Scenario.
	B	Incorrect:	This information should be recorded in the Product Description for the calendar design. Ref. A.17.2.
	C	Incorrect:	This should be recorded under the Project approach heading. Ref. A.19.2.
	D	Incorrect:	This should be recorded under the Project approach heading. Ref. A.19.2.
2	A	Incorrect:	This is the required output and should be recorded within the Project Product Description heading. Ref. A.19.2.
	B	Correct:	To define the choice of solution that will be used within the project to deliver the selected business option, taking into consideration the operational environment into which the solution must fit. Ref. A.19.2.
	C	Incorrect:	This is a deliverable within the project - it may be recorded under the Project definition heading, as part of Project scope and exclusions. Ref. A.19.2.
	D	Incorrect:	This should be recorded under the Project definition heading, as part of Project scope and exclusions. Ref. A.19.2.

Instructor Notes

Question: 4, Syllabus: SI, Part: C, Type: CL, SyllabusRef: SU0402 IP0402, Level: 4			
1	A	Incorrect:	The Business Case should contain the reasons for undertaking the project and explain how the project will enable the achievement of corporate strategies and objectives. Ref. A.2.2. The production of a new company logo by another project is not the reason for the Calendar project. Ref. Project Scenario.
	B	Incorrect:	Internal dependencies are those under the control of the Project Manager. The new company logo is being produced by another project and is therefore an external dependency. Ref. Glossary/Project Scenario.
	C	Correct:	When creating the Project Plan, the Project Brief should be checked for understanding of any prerequisites, external dependencies, constraints and assumptions. Ref. 14.4.6./A.16.2. External dependencies are those dependencies outside the control of the Project Manager - for example, the delivery of a product required by this project from another project. Ref. Glossary/ Project Scenario.
	D	Incorrect:	External dependencies are those dependencies outside the control of the Project Manager - for example, the delivery of a product required by this project from another project. Ref. Glossary/Project Scenario.
2	A	Incorrect:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. If necessary, these are then updated when planning the relevant stage. Ref. 14.4.6.
	B	Incorrect:	The Project Product Description should be created during the Starting up a Project process. However, when producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. Ref. 14.4.6/ 14.4.7.
	C	Incorrect:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. Ref. 14.4.6. When producing the Stage Plan for the next stage, Product Descriptions are created or updated for the products to be delivered by the next stage. Ref. 17.4.1.
	D	Correct:	When producing the Project Plan, during initiation, Product Descriptions for the major products of the project should be created. If necessary, these are then updated when planning the relevant stage. Ref. 14.4.6.
3	A	Correct:	The Managing a Stage Boundary process is used at the end of the initiation stage and repeated at the end of each subsequent stage, except the final stage. The end of the final stage is managed by the activities of the Closing a Project process. Ref. Fig. 11.1/11.2.4.
	B	Incorrect:	The end of the initiation stage is recorded in the Initiation Stage Plan and agreed prior to commencing initiation. It is only the remaining end stage assessments that need to be agreed during initiation. Also, the end of the final stage will be managed by the Closing a Project process. Fig. 11.1/12.4.6.
	C	Incorrect:	Towards the end of each management stage, except for the final one, the Project Manager provides information to the Project Board in order for it to assess the continuing viability of the project and make a decision to authorize the next stage. During the final stage, this information is provided within the closure activities which are planned and approved as part of the stage approval for the final stage. Ref. 11.1/ 11.2.4.
	D	Incorrect:	The Project Board does need to schedule these dates and be available. However, there is only one end stage assessment to be scheduled following initiation. Ref Project Scenario. The end of the final stage is managed by the activities of the Closing a Project process. Ref. 11.1/11.2.4.
4	A	Incorrect:	Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref. 15.4.1/16.4.1. A Work Package is used, by the Project Manager,

			to define and control the work to be done, and also to set the tolerances for the Team Manager(s).
	B	Correct:	The Project Board does not require Work Packages as part of the Project Plan. Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref. 15.4.1/16.4.1.
	C	Incorrect:	Project tolerances are set by corporate or programme management. Ref. 10.3.1.1. Project tolerances should be derived from the project mandate and documented in the Project Brief. Ref. 12.4.5.
	D	Incorrect:	Work Packages are agreed between the Project Manager and Team Manager (s) during the Controlling a Stage process and Managing Product Delivery process. Ref 15.4.1/16.4.1. A Work Package is used, by the Project Manager, to define and control the work to be done, and also to set the tolerances for the Team Manager(s).
5	A	Incorrect:	Once approved, any changes to a baselined document should be approved by the Project Board, or delegated Change Authority. The Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	B	Correct:	During initiation, the Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	C	Incorrect:	During initiation, the Project Manager should review the Business Case to create the Benefits Review Plan. This should contain details of how and when benefits are to be measured. Ref. 14.4.7.
	D	Incorrect:	Projects benefits may be measured during the life of a project. However, on this project the calendar is not dispatched until after the project has closed. Therefore, any benefits will be achieved after the project has closed. Ref. Scenario Booklet / 4.3.3.

Question: 5, Syllabus: RK, Part: A, Type: MG, SyllabusRef: RK0302, Level: 3		
1	Correct [E]:	‘Accept’ - A conscious decision to do nothing but monitor and ensure that the threat remains tolerable. Ref. Table 8.2.
2	Correct [A]:	‘Avoid’ - By not completing the project or changing some aspect of the project so that the threat can no longer have an impact or can no longer happen. Ref. Table 8.2.
3	Correct [B]:	‘Reduce’ - Bringing the delivery date forward is a form of proactive action taken to reduce the probability and/or the impact of the event should it occur. Ref. Table 8.2.
4	Correct [C]:	‘Fallback’ - Waiting to see if a rival calendar is produced and developing a plan for extra incentives to be implemented after the risk occurs will reduce the impact, but not the probability. Ref. Table 8.2.
5	Correct [E]:	‘Accept’ - A conscious decision to do nothing but monitor and ensure that the threat remains tolerable. Ref. Table 8.2.

Question: 5, Syllabus: RK, Part: B, Type: AR, SyllabusRef: RK0402, Level: 4				
1	True:	This could have an effect on the project and should therefore be recorded as an issue (problem). Ref. 9.2.4.	True:	At stage level, exception situations should be escalated to the Project Board in an Exception Report. This does not explain the assertion, the answer is therefore B. Ref. 10.3.4.
2	True:	The Purchasing Manager should be monitoring the contract situation and is therefore the person best situated to manage, monitor and control this risk. Ref. 8.3.5.4.	False:	The person most capable of managing the risk is the risk owner, not the risk actionee. Ref. 8.3.5.4.
3	True:	When accepting a Work Package a Team Manager should perform a risk analysis identifying any risks, and the means of managing them. Ref. 16.4.1.	False:	There is only one Risk Register for the project, created during Initiating a Project. Ref. 14.4.1.
4	False:	If a risk is likely to impact upon time, the risk response should mitigate this and be added to the Risk Register. Only when the risk occurs, does it become an issue. Ref. 8.3.5.	False:	Risk action may be implemented within tolerance or risk budget if there is one. There is no need for an Issue Report. Ref. 8.3.5.
5	False:	Transfer is a risk response where a third party takes on the responsibility for some of the financial impact of a threat. Agreeing a Work Package does not automatically transfer the responsibility for a risk. Ref. Table 8.2.	False:	When selecting the risk response, it is a question of balancing the cost of taking that response against the likelihood and impact of allowing the risk to occur. Ref. 8.3.5.3.

Question: 6, Syllabus: PL, Part: A, Type: MR, SyllabusRef: PL0204, Level: 2			
1	A	Incorrect:	Only the Work Package is authorized by the Project Manager during the Controlling a Stage process. Team Plans are created during the Managing Product Delivery process. Ref. 15.4.1.
	B	Incorrect:	The Project Plan should be updated with actuals, but no plan is produced. Ref. 18.4.1.
	C	Correct:	The Team Manager will produce a Team Plan while accepting a Work Package during the Managing Product Delivery process. Ref. 16.4.1.
	D	Incorrect:	An Exception Report and Issue Report is used to escalate issues and risks in the Controlling a Stage process. Ref 15.4.7. If the Project Board requires an Exception Plan, this is produced during the Managing a Stage Boundary process. Ref. 17.4.5.
	E	Correct:	The Stage Plan for the next stage is produced near the end of the current stage. Closure activities should be planned as part of the Stage Plan for the final stage. Ref. 17.4.1/18.3.
2	A	Incorrect:	The Project Manager is responsible for producing the Stage Plans, but this is not something that is done in isolation from other project management team members. Ref. 17.4.1/C.5.1.
	B	Correct:	The Team Manager will produce a Team Plan while accepting a Work Package during the Managing Product Delivery process. Ref. 16.4.1/7.2.6.
	C	Incorrect:	Project Support may contribute expertise in specialist planning tools and techniques, but they are not responsible for the creation of any plans. Ref C.9.1. The Team Manager will produce a Team Plan while accepting a Work Package during the Managing Product Delivery process. Ref. 16.4.1/7.2.6.
	D	Incorrect:	The Project Manager is responsible for producing the Project Plan, but this is not something that is done in isolation from other project management team members. Ref. 14.4.6/C.5.1.
	E	Correct:	The Project Manager is responsible for producing the Project Plan, but this is not something that is done in isolation from other project management team members. Ref. 14.4.6/C.5.1.

Question: 6, Syllabus: PL, Part: B, Type: CL, SyllabusRef: PL0402, Level: 4			
1	A	Incorrect:	The 'production cost forecast' is required to allow the CEO and Marketing Director to decide whether to continue with the project, but this does not determine whether or not it an external product. External products already exist or are being created or updated outside of the scope of the project. Ref. 7.3.3.2.
	B	Correct:	The 'production cost forecast' is being created within the scope of the project and does not already exist. It should not therefore be shown as an external product. Ref. 7.3.3.2.
	C	Incorrect:	The 'production cost forecast' is dependent on the 'tariff of mailing costs', but it is being produced within the scope of the project and is not therefore external. External products already exist or are being created or updated outside of the scope of the project. Ref. 7.3.3.2.
	D	Incorrect:	The 'production cost forecast' is required to allow the CEO and Marketing Director to decide whether to continue with the project, but this does not make it an external product. External products already exist or are being created or updated outside of the scope of the project. Ref. 7.3.3.2.
2	A	Incorrect:	Although the 'tariff of mailing costs' is being supplied by a third party, this is not the reason that it should be shown as an external product. Products both within and external to the plan can be supplied by a third party. External products already exist or are being created or updated outside of the scope of the plan. Ref. 7.3.3.2.
	B	Correct:	If a product already exists or is being created or updated outside the scope of the plan, it should be shown as an external product. Ref. 7.3.3.2.
	C	Incorrect:	An external product is one that already exists or is being created or updated outside the scope of the plan and are required in order to create one or more of the plan's products. The 'tariff of mailing costs' already exists and should therefore be shown as an external product. Ref. 7.3.3.2.
	D	Incorrect:	The 'tariff of mailing costs' already exists and is being supplied by the Post Office. The Project Manager is not accountable for the creation of this product. Ref. 7.3.3.2.
3	A	Incorrect:	All of the products of the plan should appear on the product flow diagram. The product flow diagram also identifies dependencies on any products outside of the scope of the plan. Ref. 7.3.3.4.
	B	Incorrect:	Internal dependencies are those within the control of the Project Manager. External dependencies are those outside the control of the Project Manager. The 'accounts database' is not being created or updated within the plan, but it is required by the project in order to produce one or more project products. It is therefore an external dependency. Ref. 7.3.4.2/Glossary.
	C	Incorrect:	Products being produced both within and external to the plan can be supplied by third party suppliers. It is not the fact that a product is being supplied by a third party that makes it an external product. Ref. 7.3.3.2.
	D	Correct:	'Accounts database' already exists (external product) and will be required to produce the 'list of customers' (dependency). This is correctly shown. Ref. 7.3.4.2/ Glossary.
4	A	Correct:	'Choose label design' is an activity and therefore not a product. The product would be 'chosen label design'. Ref. 7.3.3.
	B	Incorrect:	The entries would be external products, in that they are outside of the scope of the plan and are not controlled by the Project Manager. However, the 'chosen label design' is within the scope of the plan and within the control of the Project Manager. 'Choose label design' is an activity and therefore not an appropriate application of product-based planning. Ref. 7.3.3.

	C	Incorrect:	'Choose label design' is an activity and therefore not a product. The product would be 'chosen label design'. Ref. 7.3.3.
	D	Incorrect:	Although the 'label design competition' is within the scope of the plan, the Project Manager has no control over the creation and submission of the 'label design entries'. The entries should be shown as external products. Ref. 7.3.3.2.

Question: 6, Syllabus: PL, Part: C, Type: MR, SyllabusRef: PL0401, Level: 4			
1	A	Correct:	Whilst the Project Board would, in Directing a Project, assess whether the planned benefits could still be achieved, the actual benefits themselves are clearly not a prerequisite for the stage. Ref. A16.2.
	B	Incorrect:	Whilst this is a deliverable of stage 2, the Project Board must agree to this in their decision to progress to stage 3. It is a major product of this project and the reason for the stage boundary. It is a pre-requisite of stage 3. Ref. A.16.2.
	C	Correct:	This is not a plan prerequisite for stage 3. As a product of stage 2 this should have been quality-checked and signed-off, but work can commence on stage 3 even if this product is incomplete. Ref. A.16.2.
	D	Incorrect:	This is not a prerequisite of the stage. The stage can commence without the engineering staff, but may be delayed if they are not available when required. This may be identified as a risk. Ref. A.16.2.
	E	Incorrect:	This is confirmed during stage 2. The results of this check are not a prerequisite for stage 3. Work can commence without this. Ref. A.16.2.
2	A	Incorrect:	This is a deliverable that is not created within the scope of this project, but may influence the plan, it is therefore an external dependency. Ref. A.16.2.
	B	Incorrect:	This is not required for the stage 3 to start. This is a deliverable that is not created within the scope of this project, but may influence the plan. Ref. A.16.2.
	C	Incorrect:	The logo is required during stage 3, but is not created within the scope of this project. Ref. A.16.2.
	D	Correct:	This is within the scope of this project and as a product of stage 2 this should have been quality checked and signed-off. Ref. 16.4.2/A.16.2.
	E	Correct:	Whilst the company logo is an external dependency, the composition of the chosen label design should be shown in the relevant Product Description. Ref. A.17.2.
3	A	Correct:	The label designs are to be delivered during this stage, however, the results of the competition are unknown and cannot be qualified. This is therefore an assumption. Ref. A.16.2.
	B	Incorrect:	The label designs are within the scope of this project. If external resources are required to create a product, the product does not then become external, it is still within the scope of this project. Ref. 7.3.3.2.
	C	Incorrect:	The operational staff schedule on which the photographic session is based is updated weekly. The availability of staff shown in the photographic session schedule may now be incorrect. Ref. A.16.2.
	D	Incorrect:	This product is produced by an external resource, within the scope of this project. It is not an external dependency. Ref. 7.3.3.2.
	E	Correct:	Whilst this is a requirement, the composition of the photographs should be shown in the relevant Product Description. Ref. A.16.2.
4	A	Correct:	It is the Stage Plan that is updated with actuals throughout the stage. Ref. 15.4.4. The Project Plan is updated at the end of each stage. Ref. 17.4.2.
	B	Correct:	The Stage Plan covers the products, resources, activities and controls specific to the stage and is used as a baseline against which to monitor stage progress. The Highlight Report is a control for the Project Board. Ref. A.16.2

	C	Incorrect:	The Highlight Report is a management product and should be included as a deliverable within the stage, but it is also a control for the Project Board and should be identified here. Ref. A.16.2.
	D	Incorrect:	The frequency at which the stage will be reviewed should be recorded here. Ref. A.16.2.
	E	Incorrect:	A Product Status Account can be requested by the Project Manager at any time. This is likely to be required to support the Highlight Report. Ref. 15.4.5.

Question: 7, Syllabus: PG, Part: A, Type: CL, SyllabusRef: PG0302, Level: 3			
1	A	Incorrect:	There is a positive tolerance of 1 week which can be allocated to any of the stages, as appropriate. Ref. 10.3.1.2.
	B	Correct:	Tolerance is allocated based on the level of risk and confidence of estimates for any given stage. All project tolerance can be allocated to a single stage, but the risk of doing so must be assessed. Ref. 10.3.1.2.
	C	Incorrect:	The project tolerance is approved by corporate/programme management. This cannot be affected by early completion of stages or Work Packages. Ref. 10.3.1.1.
	D	Incorrect:	If a project has +1 week tolerance (e.g. its target completion date is 4 February, but 11 February would be acceptable), it doesn't matter how much extra resource is used. The target date for the project and the allowable deviation does not change. Ref. 15.4.8
2	A	Incorrect:	Tolerances stated in the Project Plan can be changed through formal change control and approval of corporate/programme management. Ref. 10.3.4.
	B	Correct:	Tolerances stated in the Project Plan can be changed through formal change control and approval of corporate/programme management. Ref. 10.3.4.
	C	Incorrect:	Where tolerance is forecast to be exceeded, the exception procedure is followed and an Exception Plan created to replace the Project Plan. Ref. 10.3.4.
	D	Incorrect:	Exception situations are dealt with as they occur and not left until the end of the stage. An exception assessment would be scheduled. Ref. 10.3.4.
3	A	Incorrect:	If a product has not been delivered to agreed timescales as a result of rework, the stage should not be delayed, the rework should be planned into the next stage. Ref. 17.4.4.
	B	Incorrect:	There is no indication that the stage is forecast to exceed tolerance. Ref 10.3.4.
	C	Correct:	By checking the target sign-off date the Project Manager will know if there is an actual delay or whether the Marketing department has exceeded the time allocated for follow-up actions. Ref. 17.4.4/10.3.3.2.
	D	Incorrect:	No products should be baselined until they are signed-off. Ref 9.3.2.
4	A	Incorrect:	There is no indication that a further project has been agreed and the production of a project mandate is not within the scope of the Calendar project.
	B	Incorrect:	This is not an expected benefit of this project and would not therefore appear in the Benefits Review Plan. Also, the Benefits Review Plan is updated at the end of each stage, not just the end of the project. Ref A.1.
	C	Incorrect:	Exception Reports provide information to the Project Board when tolerance is forecast to be/or has been exceeded. Ref. 10.3.4.
	D	Correct:	The Lessons Log captures lessons learned during the project that can usefully be applied to other projects. Notes should be made of any good and bad experiences in the use of the management and specialist products and tools as they occur. Ref. 10.3.3.3.
5	A	Incorrect:	Checkpoint Reports are provided to the Project Manager, not the Executive. Also, an issue should be raised to the Project Manager if tolerance is forecast to

			be exceeded. Ref. 10.3.3.4/10.3.4.
	B	Incorrect:	Team members do not have the authority to change a Stage Plan. If a product is late, the Project Manager may plan the remaining work into the next stage and amend the Work Package accordingly. Ref. 10.3.3.1.
	C	Incorrect:	The Team Manager should raise this as an issue. If the Project Manager determines it is a project risk, the Project Manager should record it in the Risk Register. Ref. 10.3.3.4.
	D	Correct:	All problems, questions and queries should be raised as an issue. Ref. 10.3.4.

Question: 7, Syllabus: PG, Part: B, Type: AR, SyllabusRef: PG0401 PG0402, Level: 4				
1	False:	Management stages are determined primarily by the level of risk, major decision points and commitment of resources. The label design competition does not justify this level of control. Ref. 10.3.2.1.	False:	The Project Board can make a decision whenever it needs to do so. Ref. 13.4.4.
2	True:	Stage boundaries should be scheduled around key decision points for the Project Board. Ref. 10.3.2.1.	True:	The production cost forecast provides a key decision point for the Project Board whether to continue with the project. This reason explains the assertion, therefore the answer is A. Ref. 10.3.2.
3	False:	There is +1 week project tolerance, indicating the project can complete one week later than planned, NOT two, and still remain within tolerance.	False:	Negative project time tolerance does NOT indicate the latest permissible date, it indicates the earliest acceptable completion date, before exceeding tolerance. Ref. 10.3.4.
4	False:	The Project Manager should first escalate exception situations to the Project Board. They may then need to escalate to corporate management. Ref. 10.3.1.1.	True:	Project tolerance is set by corporate or programme management. Any forecast to exceed this must be escalated accordingly. Ref. 10.3.1.1.
5	True:	The projected costs will influence the Project Board decision to proceed with stage 3. All Project Board decisions are made during the Directing a Project process. Ref. 10.3.1.2.	False:	Products are reviewed and approved by nominated parties as and when they are completed. Not at the end of each stage. Ref. 16.4.2.

Question: 8, Syllabus: DC, Part: A, Type: MG, SyllabusRef: CP0301, Level: 3		
1	Correct [B]:	If a project is prematurely closed, work is not simply abandoned. The means for recovering products that have been completed or are in progress is agreed during the Prepare premature closure activity. Ref. 18.4.2.
2	Correct [D]:	Nothing can be done to resolve this now, but future projects may learn from this experience. A review of what went well, what went badly and any recommendations for corporate/programme management consideration are recorded in the Lessons Report during the Evaluate the project activity. Ref. 18.4.4
3	Correct [E]:	The Project Board advises those who have provided the support infrastructure and resources for the project that these can now be withdrawn. The draft project closure notification produced during the Recommend project closure activity should indicate a closing date for costs being charged to the project. Ref. 13.4.5/18.4.5
4	Correct [B]:	When closing a project prematurely the Project Manager must ensure that work in progress is not simply abandoned. The project should salvage anything of value created to date. The means for recovering products that have been completed or are in progress is agreed during the Planning premature closure activity. Ref 18.4.2
5	Correct [D]:	Future projects may learn from this experience. A review of what went well, what went badly and any recommendations for corporate/programme management consideration are recorded in the Lessons Report during the Evaluate the project activity. Ref. 18.4.4.

Question: 8, Syllabus: DC, Part: B, Type: AR, SyllabusRef: CP0401, Level: 4				
1	False:	Countering the decline in orders is a positive consequence (benefit) of this project that cannot be measured until 12 months after the project has closed. Ref. 18.4.3/Scenario	False:	The Benefits Review Plan is created in the Initiating a Project process. Ref 14.4.7. It is reviewed and may be updated at the end of each stage and during the Closing a Project process. Ref. 18.4.3.
2	False:	The Acceptance Method in the Project Product Description will state the means by which the acceptance will be confirmed. This could simply be done by confirming all the products have been approved. Ref. 18.4.1/A.21.1.	True:	The Project Product Description contains the Acceptance Criteria of the Project Product and the standards and processes that will need to be applied to achieve this. Ref. A.21.1/18.4.1.
3	True:	The final management stage of a PRINCE2 project should include the products of project closure. The Closing a Project process takes place within the final management stage. Ref. 11.2.4.	True:	The Closing a Project process takes place towards the end of the final management stage. Closure is not a stage, it is a process. This is the reason for the assertion. the answer is A. Ref. 18.3.
4	False:	Whilst handover of responsibility for the products is necessary during the Closing a Project process, this contract is not in the scope of this project. The product should be handed over to the Marketing department. Ref. 18.4.3/Scenario	False:	Where a product requires a lot of potentially expensive support and maintenance, the Project Manager should ensure that a suitable service agreement or contract is in place. Ref. 18.4.3.
5	False:	The Closing a Project process should be followed at the end of stage 3, rather than the Managing a Stage Boundary process, as this is the final stage. Ref. 17.2/18.3.	True:	At the end of each stage the Project Manager should update the Project Initiation Documentation (e.g. the Business Case, Project Plan, project approach, strategies, project management team structure and role descriptions). Ref. 17.2.

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The Practitioner Examination Answer Booklet

Use an **HB PENCIL** and only mark the paper where directed.

Enter your candidate number in the space provided at the bottom of the page and also in the 6 boxes on the right. Fill in the associated ovals next to the 6 boxes, e.g.for candidate 597, fill ovals 000597.

Instructions

You should attempt to answer all questions.

Select your answers by filling in the appropriate ovals. Ovals must be darker than the grey square at the top of the page and filled between 80% - 100% as follows:

If you wish to change an answer, completely erase your original mark and place a mark in your preferred answer.

All questions require one answer unless stated otherwise. Do **NOT** give more answers than required. If you do, the question will score zero.

Do **NOT** use the following marks as they may be ignored.

Do **NOT** write or make marks in other areas of the booklet.

Do **NOT** use coloured pens or highlighters.

Do **NOT** use correction fluid.

Start of Exam

Question 1

Part A

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e
5. a b c d e
6. a b c d e

Part B

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e

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Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

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The Practitioner Examination

Question 2

Part A

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2. a b c d e
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4. a b c d e
5. a b c d e
6. a b c d e

Part B

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e

Question 3

Part A

1. a b c
2. a b c
3. a b c

Part B

1. a b c d e
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3. a b c d e
4. a b c d e

Part C

1. a b c d e
2. a b c d e
3. a b c d e

Question 4

Part A

1. a b c d
2. a b c d
3. a b c d

Part B

1. a b c d
2. a b c d

Part C

1. a b c d
2. a b c d
3. a b c d
4. a b c d
5. a b c d

Question 5

Part A

1. a b c d e f
2. a b c d e f
3. a b c d e f
4. a b c d e f
5. a b c d e f

Part B

1. a b c d e
2. a b c d e
3. a b c d e
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5. a b c d e

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26 July 2013 GB-FX02- V1.5-348-A4 Booklet 1 Page 2 Candidate Number [P2R/_______________]

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The Practitioner Examination

Question 6

Part A

1. a b c d e
2. a b c d e

Part B

1. a b c d
2. a b c d
3. a b c d
4. a b c d

Part C

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e

Question 7

Part A

1. a b c d
2. a b c d
3. a b c d
4. a b c d
5. a b c d

Part B

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e
5. a b c d e

Question 8

Part A

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e
5. a b c d e

Part B

1. a b c d e
2. a b c d e
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5. a b c d e

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Exam Experience Questionnaire

1. Did you have sufficient time to complete the exam?

   A: Yes B: No

2. How much of your exam time was left?

   A: 0 - 15 minutes
   B: 16 - 30 minutes
   C: more than 30 minutes

3. How much additional time did you need?

   A: 0 - 15 minutes
   B: 16 - 30 minutes
   C: more than 30 minutes

4. Was the exam available in your first language?

   A: Yes
   B: No
   C: I don't know

5. Did you take the exam in your first language?

   A: Yes B: No

6. Did you take the exam in your business language?

   A: Yes B: No

7. Did you sit a dual language paper?

   A: Yes B: No

8. Were you given extra time to take the exam?

   A: Yes B: No

1.	a	b		+
2.	a	b	c	+
3.	a	b	c	+
4.	a	b	c	+
5.	a	b		+
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7.	a	b		+
8.	a	b		+

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PRINCE2®

The Practitioner Examination

FX03
Scenario Booklet
This is a 2.5-hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the 8 questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 55% (44 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the PRINCE2 Manual only, i.e. no material other than the *Question Booklet,* the *Scenario Booklet*, the *Answer Booklet* and the PRINCE2 Manual is to be used.

Candidate Number: ....

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Project Scenario

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

A government department, the Ministry of Food Hygiene (MFH), faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.

External consultants were employed from Teamtech, a recruitment agency that provides specialist resources to government departments. These consultants conducted a feasibility study to identify options for addressing the problems. The following options were considered:

- Do nothing
- Restructure selected business functions
- Shut down selected business functions and contract external suppliers to provide these services.

The feasibility study concluded that there was a case for restructuring the services currently delivered by two business functions: Facilities (responsible for maintenance of buildings and grounds) and Information Technology (IT). The recommendations were:

- Restructure Facilities services and reduce the number of Facilities staff by 20%.
- Restructure IT services and replace the existing IT system with a new hardware and software solution.

The feasibility study contained a high-level summary of the existing Facilities staffing structure and the existing IT system, plus an outline Business Case for the required project. The external consultants from Teamtech also made the following recommendations for the management of the project:

- Use PRINCE2
- Set up the project with 4 management stages:
  - Stage 1: Standard PRINCE2 initiation activities
  - Stage 2: Create a detailed design for the future Facilities staffing structure and a specification of the new hardware and software solution. Prepare a contract for the supply and installation of the new hardware and software solution
  - Stage 3: Create request for tender and evaluate proposals. Select supplier and agree contract
  - Stage 4: Implement the new Facilities staffing structure, install new hardware and software solution, and run a trial period.

Initial estimates indicated that the project would cost £2.5m and take two years to complete. There is an expected saving of £20m over 10 years. MFH senior management accepted the recommendations as a basis for the project. However, any event that may result in a loss of MFH data must be escalated to them immediately.

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

Question 2: Organization Theme - Additional Information

Resources who could be involved in the project:

Teamtech Account Manager: He represents Teamtech, a recruitment agency that provides specialist resources to government departments. Teamtech provided the consultants who carried out the feasibility study. They will not be developing any of the project's products. However, the same consultants will be made available for support and guidance to the Information Technology and Facilities teams during the Restructuring project.

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

Hardware Manager: He reports to the Director of Information Technology. He maintains the computer hardware and software for all business functions.

Payroll Manager: He reports to the Chief Finance Officer. He is a very experienced and efficient accountant who is responsible for running part of the Finance Division on behalf of the Chief Finance Officer. He has been involved in drafting the Ministry's business strategy and assisting in a full business risk assessment. He also drafted the corporate Business Case standards.

Director of Research and Development: She manages a large team who are always incredibly busy. Many of her research and development processes require input from the Information Technology and Facilities teams on a daily basis. She has an excellent understanding of what each team requires in order to operate effectively.

Question 3: Quality Theme - Additional Information

Product Description for the contract

Title	· Contract.
Purpose	· This agreement specifies the MFH requirements for the supply and installation of a hardware and software solution. It provides measurable criteria against which the selected external supplier's performance will be assessed.
Composition	· Responsibilities of MFH and selected external supplier. · Mechanisms for monitoring and reporting performance levels. · MFH Dispute resolution process. · Confidentiality provisions. · Conditions for termination of contract. · Glossary of all technical terms contained in the contract.
Format and presentation	· A4, Word document, printed both sides in black and white. · Font: Arial, 12pts.
Quality criteria	· Contains all composition items listed above. · Not more than 60 pages. · Complies with MFH corporate branding standards. · No typographical errors.
Quality skills required	· Proof-reading skills.
Quality responsibilities	· Producer/Presenter: Director of Information Technology. · Chair: Project Manager. · Reviewer: Hardware Manager and Chief Finance Officer. · Approver: Chief Executive Officer.

Additional Information continues on the next page continued

Quality notes from the Daily Log
The contract between MFH and the selected external supplier will specify the type and quality of service required. The selected external supplier must follow the industry quality standards for delivering hardware and software solutions.

The MFH quality management system (QMS) has been certified to be in accordance with ISO (International Organization for Standardization) standards. The QMS contains policies and procedures for 80% of MFH business processes. One of these processes covers the production of employment contracts.

The QMS also contains document standards that need to be applied to all documentation. There is no documented change control procedure.

All project documents will be subject to a quality review. Some products will require a formal quality record which is to be signed-off by the quality review chair.

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

Introduction

1. This document defines the approach to be taken to achieve the required quality levels during the project.
2. The Project Board will have overall responsibility for the Quality Management Strategy.
3. Project Assurance will provide assurance on the implementation of the Quality Management Strategy.

Quality management procedure - Quality standards

4. Industry quality standards for delivering hardware and software solutions.
5. MFH document standards.

Records

6. A Quality Register will be maintained to record the planned quality events and the actual results from the quality activities.
7. Configuration Item Records will be maintained for each product to describe its status, version and variant.
8. Quality records for products that require them will be stored in the quality database.

Roles and responsibilities

9. Team Managers will provide details of quality checks that have been carried out.
10. Team Managers will ensure that the Quality Register is updated with the names of team members who are involved in the review process.
11. The Senior User will review the Product Descriptions of the products to be produced by the selected external supplier to ensure that they can be achieved.

Question 6: Change Theme - Additional Information

The project is three weeks into stage 3. There are 41 weeks remaining in this stage. The request for tender has been approved but has not yet been distributed to the list of external suppliers.

The Chief Executive Officer (CEO) of the Ministry of Food Hygiene (MFH) has called an emergency meeting because a new Government initiative to centralize all Facilities services has been announced. All existing projects affecting Facilities services are to stop immediately.

The Project Manager has created an Issue Report as the Restructuring project may need to be de-scoped to remove the restructuring of Facilities services. There is £70,000 in the project's change budget, +6 weeks / -6 weeks project time tolerance and +£350,000 / -£500,000 project cost tolerance remaining.

Reducing the number of staff in Facilities and updating the MFH hardware and software solution is planned to cost £2.5m. This is expected to deliver a saving in yearly operating costs of £2m, or £20m over 10 years.

The work required to reduce the project scope and deliver just the MFH hardware and software solution would cost £1.25m, and deliver a saving in yearly operating costs of £1m or £10m over 10 years. The timescale of two years will remain unchanged. However, the Project Manager is concerned that the specification for the new software solution was designed to include the requirements of the restructured Facilities processes, not the existing processes.

To remove the restructuring of Facilities services from the Restructuring project would require revision of all those products which relate to the implementation of the new Facilities staffing structure. A full analysis has been done. It is forecast that implementing these changes will delay stage 3 by three weeks and increase the cost of stage 3 by £100,000. There is £54,000 of stage 3 cost tolerance remaining.

The Government initiative to centralize all Facilities services should deliver a saving in operating costs of £15m over 10 years. The Centralization project is estimated to cost £1.5m.

Instructor Notes

Question 7: Progress Theme - Additional Information

The following extract is from the Work Package provided to the IT Team Manager for the installation of a new hardware and software solution provided by the selected external supplier. It was prepared by the Project Manager.

The transfer of data from the existing systems to the new software must occur with minimum disruption to current services. At the same time, the Facilities services will be restructured. During the transfer of data, the IT Team Manager will need to work with the Facilities Team Manager to ensure that their work is synchronized and their products are compatible. Completion of this work is scheduled for the end of week 24 of stage 4.

The project information contained in the document extract below is true, but it may NOT be recorded under the right heading or in the correct document.

Draft Work Package

Techniques, processes and procedures

1. Any threat that may result in a loss of MFH data must be escalated immediately.

Joint agreements

2. Work is to start at the beginning of week 2 (Stage 4).
3. The project will take two years to complete, at an estimated cost of £2.5m.

Tolerances

4. None.

Constraints

5. MFH staff must not be involved in any heavy lifting during the removal of existing IT equipment.
6. Installation work must take place during MFH normal working hours.
7. +£10,000 / -£25,000.

Reporting arrangements

8. Highlight Report every Monday by 10.00 am.
9. The report must contain a summary of all products worked on during the previous week.
10. Project Manager must be notified of any issues immediately by telephone.

Problem handling and escalation

11. Impact analysis of all issues must be completed within 24 hours.

Extracts or references

12. The Stage Plan for stage 4 is available from Project Support.

Approval method

13. Project Assurance will review the completed Work Package and confirm completion.

Instructor Notes

PRINCE2®

The Practitioner Examination

FX03

Question Booklet

Candidate Number: ....

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Syllabus areas covered:

Question 1 - Starting Up a Project + Initiating a Project Processes

Question 2 - Organization Theme

Question 3 - Quality Theme

Question 4 - Plans Theme

Question 5 - Risk Theme

Question 6 - Change Theme

Question 7 - Progress Theme

Question 8 - Controlling a Stage + Managing Product Delivery Processes

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)

Question Number 1
Syllabus Area Starting Up a Project + Initiating a Project Processes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	A	4

Column 1 contains entries recorded in the Daily Log during the Starting up a Project process. For each entry in Column 1, select the activity, if applied appropriately, where this information should have been captured. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Two outsourcing companies have proved to be unreliable on other projects and should not be included as potential service providers.	A Appoint the Executive and the Project Manager
2	MFH faces increasing pressure to cut costs, and deal with the problems caused by inadequate internal controls and outdated technology.	B Capture previous lessons
3	The new hardware will be selected from a choice of commercial off-the-shelf solutions. The software solution will be designed and developed specifically for MFH.	C Design and appoint the project management team
4	It is assumed that the external Teamtech consultants will be available at the start of the initiation stage.	D Prepare the outline Business Case
		E Select the project approach and assemble the Project Brief
		F Plan the initiation stage

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	B	3

Using the Project Scenario, answer the following questions.

Decide whether the actions taken during the Starting up a Project process represent an appropriate application of PRINCE2 for this project, and select the response that supports your decision.

1 When designing and appointing the project management team, the Project Manager produced a role description for the Executive.
Was this an appropriate application of PRINCE2 for this project?

- A No, because the responsibilities of the Executive should be established before this activity.
- B No, because the creation of role descriptions is NOT the responsibility of the Project Manager.
- C Yes, because role descriptions should be created for all Project Board roles.
- D Yes, because the Project Manager is responsible for this activity.

2 When preparing the outline Business Case, the Executive asked the MFH Chief Finance Officer to set aside £2,500,000 to fund the project.
Was this an appropriate application of PRINCE2 for this project?

- A No, because the full cost of the project is not yet known.
- B No, because this activity is the responsibility of the Project Manager.
- C Yes, because the Executive is responsible for securing project funding.
- D Yes, because all project funding must be available before the project can be authorized.

3 When preparing the Initiation Stage Plan, the Project Manager defined the reporting and control arrangements to be applied for the duration of the project.
Was this an appropriate application of PRINCE2 for this project?

- A No, because this is the role of the Executive.
- B No, because the reporting and control arrangements in the Initiation Stage Plan should be for the initiation stage.
- C Yes, because two of the principles of PRINCE2 are 'manage by stages' and 'continued business justification'.
- D Yes, because monitoring and control of the project enables the assessment of ongoing viability.

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Starting Up a Project + Initiating a Project Processes	1	C	3

Using the Project Scenario, answer the following questions about the Initiating a Project process.

Decide whether the actions taken by the Project Manager represent an appropriate application of PRINCE2 for this project and select the response that supports your decision.

1 The Project Manager decided to delay the creation of the Risk Management Strategy until stage 4, when the selected external supplier's risk management procedures can be used.
Is this an appropriate application of PRINCE2 for this project?

- A No, because effective risk management should be performed throughout the life of the project.
- B No, because the supplier is external to the corporate organization.
- C Yes, because all strategies should be developed using lessons from external organizations.
- D Yes, because the selected external supplier will be the owner of all project risks associated with the specialist deliverables.

2 While preparing the Configuration Management Strategy, the Project Manager decided to recommend that the selected external supplier be authorized to approve and implement all changes.
Is this an appropriate application of PRINCE2 for this project?

- A No, because the selected external supplier does NOT represent the users.
- B No, because the Change Authority should be independent of the project.
- C Yes, because the selected external supplier will be delivering products for this project.
- D Yes, because it is the role of the Senior Supplier(s) to safeguard the integrity of the completed solution.

3 While preparing the Quality Management Strategy, the Project Manager noticed that the corporate quality management system does not specifically cover project management. The Project Manager has asked Project Assurance for their advice.
Is this an appropriate application of PRINCE2 for this project?

- A No, because the Project Manager should update the corporate quality management system with the missing project management processes.
- B No, because Project Assurance reports directly to the Project Board.
- C Yes, because Project Assurance is responsible for checking that the Quality Management Strategy meets the needs of the Project Board.
- D Yes, because Project Assurance is responsible for specifying the customer's quality expectations and acceptance criteria for the project.

Instructor Notes

Question Number 2
Syllabus Area Organization Theme

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	A	6

Using the Project Scenario, answer the following questions.

Each question proposes alternative candidates for a role, supported by a **true statement** about each. Select the 2 suggestions which, in the context of PRINCE2 recommended roles and responsibilities, provide an appropriate evaluation of, or alternative to, the candidate originally proposed for that role.

Remember to select 2 answers to each question.

1		The Chief Executive Officer has been appointed to the role of Executive for this project. Which **2** suggestions are appropriate for this appointment?
	A	Retain because he accepts that restructuring is the best solution.
	B	Replace with 'Chief Finance Officer' because she can ensure a cost-effective approach to the project.
	C	Retain because he has the right level of authority to be able to control the strategic nature of the Restructuring project.
	D	Add 'Chief Finance Officer' because she understands the operational environment.
	E	Replace with 'Payroll Manager' because he is a very experienced and efficient accountant.
2		The Teamtech Account Manager has been appointed to the role of Senior User for this project. Which **2** suggestions are appropriate for this appointment?
	A	Retain because he provides the specialist resources required to support the project.
	B	Replace with 'Director of Research and Development' because she deals with Information Technology and Facilities and can make sure the user's needs are specified.
	C	Replace with Teamtech consultant because they interface directly with the users.
	D	Add 'Hardware Manager' because he maintains computer hardware for all business functions.
	E	Retain because he will be providing support to the Facilities team during the project.
3		The Director of Information Technology has been appointed to the role of Senior Supplier for this project. Which **2** suggestions are appropriate for this appointment?
	A	Retain because she is responsible for the design of the future Information Technology working practices.
	B	Add 'Director of Facilities' because he is responsible for designing the future Facilities staffing structure.
	C	Add 'Hardware Manager' because the outcome of the project will have an impact on him.
	D	Remove because she only represents Information Technology.
	E	Replace with 'Director of Facilities' because he supports the initiative.

Question continues on the next page

Question continued

4	The Payroll Manager has been appointed to the role of Business Project Assurance for this project. Which **2** suggestions are appropriate for this appointment?	
	A	Remove because the project will have an impact on him and he therefore represents a user.
	B	Replace with 'Project Manager' because this is a simple project that does not require additional assurance.
	C	Add 'Teamtech Consultants' because they carried out the feasibility study.
	D	Add 'Chief Finance Officer' because she is responsible for checking that any supplier and contractor payments are authorized.
	E	Retain because he is familiar with the Ministry of Food Hygiene business strategy, the business level risk assessment and the Business Case standards.
5	The Director of Facilities has been appointed to the role of Supplier Project Assurance for this project. Which **2** suggestions are appropriate for this appointment?	
	A	Retain because he has a professional facilities management qualification and so is in a position to specify the needs of the Facilities staff.
	B	Retain because he will be able to advise on many of the products that will enable restructuring to happen, such as the future Facilities staffing structure.
	C	Retain because he is well-regarded within the Ministry because of the efficiencies, superb service and savings he has achieved in Facilities services.
	D	Add 'Teamtech Account Manager' because he will advise on potential changes and their impact on the integrity of the project's products.
	E	Remove because he is involved with the project and is therefore NOT independent.
6	Both the Director of Research and Development and the Hardware Manager have been appointed to the role of User Project Assurance for this project. Which **2** suggestions are appropriate for this appointment?	
	A	Retain because they are both very positive about restructuring the selected business functions.
	B	Retain because they can ensure that user liaison is functioning correctly.
	C	Remove because neither of these individuals are from the business functions to be restructured.
	D	Retain because selecting only one of them may cause unnecessary conflict.
	E	Retain because they can advise on the impact of potential changes.

Syllabus Area	Question Number	Part	Marks
Organization Theme	2	B	4

Using the Project Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question about roles on the Restructuring project.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	It would be appropriate for the selected external supplier, who was selected in stage 3, to be represented on the Project Board by a Senior Supplier in stage 4.	BECAUSE	The Senior Supplier is responsible for assessing the viability of the project approach.
2	It would be appropriate to appoint more than one individual to the role of Project Support.	BECAUSE	Project Support is responsible for ensuring that the desired outcome of the project is specified.
3	The Hardware Manager would be an appropriate choice for the role of Senior Supplier.	BECAUSE	The Senior Supplier is accountable for the quality of the products delivered by the supplier(s).
4	The Payroll Manager would be an appropriate choice to provide business assurance.	BECAUSE	Business assurance should be undertaken by someone with an accountancy qualification.

Question Number 3
Syllabus Area Quality Theme

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	A	3

The following questions include only **true statements** about the Restructuring project, but only one statement is an appropriate entry for that heading in the Project Product Description.

1 Which statement should be recorded under the **Acceptance criteria** heading?

- A The new hardware and software solution should be capable of processing 500% more data than the existing system.
- B Any changes to the project's products must be managed through formal change control.
- C External consultants are to provide guidance on the development of the detailed design for the future Facilities staffing structure.
- D The selected external supplier should be appointed in stage 3.

2 Which statement should be recorded under the **Project-level quality tolerances** heading?

- A Facilities staffing numbers are to be reduced by 20% and all Facilities services restructured.
- B Facilities staff should be restructured as soon as possible to avoid the chance of industrial action.
- C Increased maintenance costs should be kept to a minimum.
- D To continue to function effectively, a minimum of 15% of Facilities staff should be released, but no more than 25%.

3 Which statement should be recorded under the **Acceptance method** heading?

- A The Director of Information Technology will be responsible for the quality of the new hardware and software solution.
- B The results of the hardware and software trial will be reviewed to confirm full functionality before accepting handover of the new hardware and software solution.
- C The Hardware Manager will accept handover of the new hardware and software solution.
- D Staff within the business functions being restructured will work with the external consultants who conducted the feasibility study.

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	B	3

Using the Project Scenario and the Product Description provided as additional information for this question in the *Scenario Booklet*, answer the following question.

The Director of Information Technology is responsible for producing the contract for the supply and installation of the hardware and software solution. The Work Package does not contain any other products and has a tolerance of +2 days / -2 days. The contract has been produced on target and the quality review meeting is taking place.

The following 3 entries have been included in the consolidated question list or raised at the meeting. Select the appropriate action which should now be agreed by the review team to deal with each entry.

1	Although it is not specified in the current corporate branding standards, the MFH corporate logo should be shown on the front page of the contract.	
	A	Agree to amend this within the remaining +2 days tolerance.
	B	Raise an issue (off-specification).
	C	Raise an issue (request for change).
	D	Accept this as a concession.
2	The contract is not printed in colour.	
	A	Agree to redesign the contract within the remaining +2 days tolerance.
	B	Raise an issue (off-specification).
	C	Accept this as a concession.
	D	No action required.
3	The contract does not contain the MFH dispute resolution process. The addition of this will take one day to complete but it will increase the contract to more than 60 pages.	
	A	Raise an issue (off-specification).
	B	Raise an issue (request for change).
	C	Agree to add the MFH dispute resolution process within the remaining +2 days tolerance.
	D	No action required.

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Quality Theme	3	C	4

Using the Quality notes from the Daily Log and the Extract from the draft Quality Management Strategy provided as additional information for this question in the *Scenario Booklet*, answer the following questions about the Quality Management Strategy.			
1	Which statement applies to the **Introduction** section?		
	A	Delete entry 1 because the project approach is defined in the Project Brief.	
	B	Delete entry 2 because this is the Project Manager's responsibility.	
	C	Delete entry 3 because it is the Project Manager's responsibility to implement the Quality Management Strategy.	
	D	Move entry 3 to the **Roles and responsibilities** section because this is a quality responsibility.	
2	Which statement applies to the **Quality standards** section?		
	A	Delete entry 4 because external suppliers are responsible for applying any relevant standards to their work.	
	B	Delete entry 5 because the lack of a change control procedure makes the MFH document standards unsuitable.	
	C	Add 'MFH Processes: Production of employment contracts'.	
	D	Add 'PRINCE2 change control procedures will be used to manage any changes to baselined products'.	
3	Which statement applies to the **Records** section?		
	A	Delete entry 6 because this information should be included in Stage or Team Plans.	
	B	Move entry 6 to the **Reporting** section because the information should be used to report on quality activities.	
	C	Delete entry 7 because this should be included in the Configuration Management Strategy.	
	D	Delete entry 8 because the results of quality reviews are recorded in the Quality Register.	
4	Which statement applies to the **Roles and responsibilities** section?		
	A	Move entry 9 to the **Records** section because this information will be required to create a record of each quality check.	
	B	Delete entry 9 because this is the responsibility of the quality review chair.	
	C	Delete entry 10 because only the Project Manager can update the Quality Register.	
	D	Amend entry 11 because this is the responsibility of Supplier Project Assurance.	

Question Number 4
Syllabus Area Plans Theme

Syllabus Area	Question Number	Part	Marks
Plans Theme	4	A	5

Column 1 is a list of **true statements** to be included in the Stage Plan for stage 2. Column 2 is a selection of Stage Plan headings. For each statement in Column 1, select from Column 2 the Stage Plan heading under which it should be recorded. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	A monthly stage status report will be provided to the Project Board.	A Plan description
2	The MFH template is required for the contract to supply and install the new hardware and software solution.	B Plan prerequisites
		C External dependencies
3	The Project Board has approved the recommendation to reduce the number of staff in Facilities and to implement a new hardware and software solution. This decision must remain in place.	D Planning assumptions
		E Lessons incorporated
4	Based on advice from the Ministry of Trade and Industry that, in their experience, drafting a contract is a lengthy process, allowances have been made for this in the Stage Plan for stage 2.	F Monitoring and control
		G Budgets
		H Tolerances
5	Time: +2 weeks / -2 weeks.	I Schedule

Syllabus Area	Question Number	Part	Marks
Plans Theme	4	B	5

Using the Project Scenario, answer the following question.

The project has a cost tolerance of +5% / -5%, of which stage 2 has a tolerance of +£45,000 / -£45,000.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	If stage 2 exceeds its target by £20,000, the Stage Plan should be replaced by an Exception Plan.	BECAUSE	When the Stage Plan is updated with activities to deal with any deviations from planned cost and time, this is called an Exception Plan.
2	The Team Plan required for the development of the contract should be produced in consultation with supplier assurance.	BECAUSE	Supplier assurance should confirm that Team Plans are in accordance with relevant supplier standards.
3	The Stage Plan for stage 2 should be prepared during the initiation stage.	BECAUSE	All Stage Plans are produced near the end of the initiation stage.
4	A final stage (stage 5), covering project closure, should be added to the Project Plan.	BECAUSE	Following initiation, the Project Plan covers all subsequent management stages.
5	The cost tolerance planned for each stage should be +5% / -5%.	BECAUSE	Project tolerances for cost and time should always be allocated equally between all of the stages.

Instructor Notes

Question Number 5
Syllabus Area Risk Theme

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	A	5

Answer the following questions about the project's Risk Management Strategy.

Each question includes a list of statements but, according to PRINCE2, only 2 statements are appropriate entries for that heading in the project's Risk Management Strategy.

Remember to select 2 answers to each question.

1	Which **2** statements would be appropriate entries under either the **Records** or **Reporting** headings?	
	A	Project Support will maintain the Risk Register.
	B	The evaluated net effect of all risks will be updated at the end of each stage and included in the End Stage Report.
	C	The Change Authority will report monthly to the Project Manager on the status of the change budget.
	D	Risks that are likely to occur within the next two weeks should be recorded as imminent.
	E	A summary of risks will be maintained and included with the monthly Highlight Reports to the Project Board.
2	Which **2** statements would be appropriate entries under the **Timing of risk management activities** heading?	
	A	The selected external supplier will manage any risks to their Business Case and report these to the Project Manager.
	B	The Project Board should hold monthly meetings to set project-level risk tolerance.
	C	At the end of each stage, risk owners will be consulted to check on the status of risk responses.
	D	Any new risks identified during product development should be reported to the Project Manager by the Team Manager.
	E	When authorizing a stage, the Project Board will check that the exposure to risk is still acceptable.
3	Which **2** statements would be appropriate entries under the **Roles and responsibilities** heading?	
	A	Each risk will be assigned a risk owner.
	B	Risks exceeding the agreed project risk tolerance will be reported to the Project Board.
	C	Time tolerances are allocated to each stage by the Project Manager.
	D	Project Assurance will ensure that project risks are identified, assessed and controlled according to the agreed risk management procedure.
	E	An external consultant is to facilitate a risk identification workshop.

Question continues on the next page

Question continued

4	Which **2** statements would be appropriate entries under the **Proximity** heading?	
	A	Proximity categories for this project are: Imminent; Within the stage; Within the project; Beyond the project.
	B	The risk of MFH having no restructuring experience will be categorized as Stage 4 proximity.
	C	Imminent risks are those which may occur within two weeks.
	D	Any risk with a proximity category of imminent will be estimated as having a very high impact.
	E	The risk of staff leaving the organization is categorized as 'beyond the project' proximity.
5	Which **2** statements would be appropriate entries under the **Risk tolerance** heading?	
	A	Any risk whose impact and probability is very high must be escalated to corporate or programme management.
	B	Any event that may result in loss of MFH data must be escalated to the Project Board.
	C	The Team Manager's threshold level of risk exposure is low impact and low probability.
	D	The cost of all fallback plans must be contained within the project's tolerance.
	E	Risk tolerance must be used to respond to known risks.

Syllabus Area	Question Number	Part	Marks
Risk Theme	5	B	5

None of the Ministry of Food Hygiene's (MFH) employees on the project management team has any experience in restructuring, which could lead to difficulties in understanding what is required from a restructuring project and in dealing competently with the selected external suppliers. The result could be a new software solution that does not solve the business problems.

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

	Column 1	Column 2
1	Contract a restructuring specialist to take an assurance role in the project, and provide advice to the Project Board and Project Manager.	A Avoid
2	Include a clause in the contract with the selected external supplier stating that, if the full functionality of the software solution is not delivered, the selected external supplier will reduce their fees accordingly.	B Reduce
3	Hire experienced restructuring contractors to assist MFH staff throughout the project.	C Fallback
4	Rely on the selected external supplier to act in a reliable and conscientious manner to provide the support and advice that will protect MFH's interests.	D Transfer
5	Request assistance from central government if difficulties arise in understanding what is happening.	E Accept
		F Share

Question Number 6
Syllabus Area Change Theme

Syllabus Area	Question Number	Part	Marks
Change Theme	6	A	2

The Ministry of Food Hygiene (MFH) has a quality management system which contains a document control process to manage all documentation requirements. The document control process was created by the MFH Quality Manager, who now maintains all of MFH's documents and performs an organization-wide configuration management role. The MFH Quality Manager will administer the configuration management procedure for the Restructuring project since this must comply with the MFH document control process.

Using the information above, answer the following questions.

1 According to PRINCE2, which statement about the Configuration Management Strategy for the Restructuring project is correct?

- A Every project needs a Configuration Management Strategy, even if the organization has existing configuration management standards, because every project has different circumstances.
- B The Project Manager should develop a separate Configuration Management Strategy for each of the suppliers working on this project because each will manage and store products differently.
- C A Configuration Management Strategy is unnecessary for this project because the MFH document control process is already documented. This should be referenced in the Quality Management Strategy.

2 According to PRINCE2, which statement about appointing the MFH Quality Manager to administer the configuration management procedure is correct?

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

Syllabus Area	Question Number	Part	Marks
Change Theme	6	B	3

Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Project Manager's response to the potential removal of Facilities services from the scope of the Restructuring project.

1	Having created the Issue Report and analyzed the impact of removing Facilities services from the scope of the Restructuring project, what is the next action the Project Manager should consider?	
	A	Escalate the Issue Report to the Project Board for a decision.
	B	Update the associated Configuration Item Records with details of the Issue Report that caused the change.
	C	Amend the Stage Plan for stage 3: remove all products related to Facilities services and add the activities required to deliver the new Government initiative.
	D	Create an Exception Plan to change all of the project's products to reflect the exclusion of Facilities services.
2	If the decision is made to remove Facilities services from the scope of the Restructuring project, what risk would this introduce to the project?	
	A	None, because any risk associated with Facilities services will be managed by another project.
	B	These changes will delay stage 3 by three weeks.
	C	There is only £70,000 left in the project change budget.
	D	The specification of the new software solution may not support the existing Facilities processes.
3	What will be the impact on the benefits?	
	A	Reduced savings, now £10m over 10 years.
	B	Increased savings of £15m over 10 years from the new initiative to centralize Facilities services.
	C	An additional cost of £1.5m to deliver Facilities services.
	D	Restructuring project cost reduced by 50%.

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Change Theme	6	C	5

Using the additional information provided for this question in the *Scenario* Booklet, answer the following question.

The Project Manager has now completed the Issue Report. The situation is now being managed under formal issue and change control.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The de-scoping of Facilities services from the Restructuring project should be treated as a request for change.	BECAUSE	Any proposal for a change to a project's baseline should be treated as a request for change.
2	The Project Manager should now consider alternative options for centralizing Facilities services.	BECAUSE	There must be a balance between the advantage to be gained by implementing an option, and the time, cost and risk of implementing it.
3	The Stage Plan for stage 3 should be re-issued to the Project Board with all of the products associated with Facilities services removed.	BECAUSE	The original version of the Stage Plan for stage 3 should be retained for audit purposes.
4	An Exception Plan should be presented to the Project Board for them to consider the consequences of the issue and the options available to deal with it.	BECAUSE	Only the Project Board can approve deviations beyond project tolerance levels.
5	This change should be funded from the remaining £70,000 change budget and the balance of £30,000 taken from the stage cost tolerance.	BECAUSE	A change budget can be used to implement a request for change, provided its use is within the constraints set by the Project Board.

Instructor Notes

Question Number 7
Syllabus Area   Progress Theme

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	A	4

Using the Draft Work Package provided as additional information for this question in the *Scenario Booklet*, answer the following questions.

All the statements that add or amend an entry contain only **true information**, but this may be under the wrong heading, or not relevant to the Work Package.

Remember to select 2 answers to each question.

1		Which **2** statements apply to either the **Joint agreements** or **Tolerances** sections?
	A	Delete entry 2 because this information will be contained in the Stage Plan for stage 4.
	B	Delete entry 3 because this information is contained in the Project Plan.
	C	Add 'Work is to finish at the end of week 24 of stage 4' to **Joint agreements**.
	D	Add 'The transfer of data to the new software must occur with minimum disruption' to **Tolerances.**
	E	Add 'Facilities Team Manager, with responsibility for restructuring Facilities services' to **Joint agreements.**
2		Which **2** statements apply to either the **Techniques, processes and procedures** or **Constraints** sections?
	A	Move entry 1 to **Tolerances** because this represents a risk tolerance.
	B	Move entry 5 to **Techniques, processes and procedures** because this is a technique which staff should be aware of.
	C	Delete entry 6 because this is outside the scope of the Work Package.
	D	Move entry 7 to **Tolerances** because this represents a cost tolerance.
	E	Add 'Products must be compatible with those developed by the Facilities Team Manager' to **Techniques, processes and procedures.**
3		Which **2** statements apply to either the **Reporting arrangements** or **Problem handling and escalation** sections?
	A	Replace entry 8 with 'Checkpoint Report every Monday by 10.00 am' because Highlight Reports are intended for the Project Board.
	B	Delete entry 9 because this level of detail is unnecessary.
	C	Move entry 10 to **Problem handling and escalation** because that section describes how issues are handled.
	D	Add 'Any risks identified to be added to the Risk Register' to **Reporting arrangements**.
	E	Delete entry 11 because the impact analysis should be provided when the issue is notified.

Question continues on the next page

Question continued

4	Which **2** statements apply to either the **Extracts or references** or **Approval method** sections?	
	A	Delete entry 12 because this should be the Team Plan not the Stage Plan.
	B	A suitable entry for **Extracts or references** would be 'Product Descriptions are available from Project Support'.
	C	Move entry 13 to **Reporting arrangements** because this describes how completion will be advised to the Project Manager.
	D	Delete entry 13 because this is NOT a Project Assurance responsibility.
	E	A suitable entry for **Approval method** would be 'The Project Manager is to be advised of completion of the Work Package by email'

Syllabus Area	Question Number	Part	Marks
Progress Theme	7	B	6

At the end of stage 3, the external supplier will be selected and the contract awarded. During stage 4, the selected external supplier will act as a Team Manager to complete the installation of the new hardware and software solution.

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

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The **Project controls** section of the Project Initiation Documentation should be updated as soon as the external supplier has been selected during stage 3.	BECAUSE	The Project Initiation Documentation contains a summary of the project-level controls for monitoring and reporting.
2	Checkpoint Reports should be used to monitor the external supplier's progress during stage 4.	BECAUSE	The Project Manager requires regular progress reports from a Team Manager in order to monitor the progress of a Work Package.
3	Once the contract is awarded to the selected supplier, the Product Description for the contract should be updated.	BECAUSE	The composition field of a Product Description should be used to record any change in the status of a product.
4	Checkpoint Reports should provide progress updates on the implementation of the new hardware and software solution.	BECAUSE	A Work Package defines the reporting arrangements between a supplier and the Project Board.
5	If they forecast that their Work Package will exceed its tolerance, the selected external supplier should provide an Exception Report for the Project Manager.	BECAUSE	The Team Manager is responsible for informing the Project Manager if any of the agreed tolerances for a Work Package are forecast to be exceeded.
6	Benefit tolerance should be set in the next Stage Plan for Project Assurance to monitor.	BECAUSE	Project Assurance is responsible for monitoring the Business Case against project progress.

Question Number 8
Syllabus Area Controlling a Stage + Managing Product Delivery Processes

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	8	A	2

Column 1 is a list of actions that occur during the Controlling a Stage process. For each action in Column 1, select from Column 2 the PRINCE2 theme that is being applied. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Ensure that each product in a completed Work Package has gained its required approval, as defined in its Product Description.	A Business Case B Organization C Quality D Plans
2	Define the tolerance within a Work Package to be agreed with a Team Manager.	E Risk F Change G Progress

Instructor Notes

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	8	B	3

Column 1 is a list of entries from the Daily Log that were made during stage 4 in the Controlling a Stage process. For each entry in Column 1, select the **first** management product from Column 2 that should be updated, or created, as a result of the entry. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Executive has asked for a minor change to the baselined detailed design document. This change will not affect any other products.	A Work Package
		B Team Plan
2	Staff communication was very useful in getting support from MFH staff who will be affected by the restructuring of Facilities services.	C Issue Register
		D Stage Plan for stage 4
3	The selected external supplier is concerned that there are delays with Government departments getting work signed-off after completion.	E Lessons Log
		F Project Plan

Syllabus Area	Question Number	Part	Marks
Controlling a Stage + Managing Product Delivery Processes	8	C	5

Stage 4 has started and the Information Technology Team Manager is responsible for the Work Package to implement the new hardware and software solution.

Answer the following questions about the actions the Information Technology Team Manager should take during the Managing Product Delivery process to deal with the events and situations described.

Remember to select 2 answers to each question.

1	While producing the Team Plan to deliver the agreed Work Package, the Team Manager discovered that the representatives assigned to check the products were unsuitable. Which **2** actions should the Team Manager take in response to this situation?		
	A	Ask the Project Manager to confirm this information.	
	B	Discuss the situation with Project Assurance.	
	C	Advise the Project Manager of this risk.	
	D	Update the Quality Register with these concerns.	
	E	Notify the Project Manager by raising an Exception Report explaining why the reviewers are unsuitable.	
2	The chair of a quality review meeting advised the Team Manager that, because there were so many major issues, the product had been rejected. The presenter estimated that the corrections would take about two weeks. The re-assessment of the product will take a further week resulting in a three-week delay. The Work Package only has one-week tolerance. Which **2** actions should the Team Manager take in response to this situation?		
	A	Ask the reviewers to work overtime to prevent the delay.	
	B	Ensure that the situation is included in the next Highlight Report.	
	C	Raise an issue explaining that tolerances are forecast to be exceeded.	
	D	Advise the Project Manager of the risk that there may be a two-week delay in the delivery of one of the products.	
	E	Ensure that the Quality Register is updated with the quality review result.	
3	Two weeks after starting work the Team Manager noticed that each completed product had exceeded its estimated effort by around 10%. If this trend continues the Work Package will exceed its agreed cost tolerance of 5%. Which **2** actions should the Team Manager take in response to this situation?		
	A	Check the status of the products currently being worked on and analyze the effort expended.	
	B	Update the Stage Plan by increasing all future work estimates by 10%.	
	C	Amend the Work Package and ensure that the revised targets are met.	
	D	Escalate the situation in the next Checkpoint Report.	
	E	Raise an issue that costs will exceed tolerance if the current trend continues.	

Question continues on the next page

Question continued

4	The Team Manager has received notification that the new hardware and software solution has been installed and completed, but there is a concern that it has not been approved by the appropriate people. Which **2** actions should the Team Manager take to check that the products have been approved as required?		
	A	Check the Quality Register for the sign-off date on which the quality activity was complete.	
	B	Check the Product Descriptions to ascertain who should have approved the products.	
	C	Check the Configuration Management Strategy for product handover procedures.	
	D	Check the approval method required in the Work Package.	
	E	Check the Product Descriptions for the quality method required.	
5	The Work Package has been in progress for four weeks and has four weeks remaining. The Information Technology Team Manager is concerned that he has no idea what the Facilities Team Manager is doing about preparing to implement the new Facilities staffing structure. He is uncertain about what should be happening. Which **2** initial actions should the Team Manager take in response to this concern?		
	A	Notify the Project Manager by raising an Exception Report.	
	B	Raise this concern in the next fortnightly Highlight Report.	
	C	Check the Communication Management Strategy to ascertain what records of communications with the selected external supplier are required.	
	D	Check the Information Technology Work Package for development interfaces.	
	E	Raise an issue to notify the Project Manager of this concern.	

PRINCE2®

The Practitioner Examination

Marking Scheme

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-FX03-1.4

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (SI)	A	MG	1	0	1	0	0	0	0			
			2	0	0	0	1	0	0			
			3	0	0	0	0	1	0			
			4	0	0	0	0	0	1			
	B	CL	1	1	0	0	0					
			2	0	0	1	0					
			3	0	1	0	0					
	C	CL	1	1	0	0	0					
			2	1	0	0	0					
			3	0	0	1	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (OR)	A	MR	1	0	1	1	0	0				
			2	0	1	0	1	0				
			3	1	1	0	0	0				
			4	0	0	0	1	1				
			5	0	1	0	1	0				
			6	0	1	0	0	1				
	B	AR	1	0	1	0	0	0				
			2	0	0	1	0	0				
			3	0	0	0	1	0				
			4	0	0	1	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (QU)	A	CL	1	1	0	0	0					
			2	0	0	0	1					
			3	0	1	0	0					
	B	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	1	0	0	0					
	C	CL	1	0	0	0	1					
			2	0	0	1	0					
			3	0	0	1	0					
			4	0	0	0	1					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (PL)	A	MG	1	0	0	0	0	0	1	0	0	0
			2	0	0	1	0	0	0	0	0	0
			3	0	1	0	0	0	0	0	0	0
			4	0	0	0	0	1	0	0	0	0
			5	0	0	0	0	0	0	0	1	0
	B	AR	1	0	0	0	0	1				
			2	1	0	0	0	0				
			3	0	0	1	0	0				
			4	0	0	0	1	0				
			5	0	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
5 (RK)	A	MR	1	0	1	0	0	1				
			2	0	0	1	0	1				
			3	0	0	0	1	1				
			4	1	0	1	0	0				
			5	1	1	0	0	0				
	B	MG	1	0	1	0	0	0	0			
			2	0	0	0	1	0	0			
			3	0	1	0	0	0	0			
			4	0	0	0	0	1	0			
			5	0	0	1	0	0	0			

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
6 (CH)	A	CL	1	1	0	0						
			2	0	0	1						
	B	CL	1	1	0	0	0					
			2	0	0	0	1					
			3	1	0	0	0					
	C	AR	1	1	0	0	0	0				
			2	0	0	0	1	0				
			3	0	0	0	1	0				
			4	0	0	0	0	1				
			5	0	0	0	1	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
7 (PG)	A	MR	1	0	1	1	0	0				
			2	1	0	0	1	0				
			3	1	0	1	0	0				
			4	0	1	0	0	1				
	B	AR	1	0	0	0	1	0				
			2	1	0	0	0	0				
			3	0	0	0	0	1				
			4	0	0	1	0	0				
			5	0	0	0	1	0				
			6	0	0	0	1	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8 (CD)	A	MG	1	0	0	1	0	0	0	0		
			2	0	0	0	0	0	0	1		
	B	MG	1	0	0	1	0	0	0			
			2	0	0	0	0	1	0			
			3	0	0	1	0	0	0			
	C	MR	1	1	1	0	0	0				
			2	0	0	1	0	1				
			3	1	0	0	0	1				
			4	0	1	0	1	0				
			5	0	0	0	1	1				

Instructor Notes

PRINCE2®

The Practitioner Examination

Rationale

Exam Paper: GB-FX03-1.4

Question: 1, Syllabus: SI, Part: A, Type: MG, SyllabusRef: SU0302, Level: 3		
1	Correct [B]:	This information will be valuable when the external supplier list is prepared for this project. This lesson should have been identified and captured during the activity Capture previous lessons. Ref. A.14.2 / 12.4.2.
2	Correct [D]:	Understanding the objectives of, and the reasons for, the project as defined in the project mandate, is one of the recommended actions within the Prepare the outline Business Case activity. Ref. 12.4.4 / A.2.2
3	Correct [E]:	This outlines the selected approach to be taken by the project. Ref. 12.4.5 / A.19.2
4	Correct [F]:	This is a planning assumption that should be included in the Initiation Stage Plan. Ref. 12.4.6 / A.16.2.

Question: 1, Syllabus: SI, Part: B, Type: CL, SyllabusRef: SU0402, Level: 4			
1	A	Correct:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	B	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3)
	C	Incorrect:	The Executive role description should be created earlier in the Starting up a Project process, when appointing the Executive. (12.4.1)
	D	Incorrect:	The Project Manager is responsible for creating role descriptions for the remaining project management team, not the Executive. (12.4.1/12.4.3
2	A	Incorrect:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	B	Incorrect:	The Executive is responsible for preparing the outline Business Case. (Table 12.4)
	C	Correct:	When preparing the outline Business Case, the Executive should understand where funding is coming from. (12.4.4)
	D	Incorrect:	Funding is made available stage by stage. All funding does not therefore have to be made available at the outset. (12.4.4/10.3.2)
3	A	Incorrect:	Preparing the Initiation Stage Plan, and therefore the reporting and control arrangements within it, is the responsibility of the Project Manager. (Table 12.6)
	B	Correct:	The Project Manager should define reporting and control arrangements for the initiation stage only. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	C	Incorrect:	These are principles of PRINCE2, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)
	D	Incorrect:	This does enable critical assessment of ongoing viability, but the Project Manager should define reporting and control arrangements for the initiation stage. Controls for the project will be determined during the initiation process. (12.4.6/14.4.5)

Question: 1, Syllabus: SI, Part: C, Type: CL, SyllabusRef: IP0402, Level: 4			
1	A	Correct:	Without an ongoing and effective risk management procedure it is not possible to be confident that the project is able to meet its objectives and therefore whether it is worthwhile for it to continue. The Risk Management Strategy is created during the initiation stage. Ref. 8.1.
	B	Incorrect:	It is irrelevant whether the supplier is external or internal to the corporate organization. The Risk Management Strategy is created during the initiation stage. Without an ongoing and effective risk management procedure it is not possible to be confident that the project is able to meet its objectives and therefore whether it is worthwhile for it to continue. Ref. 8.1
	C	Incorrect:	Lessons should be sought from similar previous projects, corporate or programme management, and external organizations related to risk management. However, the Risk Management Strategy should be derived from the corporate risk management policy and/or a risk management process guide (or similar documents). It should be created during the initiation stage. Ref. 8.3.2.
	D	Incorrect:	The external supplier would not be a suitable owner for any risks associated with products for which they are not responsible. The Risk Management Strategy should be created during the initiation stage. Ref. 8.3.2 / 8.3.5.4.
2	A	Correct:	A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. The selected external supplier does not represent the business or user interests on this project. Ref. 9.3.3.2 / C.8.2.
	B	Incorrect:	The Change Authority can be delegated by the Project Board to any person or group. Ref. C.8. / 9.3.3.2.
	C	Incorrect:	A Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. Ref. C.8.2.
	D	Incorrect:	This is a responsibility of the Senior Supplier. However, a Change Authority should be capable of adequately representing the business, user and supplier stakeholder interests. The external supplier represents the supplier interest only. Ref. C.8.2.
3	A	Incorrect:	The corporate quality management system is not developed within the scope of the project. It is a prerequisite to understand the quality requirements, not the existence of a corporate quality management system. It is one of the roles of Project Assurance to check that the Quality Management Strategy meets the needs of the Project Board. Ref. 14.4.3.
	B	Incorrect:	Whilst Project Assurance does report to the Project Board, the role is also responsible for supporting the Project Manager. Project Assurance provides advice and guidance on issues such as the use of corporate standards. Ref. 5.3.2.3.
	C	Correct:	The standards to be used, and the means of assessing them, must be documented and agreed before the project can be approved. It is the role of Project Assurance to ensure the Quality Management Strategy meets the needs of the Project Board and/or corporate or programme management. Ref. 14.4.3 / A.22.3.
	D	Incorrect:	Customer's quality expectations and acceptance criteria are specified by the Project Board. Ref. 6.3.1.1/ 6.3.1.2.

Question: 2, Syllabus: OR, Part: A, Type: MR, SyllabusRef: OR0401, Level: 4			
1	A	Incorrect:	Acceptance of a solution is not a reason for appointing someone to the role of Executive. This does not indicate any of the required competences required for the role of Executive. Ref. 5.3.2.2 / 5.2.5.
	B	Correct:	The Executive has to ensure that the project gives value for money, ensuring a cost-effective approach to the project, and balancing the demands of the business, user and supplier. Ref. 5.3.2.2 / 5.2.5.
	C	Correct:	As Chief Executive Officer of the Ministry he has ultimate authority for the organization and can provide a single point of accountability for the project. This is a PRINCE2 reason. Ref. 5.3.2.2./ 5.2.5.
	D	Incorrect:	The role of the Executive is vested in one individual, so that there is a single point of accountability for the project. Ref 5.3.2.2./ 5.2.5.
	E	Incorrect:	The Executive has to balance the demands of the business, user and supplier. Being an accountant does not fulfil this requirement. The Payroll Manager may provide assurance to the Executive, assuring value for money and a cost-effective approach to the project. Ref. 5.3.2.2.
2	A	Incorrect:	The Senior User specifies the requirements and commits user resources. The Teamtech Account Manager represents a supplier. Ref. 5.3.2.2./ 5.2.5.
	B	Correct:	The Senior User is responsible for specifying the needs of those who will use the project's products. Ref. 5.3.2.2./ 5.2.5.
	C	Incorrect:	Teamtech are performing an advisory role on this project (Project Assurance). They are not in a position to make decisions or commit resources on behalf of the users. Ref. 5.3.2.2.
	D	Correct:	The role represents those who will use the project's products, including operations and maintenance. This positions the Hardware Manager as a Senior User. Ref. 5.3.2.2.
	E	Incorrect:	Those providing specialist resources to the project represent a supplier interest. Ref. 5.2.5.
3	A	Correct:	As a supplier, she will be supplying resources and products to the project. She can contribute supplier opinions to the Project Board – this is a responsibility of the Senior Supplier. Ref. 5.3.2.2./ 5.2.5.
	B	Correct:	The Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. Ref. 5.3.2.2./ 5.2.5.
	C	Incorrect:	The statement, 'the outcome will have an impact on him', indicates that the Hardware Manager is a user for this project. Ref. 5.2.5 / 5.3.2.2.
	D	Incorrect:	If necessary, more than one person may be required to represent the suppliers. Ref. 5.3.2.2 / 5.2.5.
	E	Incorrect:	An individual's support of the initiative is not a suitable reason for appointing them as a Senior Supplier. Ref. 5.3.2.2./ 5.2.5.
4	A	Incorrect:	A user of a project can represent Business Project Assurance. Those representing the business and user interests both come from the customer organization. Ref. 5.2.5.
	B	Incorrect:	All Project Assurance roles should be independent of the Project Manager. Ref. 5.3.2.3.
	C	Incorrect:	Teamtech Consultants are an external supplier. Their own business interests are likely to conflict with those of their customer. Ref. 5.2.5 / C.7.1
	D	Correct:	Business Project Assurance is responsible for reviewing project finances and checking that any supplier or contractor payments are authorized. Ref. C.7.1.
	E	Correct:	Business Project Assurance is responsible for reviewing the Business Case for

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PRINCE2® Practitioner (PR2-312 v3.02)

Quint ACADEMY

			compliance with corporate or programme standards. Ref. C.7.1.
5	A	Incorrect:	Specifying needs is not a Project Assurance responsibility. Ref. C.7.1.
	B	Correct:	Supplier Project Assurance is responsible for advising on the selection of the development strategy, design and methods. Ref. 5.3.2.3 / C.7.1.
	C	Incorrect:	Being well-regarded is not a suitable reason for appointing someone as Supplier Project Assurance. Ref. 5.3.2.3 / C.7.1.
	D	Correct:	Supplier Project Assurance advises on potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective. Ref. C.7.1.
	E	Incorrect:	Project Assurance must be independent of the Project Manager and Project Support, but is a responsibility of the Project Board. Ref. 5.3.2.3 / C.7.1.
6	A	Incorrect:	Being supportive of the change does not qualify these individuals for the role of User Project Assurance. Ref. 5.3.2.3. / C.7.1.
	B	Correct:	This is a responsibility of User Project Assurance. Ref. 5.3.2.3. / C.7.1.
	C	Incorrect:	These individuals can ensure that the solution will meet the needs of their own teams. Assurance roles should be objective and should remain independent of the Project Manager. Ref. C.7.1.
	D	Incorrect:	Conflict can be managed. This is not a suitable reason for selecting two people rather than one. Ref. 5.3.2.3.
	E	Correct:	User Project Assurance is responsible for ensuring that user's needs are accurate and that the solution will meet these needs. Ref. C.7.1/C.7.2.

Question: 2, Syllabus: OR, Part: B, Type: AR, SyllabusRef: OR0401, Level: 4				
1	True:	Project Board appointments should be amended at each stage boundary to reflect major changes needed for the next stage. Ref. 5.3.2.9 / 17.4.1.	True:	Assessing the viability of the project approach is a responsibility of the Senior Supplier. However, as the project approach has already been confirmed by the selection of a supplier, it is not the reason for the Assertion. The answer is B. Ref. C.4.1.
2	True:	The role of Project Support is not optional, but the allocation of a separate individual or group to carry out the required tasks is. Project Support defaults to the Project Manager. In this project, given its scope and number of stakeholders, it would be appropriate to appoint more than one individual to support the Project Manager. Ref. 5.3.2.8.	False:	This is a responsibility of the Senior User, not Project Support. Ref. C.3.1 / C.9.1.
3	False:	The Senior Supplier role would need representatives from the Facilities and Information Technology Departments. The Hardware Manager is not supplying anything on this project and does not have the necessary authority to represent the delivery of all of the Information Technology products. Ref. C.4.	True:	The Senior Supplier is ultimately accountable for supplier products. Ref. 5.3.2.2.
4	True:	The Payroll Manager has the qualities to monitor the project finances and experience in business-level strategic and risk management. Ref. C.7.1.	False:	PRINCE2 does not specify necessary professional and/or technical qualifications for a business assurance role. Ref. C.7.1.

Question: 3, Syllabus: QU, Part: A, Type: CL, SyllabusRef: QU0301, Level: 3			
1	A	Correct:	This is a measurable definition of an attribute required from the project's finished products. Ref. 6.3.1.2.
	B	Incorrect:	This is stating how the products will be managed rather than an acceptance criterion that it must achieve to be acceptable to the stakeholders. Ref. 6.3.1.2.
	C	Incorrect:	The skills and resources required to create a product do not form part of the product's acceptance criteria. Ref. 6.3.1.2.
	D	Incorrect:	The timing of the appointment of the selected external supplier is not an acceptance criterion. Acceptance criteria are a list of criteria which the project's product must meet before the customer will accept it. Ref. 6.3.1.2.
2	A	Incorrect:	This is an objective or outcome of the project. There is no acceptable deviation from the measure given in this statement. Ref. A.21.2.
	B	Incorrect:	'As soon as possible' is not measurable. There is no deviation from the expected target defined. This could be recorded as a possible risk response action. Ref. 8.3.5.3 / A.21.2.
	C	Incorrect:	This is not a measurable requirement. This is a customer's quality expectation. Ref. A.21.2.
	D	Correct:	This is a measurable criterion with an acceptable deviation but there is no specification of the acceptable deviation. Ref. A.21.2.
3	A	Incorrect:	It may be appropriate to record this under the Acceptance responsibilities heading in the Project Product Description. This is not an acceptance method. Ref. A.21.2.
	B	Correct:	This describes a means by which acceptance of the new hardware and software solution will be confirmed. Ref. A.21.2.
	C	Incorrect:	This is an acceptance responsibility and belongs under the Acceptance responsibilities heading. It does not state the means by which acceptance will be confirmed. Ref. A.21.2.
	D	Incorrect:	This describes one of the 'Development skills required' for this project and belongs under the associated heading. It is not a method for confirming that the project's products have been approved. Ref. A.21.2.

Question: 3, Syllabus: QU, Part: B, Type: CL, SyllabusRef: QU0302, Level: 3			
1	A	Incorrect:	This was not specified on the Product Description, nor was it stated in the corporate branding standards. The producer should not agree to this further work without the necessary clarification on requirements. Ref. Table.9.1.
	B	Incorrect:	The producer has met the requirements stated in the Product Description, therefore this is not an off-specification. Ref. Table.9.1.
	C	Correct:	The issue is a request for change as it is a change to the baselined Product Description and needs to be managed formally. Ref. Table.9.1.
	D	Incorrect:	The quality review chair does not have the authority to grant concessions. This would need to be approved by the Project Board, or its delegated Change Authority. Ref. 6.3.2.1. / Table 9.2.
2	A	Incorrect:	The Product Description stated that the product should be black and white. The producer has delivered as requested. Ref. 6.3.2.1.
	B	Incorrect:	There is no error in the product delivered as this was stated as a requirement. The product meets the specification. Ref. 6.3.2.1.
	C	Incorrect:	The quality review chair does not have the authority to grant a concession. This would need to be approved by the Project Board or the delegated Change Authority. Ref. Table 9.2.
	D	Correct:	This was not stated as a requirement in the Product Description. The comment is simply an observation about what the product looks like. Ref. 6.3.2.1.
3	A	Correct:	This was specified as a requirement in the Product Description. The producer should agree to complete the necessary actions to correct this within the time available. If a product does not, or is forecast not to, meet its specification, an issue should be raised (off-specification). It will be more than the specified 60 pages. Ref. Table 9.2.
	B	Incorrect:	This was specified as a requirement in the Product Description. The producer should agree to complete the necessary actions to correct this within the time available. If a product does not, or is forecast not to, meet its specification, an issue should be raised (off-specification). Ref. Table 9.2.
	C	Incorrect:	This was specified as a requirement in the Product Description. The producer should agree to complete the necessary actions to correct this within the time available. If a product does not, or is forecast not to, meet its specification, an issue should be raised (off-specification). It will be more than the specified 60 pages. Ref. Table 9.2.
	D	Incorrect:	This was specified in the Product Description. The product does not meet the original specification and must be corrected before it can be signed-off. There is time to resolve the problem, but doing so will exceed the quality criteria. This will require escalation in the form of an issue. Ref. 6.3.2.1. / Table 9.2.

Question: 3, Syllabus: QU, Part: C, Type: CL, SyllabusRef: QU0401, Level: 4			
1	A	Incorrect:	This is the purpose of the Quality Management Strategy document and this should be stated in the Introduction section. Ref. A.22.2.
	B	Incorrect:	The Quality Management Strategy is approved by the Project Board. The Project Manager will maintain it. Any changes will be approved by the Project Board. Ref. 17.4.1.
	C	Incorrect:	The Project Manager is responsible for implementing the Quality Management Strategy. Project Assurance will provide assurance to the Project Board that it is being implemented correctly. Ref. C.7.
	D	Correct:	Entry 3 refers to one quality responsibility of Project Assurance and should therefore appear in the 'Roles and responsibilities' section. Ref. A.22.2 / Table 6.3.
2	A	Incorrect:	Any known quality control standards that are to be applied to the project should be documented in the Quality Management Strategy. Ref. 6.3.2.
	B	Incorrect:	The MFH document standards should be recorded here. This is a quality standard that should be followed. The Configuration Management Strategy should contain the issue and change control procedure to be followed by the project. Ref. A.6 / A.22.2.
	C	Correct:	The additional information explains that this is a company standard that is to be complied with. It should therefore be recorded under the 'Quality standards' heading. Ref. A.22.2.
	D	Incorrect:	The change control procedures to be used will be contained in the Configuration Management Strategy. Ref. A.6.
3	A	Incorrect:	The Quality Management Strategy should state what quality records will be required. The Quality Register is a vital requirement. Ref. A.22.2.
	B	Incorrect:	The Quality Register is NOT a report. It will be the source of information to be included in quality management reports. Ref. A.22.2.
	C	Correct:	The Records section of the Configuration Management Strategy will contain this information. Ref. A.6.2.
	D	Incorrect:	The project should be able to demonstrate that each product has gained the necessary approvals as specified in its Product Description, so this information is needed. Ref. 6.3.2.2.
4	A	Incorrect:	This is correctly recorded under the heading of Roles and responsibilities. The Records section defines what quality records will be required and where they will be stored. Ref. A.22.2 / 17.4.1.
	B	Incorrect:	Team Managers are responsible for reporting quality activities in Checkpoint Reports. Ref. 16.4.2.
	C	Incorrect:	The Project Manager creates the Quality Register. The Quality Management Strategy defines the procedure for updating it. Ref. 16.4.2 / A.22.2.
	D	Correct:	Supplier Project Assurance is responsible for reviewing Product Descriptions to ensure the product can be achieved. User Project Assurance should review Product Descriptions to ensure the product meets the users' needs. Ref. C.7.1.

Question: 4, Syllabus: PL, Part: A, Type: MG, SyllabusRef: PL0301, Level: 3		
1	Correct [F]:	Reporting to the Project Board is the responsibility of the Project Manager, and the frequency of reporting is documented in the Stage Plan under the heading of Monitoring and Control. Ref. A.16.
2	Correct [C]:	The contract template is an existing product, external to the scope of the project, which is required during this stage. The template is an external product upon which the stage is dependent. Ref. A.16.
3	Correct [B]:	The decision to progress with this project, using this approach, is a prerequisite of this plan, and must remain in place for the plan to succeed. Ref. A.16.
4	Correct [E]:	MFH has no experience in restructuring. So this piece of information, from another Ministry, will be invaluable when creating the plan. It is therefore a lesson incorporated into planning. Ref. A.16.
5	Correct [H]:	The estimated budget and timescale for the stage will be recorded in the Stage Plan together with any permissible deviation from these Ref. A.16.

Question: 4, Syllabus: PL, Part: B, Type: AR, SyllabusRef: PL0401, Level: 4				
1	False:	£20,000 is within the stage 2 tolerance of £45,000, so no escalation is needed. Only when the tolerance is forecast to be exceeded does an exception situation exist - managed through production of an Issue Report, followed by an Exception Report. Ref. 10.3.4.	False:	If the deviation is within tolerance, then corrective action can be taken to deal with it by revising the Stage Plan for the current stage. Ref. 15.4.8.
2	True:	When producing a Team Plan, supplier assurance is consulted to ensure that the Team Plan is viable and in accordance with relevant supplier standards. Ref. 16.4.1.	True:	Supplier assurance will check that the Team Plan is in accordance with supplier standards. This is the reason that supplier assurance is consulted, so the answer is A. Ref. 16.4.1.
3	True:	Stage 2 is the next stage after initiation, and the plan for this should be prepared near the end of the initiation stage. Ref. 7.2.5.	False:	Each Stage Plan is produced near the end of the previous stage. Ref. 7.2.5.
4	False:	Closing a Project is a process and is not planned as a stage. Ref. 18.3.	True:	The Project Plan will contain an outline of all the management stages after initiation. Ref. 7.2.4.
5	False:	Stage tolerances may vary from stage to stage. The Project Board should allocate tolerances for each management stage when approving the next Stage Plan. Ref. 10.3.1.1 / 13.4.3.	False:	Stage tolerances will vary according to the circumstances of the stage. The Project Board should allocate tolerances for each management stage when approving the next Stage Plan.. Ref. 13.4.3.

Question: 5, Syllabus: RK, Part: A, Type: MR, SyllabusRef: RK0301, Level: 3			
1	A	Incorrect:	This is a risk management responsibility and should be recorded under the section for 'Roles and responsibilities'. Ref. A.24.2.
	B	Correct:	When reporting on the stage end, a summary of the current aggregated risk exposure is produced for the End Stage Report. Ref. 17.4.4/A.9.2.
	C	Incorrect:	If this is true, this is a reporting requirement that should appear in the Configuration Management Strategy, not the Risk Management Strategy. Ref. 9.3.1.1.
	D	Incorrect:	This is guidance on how proximity for risk events is to be assessed and should be recorded under the 'Proximity' heading in the Risk Management Strategy. Ref. A.24.2.
	E	Correct:	The Highlight Report contains a summary of the risks. A summary risk profile is an ideal means of providing this information. Ref. 8.3.5.5.
2	A	Incorrect:	The risks to the selected external supplier's Business Case is not a concern of the project. It may also be commercially sensitive to the selected external supplier, so they may not be willing to provide this information, even if it were to be requested. Ref. 8.1.
	B	Incorrect:	The Project Board manages by exception, meeting at the end of each stage or in exception situations. The project-level risk tolerance is set during the initiation stage, when preparing the Risk Management Strategy. Ref. 10.3.1.2.
	C	Correct:	At the end of each stage, when preparing the plan for the next stage, the Project Manager should consult with the risk owners to check on the status of risk responses. This is a time-driven activity to manage risks and should therefore be recorded here. Ref. 17.4.1.
	D	Incorrect:	Risks identified whilst developing products during the Executing a Work Package activity should be notified to the Project Manager so that the appropriate course of action can be decided. This is not a time-driven activity that can be planned for. Ref. 16.4.2.
	E	Correct:	This is a time-driven responsibility. The Project Board ensures the exposure to risk is still acceptable and being controlled. Ref. 13.4.3.
3	A	Incorrect:	This describes the assignment of risk owners, part of the risk management procedure and should be recorded under the 'Implement' step. Ref. 8.3.5.4.
	B	Incorrect:	This should be recorded under the Reporting heading in the Risk Management Strategy. Ref. A.24.4.
	C	Incorrect:	All stage tolerances are allocated by the Project Board, not the Project Manager. Ref. Figure 10.1
	D	Correct:	Project Assurance is responsible for ensuring that all aspects of risk management in the project are in line with the Risk Management Strategy. Ref. 8.4/C.7.1.
	E	Correct:	This shows the responsibility for a risk management activity. Ref. 8.3.5.1 / A.24.2.
4	A	Correct:	This provides guidance on how proximity for risk events is to be assessed. Typical proximity categories will be imminent, within the stage, within the project, beyond the project. Ref. A.24.2.
	B	Incorrect:	This is a proximity assessment for a specific risk which would be recorded in the Risk Register. Ref. A.25.
	C	Correct:	This is an acceptable definition for what is meant by an imminent proximity risk. Ref. A.24.2.
	D	Incorrect:	The proximity of a risk is irrelevant to its impact and does not offer guidance on how proximity will be assessed. Ref. A.24.2.

	E	Incorrect:	This is a proximity assessment for a specific risk which would be recorded in the Risk Register. Ref. A.25.
5	A	Correct:	'Project tolerance' means the amount of risk the project can take before escalation. As such, it records the level of risk expectations of corporate or programme management and the Project Board. Ref. A.24.2.
	B	Correct:	This will enable the Project Board to assess risks before they reach the threshold level of risk exposure that will not be tolerated by corporate management. Ref. A.24.2.
	C	Incorrect:	The Risk Management Strategy should define the risk expectations of corporate or programme management and the Project Board. Risk tolerance may be allocated to Team Managers. This would be recorded in the Work Package. Ref. A.24.2 / A.26.2.
	D	Incorrect:	It is not the purpose of tolerance to pay for risk fallback plans. In addition, there should be a risk budget to fund responses to risk. Ref. A.24.2.
	E	Incorrect:	The risk budget should cover known risks and make provisions for unknown risks. Risk tolerance is the threshold within which a level of authority may manage known and unknown risks without having to escalate them to the attention of the next level of authority. Ref 8.3.6 / Glossary.

Question: 5, Syllabus: RK, Part: B, Type: MG, SyllabusRef: RK0302, Level: 3		
1	Correct [B]:	This response will help to reduce the probability of the event occurring, but it may not be enough to totally prevent the risk from happening. Ref. 8.3.5.3.
2	Correct [D]:	This response is transferring some of the financial impact of the threat to the third party supplier. Ref. 8.3.5.3.
3	Correct [B]:	This response will help to reduce the probability of the event occurring, but it may not be enough to totally prevent the risk from happening. Ref. 8.3.5.3.
4	Correct [E]:	This is based on trust and no action is taken. The threat is accepted. Ref. 8.3.5.3.
5	Correct [C]:	This response will only be actioned when MFH is in difficulty, i.e. when the risk has become an issue. This will not change the likelihood of the risk occurring. Ref. 8.3.5.3.

Question: 6, Syllabus: CH, Part: A, Type: CL, SyllabusRef: CH03, Level: 3			
1	A	Correct:	Every project requires a Configuration Management Strategy. Products and responsibilities are always unique, so a simple reference to standards is insufficient. Ref. 9.3.1.
	B	Incorrect:	The project's Configuration Management Strategy will define how products will be managed and stored for this project. This information will be used to create Work Packages for suppliers, explaining the 'Configuration Management requirements' they are to follow in this project. Ref. 9.3.1.1 / A.26.2.
	C	Incorrect:	A reference to existing standards would be acceptable, together with the 'Roles and responsibilities' that also need to be recorded. This information does not have to be recorded in a separate document. It may be referenced in the Project Initiation Documentation, but under the heading of 'Configuration Management Strategy', not the 'Quality Management Strategy'. Ref. 9.3.1.1.
2	A	Incorrect:	This task should be assigned to project or programme support where available. Ref. C.9.1.
	B	Incorrect:	This can be a central role, with responsibility for more than one project at any one time. Ref. C.9.
	C	Correct:	Having created the corporate document control process, the MFH Quality Manager is a suitable person to take on this role. Ref. C.9

Question: 6, Syllabus: CH, Part: B, Type: CL, SyllabusRef: CH0303, Level: 3			
1	A	Correct:	If any proposed options would take the stage or project beyond agreed tolerances, an Issue Report should be escalated to the appropriate authority for a decision. If any proposed options would take the stage or project beyond tolerances, consideration should also be given to preparing an Exception Report for that option to accompany the Issue Report. Ref. 9.3.3.3 / 9.3.3.4.
	B	Incorrect:	The change has not yet been approved. Configuration Item Records affected by the change should be updated when implementing the change, or when taking corrective action. Ref. 15.4.8.
	C	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Issue Report has been accepted. Ref. 9.3.3.4/5.
	D	Incorrect:	An Exception Plan would be created to replace the Stage Plan for stage 3. This will not take place until an Issue Report has been accepted. Ref. 9.3.3.4/5.
2	A	Incorrect:	There are several risks that will impact upon the Restructuring project as a result of the de-scoping of Facilities services, e.g. the specification of the new software solution may no longer meet requirements. Ref. 9.3.3.2.
	B	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	C	Incorrect:	This is a fact and will be taken into account when responses to the issue are considered. Ref. 9.3.3.2.
	D	Correct:	This is a risk, because the specification was based upon the restructured Facilities processes and may not fulfil the needs of the existing Facilities processes. Ref. 9.3.3.2.
3	A	Correct:	The saving was estimated to be £20m but, with the de-scoping of Facilities services, this reduces to £10m. Ref. 9.3.3.2.
	B	Incorrect:	These are the expected benefits to MFH generated by the new Government initiative. This is a separate project and not part of the Restructure project's savings. Ref. 9.3.3.2.
	C	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.
	D	Incorrect:	This relates to costs and not benefits. Ref. 9.3.3.2.

Question: 6, Syllabus: CH, Part: C, Type: AR, SyllabusRef: CH0402, Level: 4				
1	True:	All changes to the original requirements should be treated as requests for change. Ref. 9.2.4.	True:	A request for change is any additional requirement or change to that which the project is set to deliver, which is what is given in the assertion. The answer is therefore A. Ref. 9.2.4.
2	False:	Facilities services are no longer within the scope of the Restructuring project. Options should be considered for responding to the change and proposing a course of action to take. Ref. 9.3.3.3.	True:	Consideration should be given to the effect each option will have on the project's time, cost, quality, scope, benefit and risk performance targets. 9.3.3.3 / 8.3.5.3.
3	False:	If an Exception Plan is created to replace the Stage Plan for stage 3, this may require the revision of the products rather than their removal. Ref. 9.3.3.5 / 17.4.5.	True:	All baselined versions should remain unchanged. These should be retained and archived to permit any future audit of the project management team's decisions, actions and performance. Ref. 9.3.2 / 18.4.5.
4	False:	An Exception Report is used to present the options for dealing with issues, NOT an Exception Plan. Ref. 9.3.3.3.	False:	The Project Board must escalate project tolerance deviations to corporate management. Ref. 10.3.1.1.
5	False:	Tolerance should not be used to fund changes. Ref. Table 9.2.	True:	The change budget is “the sum of money that will be used to fund the cost of requests for change.” Ref. 9.3.1.1.

Question: 7, Syllabus: PG, Part: A, Type: MR, SyllabusRef: PG0401, Level: 4			
1	A	Incorrect:	The Stage Plan should show the planned start and finish dates for the Work Package. The Team Manager may not have access to the Stage Plan. This information should be shown under the 'Joint agreements' section of the Work Package. Ref. A.26.2.
	B	Correct:	The timescales and costs for the entire project should be contained in the Project Plan, not the Work Package. Ref A.16.2.
	C	Correct:	The Stage Plan should show the planned start and finish dates for the Work Package. The Team Manager may not have access to the Stage Plan. This information should be shown under the 'Joint agreements' section of the Work Package. Ref. A.26.2.
	D	Incorrect:	'Minimum disruption' is not a measurable deviation from a performance target. This should be recorded under 'Constraints' Ref. A.26.2.
	E	Incorrect:	The Facilities Team Manager is doing similar work in parallel with the IT Team Manager, so it is essential that they liaise during the work. This should be recorded under 'Development interfaces'. Ref. A.26.2.
2	A	Correct:	This represents a risk tolerance (the threshold level of risk exposure, which, when exceeded, requires escalation to the next level of management) which should be recorded under the 'Tolerances' heading. Ref. A.26.2.
	B	Incorrect:	This may require an interface with staff, but the statement itself is under the correct heading as it describes a restriction on the removal of existing equipment. Ref. A.26.2.
	C	Incorrect:	This is correctly describing a constraint which will affect when the installation work can take place. Ref. A.26.2.
	D	Correct:	This represents a cost tolerance, which, when exceeded, requires escalation to the next level of management. This should be recorded under the 'Tolerances' heading. Ref. A.26.2.
	E	Incorrect:	The Facilities Team Manager will be providing information to, or may need information from, the IT Team Manager. This should be recorded under 'Development interfaces'. Ref. A.26.2.
3	A	Correct:	The PRINCE2 progress report from the Team Manager to the Project Manager is the Checkpoint Report and not the Highlight Report. Ref. 10.3.3.4.
	B	Incorrect:	Reporting arrangements should contain details of the contents required, including products worked on. Ref. A.26.2.
	C	Correct:	Anything to do with issues should come under the Problem handling and escalation section. Ref. A.26.2.
	D	Incorrect:	The recording of risks should be added to the Problem handling and escalation section, not the Reporting arrangements section. Ref. A.26.2.
	E	Incorrect:	Issues should be notified immediately. The impact analysis will take place afterwards. Ref. 9.3.3.1/2.
4	A	Incorrect:	Stage Plan is correct. It is reasonable to point to where the Stage Plan can be obtained. This may assist the Team Manager to produce the Team Plan. Ref. A.26.2.
	B	Correct:	It is important to point to where Product Descriptions can be obtained if they are not provided in the Work Package. Ref. A.26.2.
	C	Incorrect:	The person, role or group who will approve the completed products within the Work Package should be shown under the Approval method section. Ref. A.26.2.
	D	Incorrect:	Project Assurance reviews Work Packages and confirms completion. Ref. Table 16.3.

	E	Correct:	The Project Manager has to be advised as to when Work Packages have been completed. Advice from the Team Manager by email is an acceptable method. Ref. A.26.2/16.4.3.

Question: 7, Syllabus: PG, Part: B, Type: AR, SyllabusRef: PG0402, Level: 4				
1	False:	The Project Initiation Documentation contains project controls. These will be updated in the Managing a Stage Boundary process when planning the next stage. Ref. 17.4.1.	True:	Project controls consist of end stage assessments and stage tolerances, as well as the monitoring and reports at project level. Ref. A.20.2.
2	True:	The Project Manager will require regular progress reports from the supplier in order to monitor the progress of the Work Packages. Ref. 10.3.3/10.3.3.4.	True:	The frequency of Checkpoint Reports will be agreed with the Team Manager and defined in the relevant Work Package(s). This is the reason for the assertion. The answer is therefore A. Ref. 10.3.3.
3	False:	A Product Description explains the function and purpose of a product. There is no field for updating the status of the product. Ref. A.17.2.	False:	The composition field is a list of the parts of the product. A Product Description does not record the status of a product. Ref. A.17.2.
4	True:	A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package. Ref. A.3.2.	False:	Reporting is between the Team Manager and the Project Manager, not the Project Board. Ref. A.26.2.
5	False:	The Team Manager should raise an issue. The Project Manager produces the Exception Report. Ref. 10.3.4.	True:	The Team Manager reports any deviations by raising an issue. Ref. 10.3.4.
6	False:	Benefit tolerances are set at project level in the Business Case. Ref. Table 10.1.	True:	Business project assurance is responsible for monitoring the Business Case against project progress. Ref. C.7.1.

Question: 8, Syllabus: CD, Part: A, Type: MG, SyllabusRef: CS0205, Level: 2		
1	Correct [C]:	Quality: The Product Description specifies who the approvers for a product are. Before receiving a completed Work Package it is important to check that the quality requirements have been met. This is the application of the Quality theme. Ref. 15.4.3/6.3.2.3.
2	Correct [G]:	Progress: The main progress controls available to the Project Manager include the authorizing of Work Packages and Work Package tolerance. This is applying the Progress theme. Ref. 15.4.1 / 10.3.1.3.

Question: 8, Syllabus: CD, Part: B, Type: MG, SyllabusRef: CS0301, Level: 3		
1	Correct [C]:	No baselined product should be changed without formal change control. Any request for change should be formally recorded in the Issue Register for audit purposes. This should be approved before any other documents are updated or created. Ref. 9.3.3.4.
2	Correct [E]:	This would be recorded in the Lessons Log for use by future projects. Ref. 15.4.4.
3	Correct [C]:	The Issue Register is updated with any potential problems raised by the Team Manager. Ref. 15.4.1/2/4.

Question: 8, Syllabus: CD, Part: C, Type: MR, SyllabusRef: MP0401, Level: 3			
1	A	Correct:	The Project Manager is responsible for agreeing the details in the Work Package. If in doubt, the Project Manager may ask the Project Board, or their delegated Project Assurance, to ensure that the appropriate resources required to undertake quality inspections and product approval are made available. Ref. C.3.1.
	B	Correct:	Project Assurance has a responsibility to provide advice on appropriate reviewers. Ref. 16.4.1 / C.7.1.
	C	Incorrect:	There is no uncertainty/risk stated. This is a problem that has been identified and should be raised as an issue to the Project Manager. Ref. 8.2.1 / 16.4.1.
	D	Incorrect:	The Quality Register does not record concerns about reviewer resources. Ref. A.23.2.
	E	Incorrect:	The Team Manager may raise an issue if the situation is not resolved. They do not raise Exception Reports. Ref. 16.4.2.
2	A	Incorrect:	The delay will be caused by the corrections, not the reviewing of the completed product.
	B	Incorrect:	The Team Manager produces Checkpoint Reports, not Highlight Reports. Ref. 16.4.2.
	C	Correct:	If any tolerances are forecast to be exceeded an issue must be raised. Ref. 16.4.2.
	D	Incorrect:	The situation exists now, so it is an issue, not a risk. Ref. Table 9.1.
	E	Correct:	Ensure that the Quality Register is updated with the quality review result.
3	A	Correct:	The Team Manager is responsible for capturing and recording the effort expended. In addition, the status of each product should be determined and the viability of the Team Plan assessed. Ref. 16.4.2.
	B	Incorrect:	The Team Manager does not have the authority to update the Stage Plan. The Team Manager may update the Team Plan, but he does not have the authority to increase the effort without the agreement of the Project Manager. Ref. 16.4.2.
	C	Incorrect:	The Team Manager has agreed the Work Package with the Project Manager and cannot change it without approval. Ref. 10.3.1.1.
	D	Incorrect:	This is a progress report and will not deal with the situation. It should be confirmed first and then raised as an issue so that it can be included in future Checkpoint Reports. Ref. 16.4.2.
	E	Correct:	If any Work Package tolerances are forecast to be exceeded, an issue must be raised to notify the Project Manager. Ref. 16.4.2.
4	A	Incorrect:	The Quality Register will provide details of quality management activities, but it will not provide details of product approval. A.23.1
	B	Correct:	The responsibilities in the Product Description will detail who is responsible for approving the product. Ref. A.17.2.
	C	Incorrect:	The handover of completed products is not the same as the approval of products. Ref. 17.4.4.
	D	Correct:	The 'Approval method' section in the Work Package should document the person, role or group who will approve the completed products within the Work Package, and how the Project Manager is to be advised of completion of the products. Ref. A.26.2.
	E	Incorrect:	The quality method will provide the method to be used to check the quality or functionality of the product. It will not provide the approval method. Ref. A.17.2.
5	A	Incorrect:	The Team Manager should raise an issue, not an Exception Report. Ref. 16.4.2.
	B	Incorrect:	Issues should be raised to the Project Manager at the point at which they are

			identified. The Highlight Report is created by the Project Manager for the Project Board. Ref. 16.4.2.
	C	Incorrect:	The Team Manager would check the Work Package for the interfaces to be maintained. The Team Manager is not required to look at the Communication Management Strategy. Ref. A.26.2.
	D	Correct:	Development interfaces describe the interfaces that must be maintained while developing products. This includes people providing and receiving information. Ref. A.26.2.
	E	Correct:	The term 'issue' covers any relevant event that has happened, was not planned, and requires management action. It can be a concern or query. Ref. 16.4.2 / 9.2.3.

Instructor Notes

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Candidate Number

PRINCE2®

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The Practitioner Examination Answer Booklet

Use an **HB PENCIL** and only mark the paper where directed.

Enter your candidate number in the space provided at the bottom of the page and also in the 6 boxes on the right. Fill in the associated ovals next to the 6 boxes, e.g.for candidate 597, fill ovals 000597.

Instructions

You should attempt to answer all questions.

Select your answers by filling in the appropriate ovals. Ovals must be darker than the grey square at the top of the page and filled between 80% - 100% as follows:

If you wish to change an answer, completely erase your original mark and place a mark in your preferred answer.

All questions require one answer unless stated otherwise. Do **NOT** give more answers than required. If you do, the question will score zero.

Do **NOT** use the following marks as they may be ignored.

Do **NOT** write or make marks in other areas of the booklet.

Do **NOT** use coloured pens or highlighters.

Do **NOT** use correction fluid.

Start of Exam

Question 1

Part A

1. a b c d e f +
2. a b c d e f +
3. a b c d e f +
4. a b c d e f +

Part B

1. a b c d +
2. a b c d +
3. a b c d +

Part C

1. a b c d +
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The Practitioner Examination

Question 2

Part A

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e
5. a b c d e
6. a b c d e

Part B

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e

Question 3

Part A

1. a b c d
2. a b c d
3. a b c d

Part B

1. a b c d
2. a b c d
3. a b c d

Part C

1. a b c d
2. a b c d
3. a b c d
4. a b c d

Question 4

Part A

1. a b c d e f g h i
2. a b c d e f g h i
3. a b c d e f g h i
4. a b c d e f g h i
5. a b c d e f g h i

Part B

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e
5. a b c d e

Question 5

Part A

1. a b c d e
2. a b c d e
3. a b c d e
4. a b c d e
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Part B

1. a b c d e f
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The Practitioner Examination

Question 6

Part A

1. (a) (b) (c)
2. (a) (b) (c)

Part B

1. (a) (b) (c) (d)
2. (a) (b) (c) (d)
3. (a) (b) (c) (d)

Part C

1. (a) (b) (c) (d) (e)
2. (a) (b) (c) (d) (e)
3. (a) (b) (c) (d) (e)
4. (a) (b) (c) (d) (e)
5. (a) (b) (c) (d) (e)

Question 8

Part A

1. (a) (b) (c) (d) (e) (f) (g)
2. (a) (b) (c) (d) (e) (f) (g)

Part B

1. (a) (b) (c) (d) (e) (f)
2. (a) (b) (c) (d) (e) (f)
3. (a) (b) (c) (d) (e) (f)

Part C

1. (a) (b) (c) (d) (e)
2. (a) (b) (c) (d) (e)
3. (a) (b) (c) (d) (e)
4. (a) (b) (c) (d) (e)
5. (a) (b) (c) (d) (e)

Question 7

Part A

1. (a) (b) (c) (d) (e)
2. (a) (b) (c) (d) (e)
3. (a) (b) (c) (d) (e)
4. (a) (b) (c) (d) (e)

Part B

1. (a) (b) (c) (d) (e)
2. (a) (b) (c) (d) (e)
3. (a) (b) (c) (d) (e)
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5. (a) (b) (c) (d) (e)
6. (a) (b) (c) (d) (e)

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Exam Experience Questionnaire

1. Did you have sufficient time to complete the exam?

   A: Yes B: No

2. How much of your exam time was left?

   A: 0 - 15 minutes
   B: 16 - 30 minutes
   C: more than 30 minutes

3. How much additional time did you need?

   A: 0 - 15 minutes
   B: 16 - 30 minutes
   C: more than 30 minutes

4. Was the exam available in your first language?

   A: Yes
   B: No
   C: I don't know

5. Did you take the exam in your first language?

   A: Yes B: No

6. Did you take the exam in your business language?

   A: Yes B: No

7. Did you sit a dual language paper?

   A: Yes B: No

8. Were you given extra time to take the exam?

   A: Yes B: No

1.	a	b	
2.	a	b	c
3.	a	b	c
4.	a	b	c
5.	a	b	
6.	a	b	
7.	a	b	
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Glossary

Instructor Notes

PRINCE2:2009 – Glossary of Terms (English)

Term	Definition
accept (risk response)	A risk response to a threat where a conscious and deliberate decision is taken to retain the threat, having discerned that it is more economical to do so than to attempt a risk response action. The threat should continue to be monitored to ensure that it remains tolerable.
acceptance	The formal act of acknowledging that the project has met agreed acceptance criteria and thereby met the requirements of its stakeholders.
acceptance criteria	A prioritized list of criteria that the project product must meet before the customer will accept it, i.e. measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders.
activity	A process, function or task that occurs over time, has recognizable results and is managed. It is usually defined as part of a process or plan.
agile methods	Principally, software development methods that apply the project approach of using short time-boxed iterations where products are incrementally developed. PRINCE2 is compatible with agile principles.
approval	The formal confirmation that a product is complete and meets its requirements (less any concessions) as defined by its Product Description.
approver	The person or group (e.g. a Project Board) who is identified as qualified and authorized to approve a (management or specialist) product as being complete and fit for purpose.
assumption	A statement that is taken as being true for the purposes of planning, but which could change later. An assumption is made where some facts are not yet known or decided, and is usually reserved for matters of such significance that, if they change or turn out not to be true, there will need to be considerable replanning.
assurance	All the systematic actions necessary to provide confidence that the target (system, process, organization, programme, project, outcome, benefit, capability, product output, deliverable) is appropriate. Appropriateness might be defined subjectively or objectively in different circumstances. The implication is that assurance will have a level of independence from that which is being assured. *See also 'Project Assurance' and 'quality assurance'.*

Term	Definition
authority	The right to allocate resources and make decisions (applies to project, stage and team levels).
authorization	The point at which an authority is granted.
avoid (risk response)	A risk response to a threat where the threat either can no longer have an impact or can no longer happen.
baseline	Reference levels against which an entity is monitored and controlled.
baseline management product	A type of management product that defines aspects of the project and, once approved, is subject to change control.
benefit	The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.
Benefits Review Plan	A plan that defines how and when a measurement of the achievement of the project's benefits can be made. If the project is being managed within a programme, this information may be created and maintained at the programme level.
benefits tolerance	The permissible deviation in the expected benefit that is allowed before the deviation needs to be escalated to the next level of management. Benefits tolerance is documented in the Business Case. *See also 'tolerance'.*
Business Case	The justification for an organizational activity (project), which typically contains costs, benefits, risks and timescales, and against which continuing viability is tested.
centre of excellence	A corporate coordinating function for portfolios, programmes and projects providing standards, consistency of methods and processes, knowledge management, assurance and training.
Change Authority	A person or group to which the Project Board may delegate responsibility for the consideration of requests for change or off-specifications. The Change Authority may be given a change budget and can approve changes within that budget.
change budget	The money allocated to the Change Authority available to be spent on authorized requests for change.
change control	The procedure that ensures that all changes that may affect the project's agreed objectives are identified, assessed and either approved, rejected or deferred.
checkpoint	A team-level, time-driven review of progress.

Term	Definition
Checkpoint Report	A progress report of the information gathered at a checkpoint, which is given by a team to the Project Manager and which provides reporting data as defined in the Work Package.
closure notification	Advice from the Project Board to inform all stakeholders and the host sites that the project resources can be disbanded and support services, such as space, equipment and access, demobilized. It should indicate a closure date for costs to be charged to the project.
closure recommendation	A recommendation prepared by the Project Manager for the Project Board to send as a project closure notification when the board is satisfied that the project can be closed.
Communication Management Strategy	A description of the means and frequency of communication between the project and the project's stakeholders.
concession	An off-specification that is accepted by the Project Board without corrective action.
configuration item	An entity that is subject to configuration management. The entity may be a component of a product, a product, or a set of products in a release.
Configuration Item Record	A record that describes the status, version and variant of a configuration item, and any details of important relationships between them.
configuration management	Technical and administrative activities concerned with the creation, maintenance and controlled change of configuration throughout the life of a product.
Configuration Management Strategy	A description of how and by whom the project's products will be controlled and protected.
configuration management system	The set of processes, tools and databases that are used to manage configuration data. Typically, a project will use the configuration management system of either the customer or supplier organization.
constraints	The restrictions or limitations that the project is bound by.
contingency	Something that is held in reserve typically to handle time and cost variances, or risks. PRINCE2 does not advocate the use of contingency because estimating variances are managed by setting tolerances, and risks are managed through appropriate risk responses (including the fallback response that is contingent on the risk occurring).

Term	Definition
corporate or programme standards	These are over-arching standards that the project must adhere to. They will influence the four project strategies (Communication Management Strategy, Configuration Management Strategy, Quality Management Strategy and Risk Management Strategy) and the project controls.
corrective action	A set of actions to resolve a threat to a plan's tolerances or a defect in a product.
cost tolerance	The permissible deviation in a plan's cost that is allowed before the deviation needs to be escalated to the next level of management. Cost tolerance is documented in the respective plan. *See also 'tolerance'.*
customer	The person or group who commissioned the work and will benefit from the end results.
customer's quality expectations	A statement about the quality expected from the project product, captured in the Project Product Description.
Daily Log	Used to record problems/concerns that can be handled by the Project Manager informally.
deliverable	*See 'output'.*
dependencies (plan)	The relationship between products or activities. For example, the development of Product C cannot start until Products A and B have been completed. Dependencies can be internal or external. Internal dependencies are those under the control of the Project Manager. External dependencies are those outside the control of the Project Manager – for example, the delivery of a product required by this project from another project.
dis-benefit	An outcome that is perceived as negative by one or more stakeholders. It is an actual consequence of an activity whereas, by definition, a risk has some uncertainty about whether it will materialize.
DSDM Atern	An agile project delivery framework developed and owned by the DSDM consortium. Atern uses a time-boxed and iterative approach to product development and is compatible with PRINCE2.
embedding (PRINCE2)	What an organization needs to do to adopt PRINCE2 as its corporate project management method. See also, in contrast, 'tailoring', which defines what a project needs to do to apply the method to a specific project environment.

Term	Definition
End Project Report	A report given by the Project Manager to the Project Board, that confirms the handover of all products and provides an updated Business Case and an assessment of how well the project has done against the original Project Initiation Documentation.
end stage assessment	The review by the Project Board and Project Manager of the End Stage Report to decide whether to approve the next Stage Plan. According to the size and criticality of the project, the review may be formal or informal. The authority to proceed should be documented as a formal record.
End Stage Report	A report given by the Project Manager to the Project Board at the end of each management stage of the project. This provides information about the project performance during the stage and the project status at stage end.
enhance (risk response)	A risk response to an opportunity where proactive actions are taken to enhance both the probability of the event occurring and the impact of the event should it occur.
event-driven control	A control that takes place when a specific event occurs. This could be, for example, the end of a stage, the completion of the Project Initiation Documentation, or the creation of an Exception Report. It could also include organizational events that may affect the project, such as the end of the financial year.
exception	A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between Project Manager and Project Board (or between Project Board and corporate or programme management).
exception assessment	This is a review by the Project Board to approve (or reject) an Exception Plan.
Exception Plan	This is a plan that often follows an Exception Report. For a Stage Plan exception, it covers the period from the present to the end of the current stage. If the exception were at project level, the Project Plan would be replaced.
Exception Report	A description of the exception situation, its impact, options, recommendation and impact of the recommendation. This report is prepared by the Project Manager for the Project Board.

Term	Definition
Executive	The single individual with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. This individual should ensure that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The Executive is the chair of the Project Board. He or she represents the customer and is responsible for the Business Case.
exploit (risk response)	A risk response to an opportunity by seizing the opportunity to ensure that it will happen and that the impact will be realized.
fallback (risk response)	A risk response to a threat by putting in place a fallback plan for the actions that will be taken to reduce the impact of the threat should the risk occur.
follow-on action recommendations	Recommended actions related to unfinished work, ongoing issues and risks, and any other activities needed to take a product to the next phase of its life. These are summarized and included in the End Stage Report (for phased handover) and End Project Report.
governance (corporate)	The ongoing activity of maintaining a sound system of internal control by which the directors and officers of an organization ensure that effective management systems, including financial monitoring and control systems, have been put in place to protect assets, earning capacity and the reputation of the organization.
governance (project)	Those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organization's project portfolio is aligned to the organization's objectives, is delivered efficiently and is sustainable.
handover	The transfer of ownership of a set of products to the respective user(s). The set of products is known as a release. There may be more than one handover in the life of a project (phased delivery). The final handover takes place in the Closing a Project process.
Highlight Report	A time-driven report from the Project Manager to the Project Board on stage progress.
host site	A site where project work is being undertaken (for example, an office or construction site).
impact (of risk)	The result of a particular threat or opportunity actually occurring, or the anticipation of such a result.
inherent risk	The exposure arising from a specific risk before any action has been taken to manage it.

Term	Definition
initiation stage	The period from when the Project Board authorizes initiation to when they authorize the project (or decide not to go ahead with the project). The detailed planning and establishment of the project management infrastructure is covered by the Initiating a Project process.
issue	A relevant event that has happened, was not planned, and requires management action. It can be any concern, query, request for change, suggestion or off-specification raised during a project. Project issues can be about anything to do with the project.
Issue Register	A register used to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis.
Issue Report	A report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.
Lessons Log	An informal repository for lessons that apply to this project or future projects.
Lessons Report	A report that documents any lessons that can be usefully applied to other projects. The purpose of the report is to provoke action so that the positive lessons from a project become embedded in the organization's way of working and that the organization is able to avoid the negative lessons on future projects.
logs	Informal repositories managed by the Project Manager that do not require any agreement by the Project Board on their format and composition. PRINCE2 has two logs: the Daily Log and the Lessons Log.
management product	A product that will be required as part of managing the project, and establishing and maintaining quality (for example, Highlight Report, End Stage Report etc.). The management products stay constant, whatever the type of project, and can be used as described, or with any relevant modifications, for all projects. There are three types of management product: baselines, records and reports.
management stage	The section of a project that the Project Manager is managing on behalf of the Project Board at any one time, at the end of which the Project Board will wish to review progress to date, the state of the Project Plan, the Business Case and risks, and the next Stage Plan in order to decide whether to continue with the project.
milestone	A significant event in a plan's schedule, such as completion of key Work Packages, a technical stage, or a management stage.

Term	Definition
off-specification	Something that should be provided by the project, but currently is not (or is forecast not to be) provided. This might be a missing product or a product not meeting its specifications. It is one type of issue.
operational and maintenance acceptance	A specific type of acceptance by the person or group who will support the product once it is handed over into the operational environment.
outcome	The result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change.
output	A specialist product that is handed over to a user(s). Note that management products are not outputs but are created solely for the purpose of managing the project.
performance targets	A plan's goals for time, cost, quality, scope, benefits and risk.
plan	A detailed proposal for doing or achieving something which specifies the what, when, how and by whom. In PRINCE2 there are only the following types of plan: Project Plan, Stage Plan, Team Plan, Exception Plan and Benefits Review Plan.
planned closure	The PRINCE2 activity to close a project.
planning horizon	The period of time for which it is possible to accurately plan.
portfolio	All the programmes and stand-alone projects being undertaken by an organization, a group of organizations, or an organizational unit.
premature closure	The PRINCE2 activity to close a project before its planned closure. The Project Manager must ensure that work in progress is not simply abandoned, but that the project salvages any value created to date, and checks that any gaps left by the cancellation of the project are raised to corporate or programme management.
prerequisites (plan)	Any fundamental aspects that must be in place, and remain in place, for a plan to succeed.
PRINCE2	A method that supports some selected aspects of project management. The acronym stands for PRojects IN a Controlled Environment.
PRINCE2 principles	The guiding obligations for good project management practice that form the basis of a project being managed using PRINCE2.

Term	Definition
PRINCE2 project	A project that applies the PRINCE2 principles.
probability	This is the evaluated likelihood of a particular threat or opportunity actually happening, including a consideration of the frequency with which this may arise.
problem/concern	A type of issue (other than a request for change or off-specification) that the Project Manager needs to resolve or escalate.
procedure	A series of actions for a particular aspect of project management established specifically for the project – for example, a risk management procedure.
process	A structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs.
producer	The person or group responsible for developing a product.
product	An input or output, whether tangible or intangible, that can be described in advance, created and tested. PRINCE2 has two types of products – management products and specialist products.
product breakdown structure	A hierarchy of all the products to be produced during a plan.
product checklist	A list of the major products of a plan, plus key dates in their delivery.
Product Description	A description of a product's purpose, composition, derivation and quality criteria. It is produced at planning time, as soon as possible after the need for the product is identified.
product flow diagram	A diagram showing the sequence of production and interdependencies of the products listed in a product breakdown structure.
Product Status Account	A report on the status of products. The required products can be specified by identifier or the part of the project in which they were developed.
product-based planning	A technique leading to a comprehensive plan based on the creation and delivery of required outputs. The technique considers prerequisite products, quality requirements and the dependencies between products.

Term	Definition
programme	A temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization's strategic objectives. A programme is likely to have a life that spans several years.
project	A temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case.
project approach	A description of the way in which the work of the project is to be approached. For example, are we building a product from scratch or buying in a product that already exists?
Project Assurance	The Project Board's responsibilities to assure itself that the project is being conducted correctly. The Project Board members each have a specific area of focus for Project Assurance, namely business assurance for the Executive, user assurance for the Senior User(s), and supplier assurance for the Senior Supplier(s).
project authorization notification	Advice from the Project Board to inform all stakeholders and the host sites that the project has been authorized and to request any necessary logistical support (e.g. communication facilities, equipment and any project support) sufficient for the duration of the project.
Project Brief	Statement that describes the purpose, cost, time and performance requirements, and constraints for a project. It is created pre-project during the Starting up a Project process and is used during the Initiating a Project process to create the Project Initiation Documentation and its components. It is superseded by the Project Initiation Documentation and not maintained.
Project Initiation Documentation	A logical set of documents that brings together the key information needed to start the project on a sound basis and that conveys the information to all concerned with the project.
project initiation notification	Advice from the Project Board to inform all stakeholders and the host sites that the project is being initiated and to request any necessary logistical support (e.g. communication facilities, equipment and any project support) sufficient for the initiation stage.
project lifecycle	The period from the start-up of a project to the acceptance of the project product.

Term	Definition
project management	The planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.
project management team	The entire management structure of the Project Board, and Project Manager, plus any Team Manager, Project Assurance and Project Support roles.
project management team structure	An organization chart showing the people assigned to the project management team roles to be used, and their delegation and reporting relationships.
Project Manager	The person given the authority and responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project Board.
project mandate	An external product generated by the authority commissioning the project that forms the trigger for Starting up a Project.
project office	A temporary office set up to support the delivery of a specific change initiative being delivered as a project. If used, the project office undertakes the responsibility of the Project Support role.
Project Plan	A high-level plan showing the major products of the project, when they will be delivered and at what cost. An initial Project Plan is presented as part of the Project Initiation Documentation. This is revised as information on actual progress appears. It is a major control document for the Project Board to measure actual progress against expectations.
project product	What the project must deliver in order to gain acceptance.
Project Product Description	A special type of Product Description used to gain agreement from the user on the project's scope and requirements, to define the customer's quality expectations, and to define the acceptance criteria for the project.
Project Support	An administrative role in the project management team. Project Support can be in the form of advice and help with project management tools, guidance, administrative services such as filing, and the collection of actual data.
proximity (of risk)	The time factor of risk, i.e. when the risk may occur. The impact of a risk may vary in severity depending on when the risk occurs.

Term	Definition
quality	The totality of features and inherent or assigned characteristics of a product, person, process, service and/or system that bears on its ability to show that it meets expectations or satisfies stated needs, requirements or specifications.
quality assurance	An independent check that products will be fit for purpose or meet requirements.
quality control	The process of monitoring specific project results to determine whether they comply with relevant standards and of identifying ways to eliminate causes of unsatisfactory performance.
quality criteria	A description of the quality specification that the product must meet, and the quality measurements that will be applied by those inspecting the finished product.
quality inspection	A systematic, structured assessment of a product carried out by two or more carefully selected people (the review team) in a planned, documented and organized fashion.
quality management	The coordinated activities to direct and control an organization with regard to quality.
Quality Management Strategy	A strategy defining the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during a project.
quality management system	The complete set of quality standards, procedures and responsibilities for a site or organization. In the project context, 'sites' and 'organizations' should be interpreted as the permanent or semi-permanent organization(s) sponsoring the project work, i.e. they are 'external' to the project's temporary organization. A programme, for instance, can be regarded as a semi-permanent organization that sponsors projects – and it may have a documented quality management system.
quality records	Evidence kept to demonstrate that the required quality assurance and quality control activities have been carried out.
Quality Register	A register containing summary details of all planned and completed quality activities. The Quality Register is used by the Project Manager and Project Assurance as part of reviewing progress.
quality review	*See 'quality inspection'.*

Instructor Notes

Term	Definition
quality review technique	A quality inspection technique with defined roles and a specific structure. It is designed to assess whether a product that takes the form of a document (or similar, e.g. a presentation) is complete, adheres to standards and meets the quality criteria agreed for it in the relevant Product Description. The participants are drawn from those with the necessary competence to evaluate its fitness for purpose.
quality tolerance	The tolerance identified for a product for a quality criterion defining an acceptable range of values. Quality tolerance is documented in the Project Product Description (for the project-level quality tolerance) and in the Product Description for each product to be delivered.
records	Dynamic management products that maintain information regarding project progress.
reduce (risk response)	A response to a risk where proactive actions are taken to reduce the probability of the event occurring by performing some form of control, and/or to reduce the impact of the event should it occur.
registers	Formal repositories managed by the Project Manager that require agreement by the Project Board on their format, composition and use. PRINCE2 has three registers: Issue Register, Risk Register and Quality Register.
reject (risk response)	A response to a risk (opportunity) where a conscious and deliberate decision is taken not to exploit or enhance an opportunity, having discerned that it is more economical to do so than to attempt a risk response action. The opportunity should continue to be monitored.
release	The set of products in a handover. The contents of a release are managed, tested and deployed as a single entity. *See also 'handover'.*
reports	Management products providing a snapshot of the status of certain aspects of the project.
request for change	A proposal for a change to a baseline. It is a type of issue.
residual risk	The risk remaining after the risk response has been applied.
responsible authority	The person or group commissioning the project (typically corporate or programme management) who has the authority to commit resources and funds on behalf of the commissioning organization.

Term	Definition
reviewer	A person or group independent of the producer who assesses whether a product meets its requirements as defined in its Product Description.
risk	An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives.
risk actionee	A nominated owner of an action to address a risk. Some actions may not be within the remit of the risk owner to control explicitly; in that situation there should be a nominated owner of the action to address the risk. He or she will need to keep the risk owner apprised of the situation.
risk appetite	An organization's unique attitude towards risk taking that in turn dictates the amount of risk that it considers is acceptable.
risk estimation	The estimation of probability and impact of an individual risk, taking into account predetermined standards, target risk levels, interdependencies and other relevant factors.
risk evaluation	The process of understanding the net effect of the identified threats and opportunities on an activity when aggregated together.
risk management	The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses.
Risk Management Strategy	A strategy describing the goals of applying risk management, as well as the procedure that will be adopted, roles and responsibilities, risk tolerances, the timing of risk management interventions, the tools and techniques that will be used, and the reporting requirements.
risk owner	A named individual who is responsible for the management, monitoring and control of all aspects of a particular risk assigned to them, including the implementation of the selected responses to address the threats or to maximize the opportunities.
risk profile	A description of the types of risk that are faced by an organization and its exposure to those risks.
Risk Register	A record of identified risks relating to an initiative, including their status and history.

Term	Definition
risk response	Actions that may be taken to bring a situation to a level where exposure to risk is acceptable to the organization. These responses fall into a number of risk response categories.
risk response category	A category of risk response. For threats, the individual risk response category can be avoid, reduce, transfer, accept or share. For opportunities, the individual risk response category can be exploit, enhance, reject or share.
risk tolerance	The threshold levels of risk exposure which, when exceeded, will trigger an Exception Report to bring the situation to the attention of the Project Board. Risk tolerances could include limits on the plan's aggregated risks (e.g. cost of aggregated threats to remain less than 10% of the plan's budget), or limits on any individual threat (e.g. any threat to operational service). Risk tolerance is documented in the Risk Management Strategy.
risk tolerance line	A line drawn on the summary risk profile. Risks that appear above this line cannot be accepted (lived with) without referring them to a higher authority. For a project, the Project Manager would refer these risks to the Project Board.
role description	A description of the set of responsibilities specific to a role.
schedule	Graphical representation of a plan (for example, a Gantt chart), typically describing a sequence of tasks, together with resource allocations, which collectively deliver the plan. In PRINCE2, project activities should only be documented in the schedules associated with a Project Plan, Stage Plan or Team Plan. Actions that are allocated from day-to-day management may be documented in the relevant project log (i.e. Risk Register, Daily Log, Issue Register, Quality Register) if they do not require significant activity.
scope	For a plan, the sum total of its products and the extent of their requirements. It is described by the product breakdown structure for the plan and associated Product Descriptions.
scope tolerance	The permissible deviation in a plan's scope that is allowed before the deviation needs to be escalated to the next level of management. Scope tolerance is documented in the respective plan in the form of a note or reference to the product breakdown structure for that plan. *See 'tolerance'.*

Term	Definition
Senior Responsible Owner	A UK government term for the individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits. The person should be the owner of the overall business change that is being supported by the project. The Senior Responsible Owner (SRO) should ensure that the change maintains its business focus, that it has clear authority, and that the context, including risks, is actively managed. This individual must be senior and must take personal responsibility for successful delivery of the project. The SRO should be recognized as the owner throughout the organization. The SRO appoints the project's Executive (or in some cases may elect to be the Executive).
Senior Supplier	The Project Board role that provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources.
Senior User	The Project Board role accountable for ensuring that user needs are specified correctly and that the solution meets those needs.
share (risk response)	A risk response to either a threat or an opportunity through the application of a pain/gain formula: both parties share the gain (within pre-agreed limits) if the cost is less than the cost plan; and both share the pain (again within pre-agreed limits) if the cost plan is exceeded.
specialist product	A product whose development is the subject of the plan. The specialist products are specific to an individual project (for example, an advertising campaign, a car park ticketing system, foundations for a building, a new business process etc.) Also known as a deliverable or output.
sponsor	The main driving force behind a programme or project. PRINCE2 does not define a role for the sponsor, but the sponsor is most likely to be the Executive on the Project Board, or the person who has appointed the Executive.
stage	*See 'management stage' or 'technical stage'.*
Stage Plan	A detailed plan used as the basis for project management control throughout a stage.
stakeholder	Any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk).

Term	Definition
start-up	The pre-project activities undertaken by the Executive and the Project Manager to produce the outline Business Case, Project Brief and Initiation Stage Plan.
strategy	An approach or line to take, designed to achieve a long-term aim. Strategies can exist at different levels – at the corporate, programme and project level. At the project level, PRINCE2 defines four strategies: Communication Management Strategy, Configuration Management Strategy, Quality Management Strategy and Risk Management Strategy.
supplier	The person, group or groups responsible for the supply of the project's specialist products.
tailoring	The appropriate use of PRINCE2 on any given project, ensuring that there is the correct amount of planning, control, governance and use of the processes and themes (whereas the adoption of PRINCE2 across an organization is known as 'embedding').
Team Manager	The person responsible for the production of those products allocated by the Project Manager (as defined in a Work Package) to an appropriate quality, timescale and at a cost acceptable to the Project Board. This role reports to, and takes direction from, the Project Manager. If a Team Manager is not assigned, then the Project Manager undertakes the responsibilities of the Team Manager role.
Team Plan	An optional level of plan used as the basis for team management control when executing Work Packages.
technical stage	A method of grouping work together by the set of techniques used, or the products created. This results in stages covering elements such as design, build and implementation. Such stages are technical stages and are a separate concept from management stages.
theme	An aspect of project management that needs to be continually addressed, and that requires specific treatment for the PRINCE2 processes to be effective.
time tolerance	The permissible deviation in a plan's time that is allowed before the deviation needs to be escalated to the next level of management. Time tolerance is documented in the respective plan. *See also 'tolerance'.*
time-driven control	A management control that is periodic in nature, to enable the next higher authority to monitor progress – e.g. a control that takes place every two weeks. PRINCE2 offers two key time-driven progress reports: Checkpoint Report and Highlight Report.

Term	Definition
tolerance	The permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. There may also be tolerance levels for quality, scope, benefit and risk. Tolerance is applied at project, stage and team levels.
tranche	A programme management term describing a group of projects structured around distinct step changes in capability and benefit delivery.
transfer (risk response)	A response to a threat where a third party takes on responsibility for some of the financial impact of the threat (for example, through insurance or by means of appropriate clauses in a contract).
trigger	An event or decision that triggers a PRINCE2 process.
user acceptance	A specific type of acceptance by the person or group who will use the product once it is handed over into the operational environment.
user	The person or group who will use one or more of the project's products.
variant	A variation on a baselined product. For example, an operations manual may have an English variant and a Spanish variant.
version	A specific baseline of a product. Versions typically use naming conventions that enable the sequence or date of the baseline to be identified. For example, Project Plan version 2 is the baseline after Project Plan version 1.
waterfall method	A development approach that is linear and sequential with distinct goals for each phase of development. Once a phase of development is completed, the development proceeds to the next phase and earlier phases are not revisited (hence the analogy that water flowing down a mountain cannot go back).
Work Package	The set of information relevant to the creation of one or more products. It will contain a description of the work, the Product Description(s), details of any constraints on production, and confirmation of the agreement between the Project Manager and the person or Team Manager who is to implement the Work Package that the work can be done within the constraints.

Forms

First Name: ____________________

Last Name: ____________________

Birth Date: ____________________

Date: ____________________

Workshop: ____________________

Instructor 1: ____________________

Instructor 2: ____________________

Question (Please check only one box)	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The content presented in this course was at the right level.					
The content of this course met the stated objectives.					
The labs and exercises reinforced skills taught in the course.					
The labs and exercises were realistic and reinforced how I might use the knowledge or skills on the job.					
My instructor communicated the content of the course effectively.					
My instructor was willing to provide assistance at my level of need.					
This course was worth my time.					
This course met my expectations.					
I will use the skills and knowledge gained in the course.					

How effective, for you, were the following methods	Very Effective	Effective	Neutral	Not Effective
Handling the theory				
Group sessions and discussions				
Simulations and lab exercises				
Comments:				

Instructor Notes

Are there any unclear topics? Which ones? Why?____________________________________

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Do you have any comments related to the hand-outs, simulation material, quality of the presentation and/or the course locations? ______________________________________

____

____

In your opinion, what did the instructor do well? ______________________________

____

____

In what areas could your instructor improve? ___________________________________

____

____

What is one thing that would improve this education experience?___________________

____

____

What is one thing that should not be changed? __________________________________

____

____

What other comments do you have? (Please use additional paper if needed) _________

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Thank you for your time!

Instructor Notes

PRINCE2® Practitioner (PR2-312 v3.02)