PRINCE2® Practitioner

(PR2-312 v3.02)

Exam Information

Welcome to the PRINCE2® Practitioner

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

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

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

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

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

Exam Information

Types of question:

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

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

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

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

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

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

Quint
ACADEMY

Knowledge in the Exam

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

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

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

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

Applying Bloom’s Taxonomy

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

Types of Practitioner Questions

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

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.**

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.

Quint ACADEMY

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

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.

	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

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.

2
Additional Material

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

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

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

Quint ACADEMY

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)

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

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

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

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

Customer/Supplier Relationships – Processes

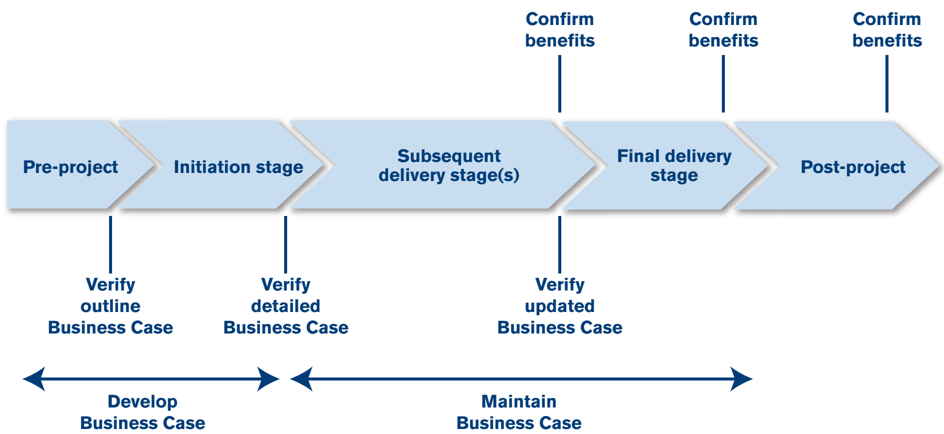
- It is unlikely that the processes need to be tailored from the customer perspective
- From a supplier's perspective, the key change to the processes will be to the Starting up a Project and Initiating a Project processes

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

Business Case – Development Path

- Development Path of the Business Case



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

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

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

Quint ACADEMY

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

Business Case – Responsibilities

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

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

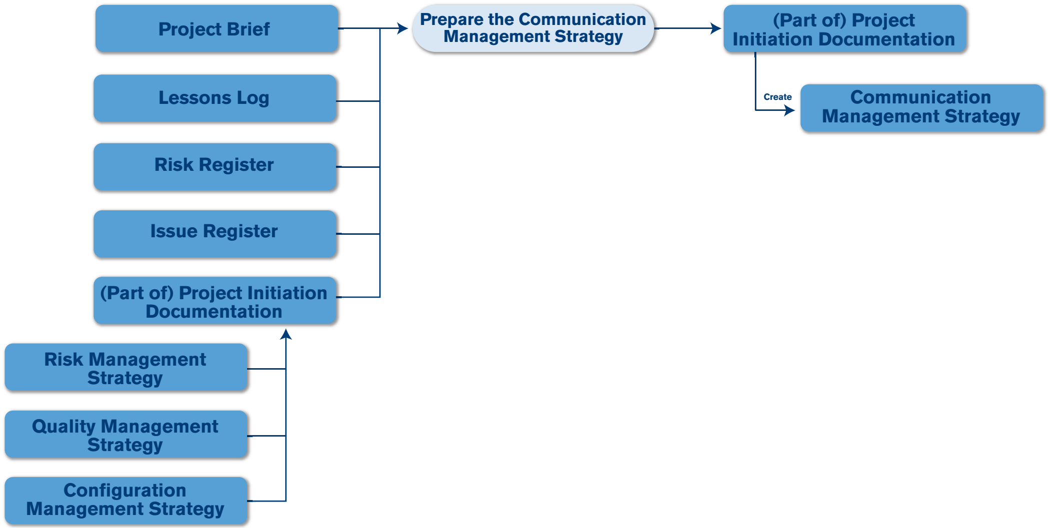
Quint ACADEMY

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 the project
- The Communication Management Strategy addresses both internal and external communications

Prepare the Communication Strategy

- Figure 14.5 – Prepare the Communication Strategy



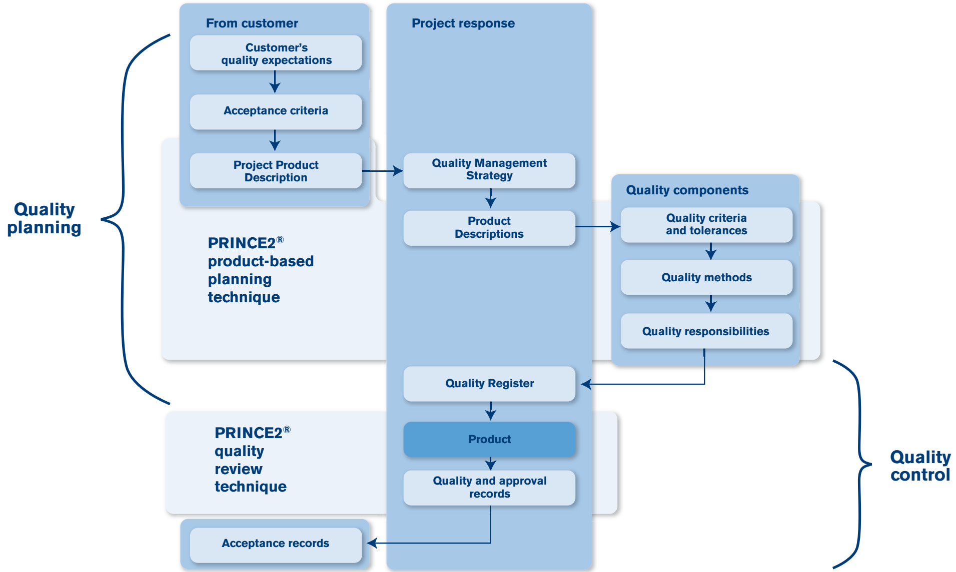
Communication Management Strategy – Roles and Responsibilities

- 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

Quality – Approach to Quality

- Figure 6.1 – Approach to Quality



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

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

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

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

Quality – Project Product Description

- The approved Project Product Description is included as a component of the Project Brief and is used to help select the project approach
- 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 – 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

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

Writing the Product Descriptions

- 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
  - 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
  - For a small project, it may only be necessary to write the Project Product Description

Quality – Product Descriptions

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

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		

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

Quality – Quality Review Technique Roles

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

Quality – Quality Review Technique Steps

- Quality Review technique has three steps:
  - Review preparation
  - Review meeting agenda
  - Review follow-up

Quality – Responsibilities

- Corporate or programme management
- Executive
- Senior User
- Senior Supplier
- Project Manager
- Team Manager
- Project Assurance
- Project Support

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

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 issues
  - 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

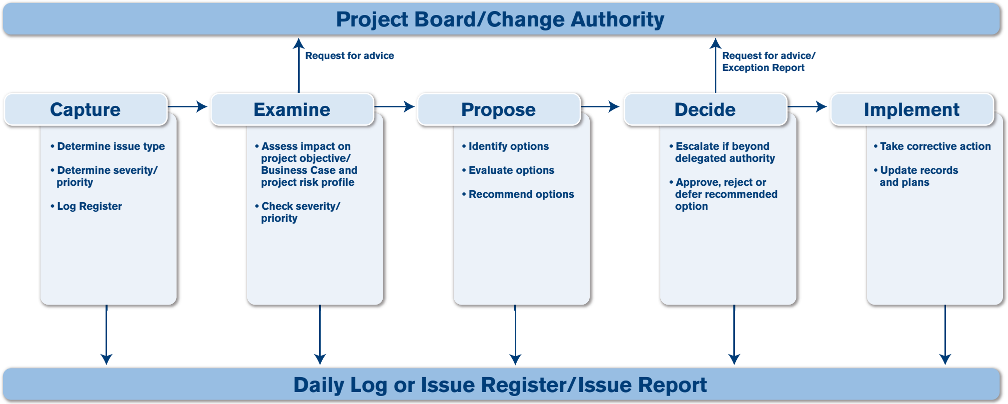
- Request for change
  - A proposal for a change to a baseline
- Off-specification
  - Something that should be provided by the project, but currently is not provided. This might be a missing product or a product not meeting its specification
- Problem/concern
  - Any other issue that the Project Manager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

Change – Establishing Controls

- The following management products are used to establish and maintain the project's controls for issues, changes and configuration management:
  - Configuration Management Strategy
  - Configuration Item Records
  - Product Status Accounts
  - Daily Log
  - Issue Register
  - Issue Reports

Change – Issue and change control procedure

- Figure 9.1 – Issue and change control procedure



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

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

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)

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

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

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:
  - 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
  - Work Package tolerance status
  - Issues and risks Update on issues and risks associated with the Work Package

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

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

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

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

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

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

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

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

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)

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

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

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

Management Products – Issue Report (2/2)

- The composition of an Issue Report includes:
  - Issue identifier
  - Issue type
  - Date raised and Raised by
  - Issue report author
  - Issue description
  - Impact analysis
  - Recommendation – Describing what the Project Manager believes should be done to resolve the issue (and why)
  - Priority and Severity
  - Decision – The decision made (accept, reject, defer, grant concession)
  - Approved by – Who made the decision
  - Decision date and Closure date

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

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

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
  - An Exception Plan is created at the same level as the plan that it is replacing
- A plan should cover not just the activities to create products but also the activities to manage product creation

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

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

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.

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
  - Risk author

Management Products – Risk Register (2/2)

- Date registered – The date the risk was identified
- Risk category
- Risk description – In terms of the cause, event and effect
- Probability, impact and expected
- Proximity
- Risk response
- Risk status
- Risk owner and Risk actionee

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

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