FIREBRAND

APMG

PRINCE2 Certification

Courseware

Version 3.3

FIREBRAND

PRINCE2 (2009) Practitioner Course

Section Guide

Section 1 – Slides
Section 2 – Exercises
Section 3 – Useful Pages from the Manual
Section 4 – APMG Foundation Exam Guidance
Section 5 – Sample Foundation Paper 1
Section 6 – Sample Foundation Paper 2
Section 7 – APMG Practitioner Exam Guidance
Section 8 (Separate Booklets) - Sample Practitioner Paper 1
Section 9 (Separate Booklets) - Extra Examples

Welcome to your PRINCE2® (2009) Practitioner Training Course

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Quoted PRINCE2 text is from "Managing Successful Projects with PRINCE2"

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Introductions

- Name

- Where you work

- What you do/what project(s) you are involved in

- What you hope to gain from the course

Administration for this Event...

- Housekeeping and domestic issues
- Course Timings
- Course Objectives
- Course Materials

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Course Timings ....

- 8.00am - Course start
- 10.00am - Morning coffee break
- 12:00pm - Lunch
- 12.45pm - Course restarts
- 3.00pm - Afternoon coffee break
- 5:00pm - Afternoon coffee break
- 7:00pm - Dinner
- Evening work

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Event Objectives

- Explain the PRINCE2 project management methodology

- Examine its use in different project situations

- Carry out activities to enable you to practice using parts of PRINCE2

- Prepare for the Foundation and Practitioner Examinations

Course Materials

- PRINCE2 Manual

  > please highlight this book as directed by your trainer

- Firebrand Materials

  > Slides

  > Practice Exercises

  > Example Foundation Papers

  > APMG Guidelines

  > Supplementary Material

  > Example Practitioner Papers

What is a project?

PRINCE2 defines a project as:

"a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case"

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PRINCE2 Project Characteristics

- Change
- Temporary
- Cross-Functional
- Unique
- Uncertainty

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PRINCE2 projects aim to control

- Costs
- Timescales
- Quality
- Scope
- Risk
- Benefits

The structure of PRINCE2

- Principles
- Themes
- Processes
- Tailoring

PRINCE2 does not cover

- Specialist Aspects
- Detailed Techniques for
    > Planning and Control
    > Financial Analysis
- Leadership Capability

– These will vary depending on the environment

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Project Management

- PRINCE2 addresses project management
- PRINCE2 does not cover programme management
- PRINCE2 does not cover business as usual

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PRINCE2 covers the project life span plus some pre-project preparation

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Why use a Methodology?

- Keeps the project focused on the Benefits

- Keeps resources focused on quality of outcome

- People understand why they are doing things and how they fit into the overall picture

- Management have confidence that the project is under control

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PRojects
IN
Controlled
Environments

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Why use PRINCE2?

- Leading best practice project management approach in the U.K., in both the public and private sectors
- Internationally recognised
- Can be used for all projects in your organisation
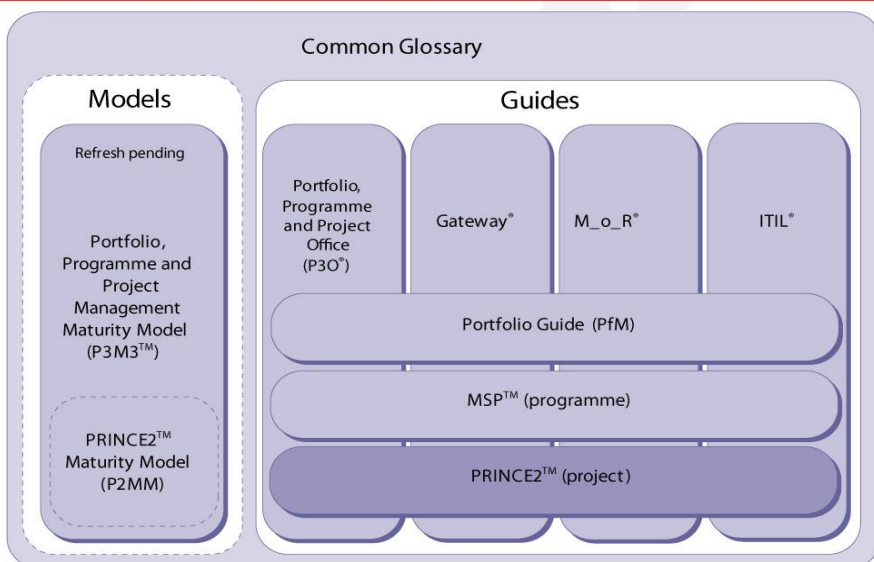- License-free

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PRINCE2 Support

- The Cabinet Office owns the license
- UKAS formally accredits the examinations
- APM Group are the examination board
- Accredited training companies and consultants promote the use of PRINCE2

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OGC best Practice Guidance

Common Glossary

Models

Refresh pending

Portfolio, Programme and Project Management Maturity Model (P3M3™)

PRINCE2™ Maturity Model (P2MM)

Guides

Portfolio, Programme and Project Office (P3O®)

Gateway®

M_o_R®

ITIL®

Portfolio Guide (PfM)

MSP™ (programme)

PRINCE2™ (project)

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The Principles of PRINCE2

- Continued Business justification
- Learn from experience
- Defined roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on products
- Tailor to suit the project environment
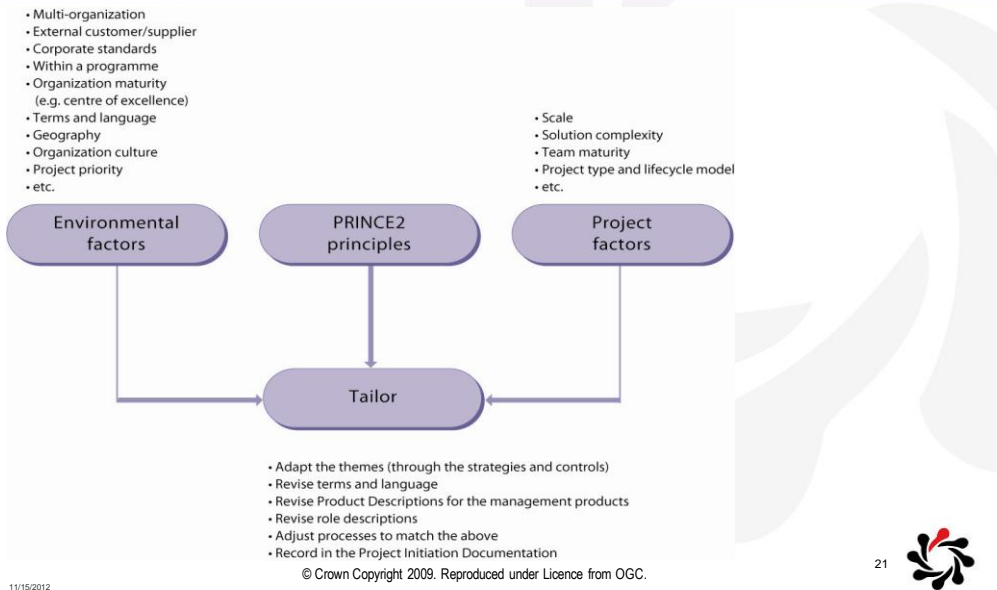
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Tailoring

"Tailoring is about adapting the method to external factors and the project factors to consider"

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Tailoring

- Multi-organization
- External customer/supplier
- Corporate standards
- Within a programme
- Organization maturity
  (e.g. centre of excellence)
- Terms and language
- Geography
- Organization culture
- Project priority
- etc.

- Scale
- Solution complexity
- Team maturity
- Project type and lifecycle model
- etc.

```
Environmental          PRINCE2              Project
   factors            principles            factors
      │                   │                    │
      └───────────────────┼────────────────────┘
                          ▼
                       Tailor
```

- Adapt the themes (through the strategies and controls)
- Revise terms and language
- Revise Product Descriptions for the management products
- Revise role descriptions
- Adjust processes to match the above
- Record in the Project Initiation Documentation

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Structure of PRINCE2

- 7 Themes

  > Provide us with guidance on the structure and contents for specific outputs

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The Themes

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

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Structure of PRINCE2

- 7 Processes
  - >A structured set of activities designed to accomplish a specific objective

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The Processes

- Starting Up a Project (SU)
- Directing a Project (DP)
- Initiating a Project (IP)
- Controlling a Stage (CS)
- Managing Product Delivery (MP)
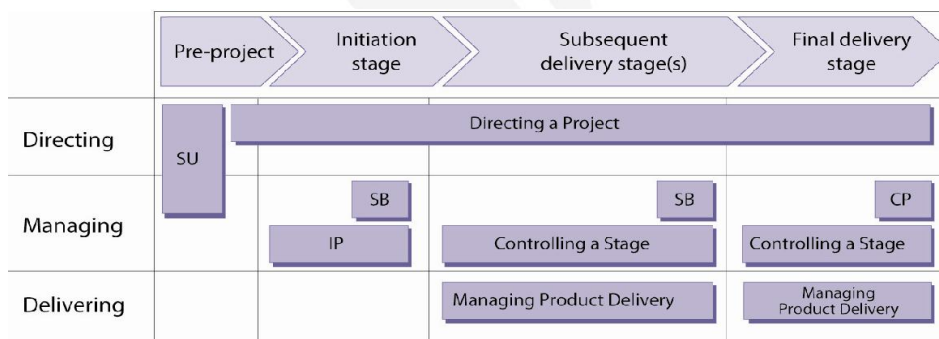- Managing a Stage Boundary (SB)
- Closing a Project (CP)

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Applying the Processes

- PRINCE2 has a process based approach to project management

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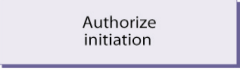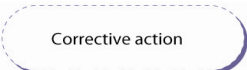## The Process Model

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Structure of Processes

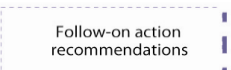- Purpose
- Objective
- Context
- Activities
  > Responsibilities
  > Process Diagrams

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Key to Process Diagrams

Starting up a Project	A PRINCE2 Process
Authorize initiation	An Activity
Exception Plan request	An Event or Decision
Corrective action	An Event or Decision within an Activity
Business Case	A Management Product
Follow-on action recommendations	A Component of a Management Product

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Structure of Themes

- Purpose
- Theme defined
- The PRINCE2 approach to a theme
- Responsibilities

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Understanding the Structure
of the Manual

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Starting Up A Project (SU)

- Establishes whether the project is Worthwhile & Viable. Examines:
  - >What we are doing and why
  - >Who is going to do it and how
- Main trigger is the Project Mandate
  - >Provided by the responsible authority which is commissioning the project
- Main Output is the Project Brief

32
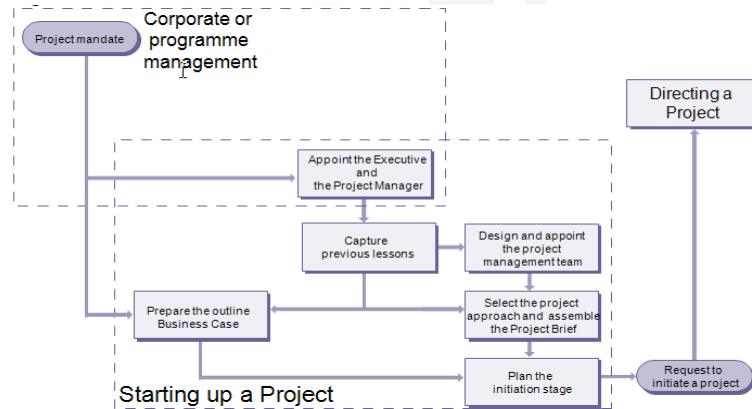
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The Project Brief

- Defines the Project
- Formalises the terms of reference from the Mandate
- Includes
    - >Outline Business Case
    - >Project Product Description
    - >Project Approach
    - >Project Management Team Structure

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The Project Product Description

- Title
- Purpose
- Composition
- Derivation
- Development skills required
- Customer quality expectations
- Acceptance criteria
- Project-level quality tolerances
- Acceptance method
- Acceptance responsibilities

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Customers Quality Expectations

- Customers Quality Expectations
  - >Customer and supplier must both agree on the quality required
  - >Must be balanced with other constraints
- Acceptance Criteria
  - >A definition in measurable terms of what must be done for the final product to be acceptable to the customer

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Scenario Introduction

Go for Gold
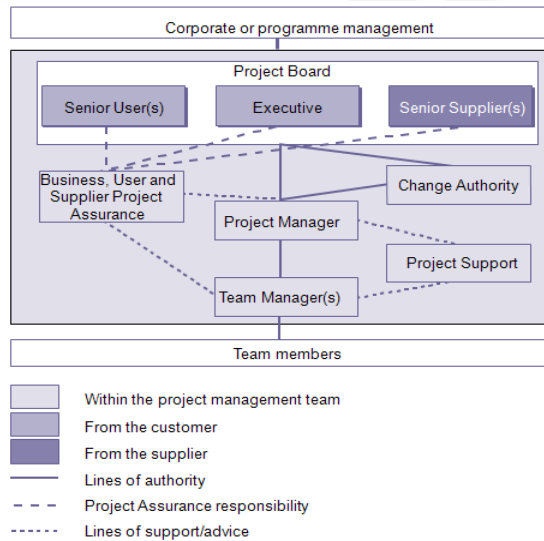
Project Brief

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3 Interests on the Project Board

- Business Interests
  - >Ensures there is a business need for the project and that it gives value for money
- User Interests
  - >Specifies the desired outcome and ensures that the project delivers it
- Supplier Interests
  - >Represents those who are creating the specialist products

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Project Management Team

Corporate or programme management

Project Board
- Senior User(s)
- Executive
- Senior Supplier(s)

Business, User and Supplier Project Assurance

Change Authority

Project Manager

Project Support

Team Manager(s)

Team members

- Within the project management team
- From the customer
- From the supplier
- Lines of authority
- Project Assurance responsibility
- Lines of support/advice

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Project Board

- 3 roles:
  - >Executive
  - >Senior User
  - >Senior Supplier
- Responsible for:
  - >Overall direction and management of the project
  - >Project Assurance
  - >Must be able to commit resources and take decisions
  - >Report to Corporate/Programme Management

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Executive

- Represents the Business interest
- Owns the Business Case
- Responsible for ensuring the project benefit is achieved
- Sets Stage Tolerances
- Accountable to Corp/Programme Mgmt
- Arranges funding

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Senior User

- Represents User Interests
- Prioritises user issues
- Commits User resources
- Provides Customer Acceptance
- Promotes and maintains focus on the project meeting the Customer Quality Expectations

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Senior Supplier

- Represents Supplier interests
- Briefs Project Board on technical/specialist aspects of project
- Commits Supplier resources
- Responsible for ensuring products are produced in a way that they will meet the quality requirements

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Project Manager

- Day-to-day control and management
- Planning
- authorizing and Monitoring Work Packages
- Progress reporting to the Project Board
- Responsible for ensuring the project achieves a result that is capable of meeting the required Benefits

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Team Manager(s)

- May not have separate person in the role (could be the Project Manager)

- Responsible for delivery of Work Packages

- Often provides technical expertise

- Frequently external as well as internal resource

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Project Assurance

- Independent of the Project Manager

- Assuring project performance

- Assuring adherence to quality management procedures

- Assuring the viability of the Business Case

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Change Authority

- Work on behalf of the Project Board
- Approve responses to requests for change or off-specifications
- Must be capable of representing stakeholder interests
- Must have sufficient specialist knowledge

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Project Support

- May not have separate person in the role
- Provides administrative support to Project Manager & the project as a whole
- Can help to enforce standards or provide specific expertise to the project
- Can perform Configuration Librarian role
- Takes minutes at End Stage Assessments and administrates Quality Reviews

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Customer/Supplier Environment

- Customer:
  - >Specifies the desired product
  - >Affected by the outcome
  - >Often funds the project
- Supplier:
  - >Provides resources and skills to create the products
- Assumption: they come from separate areas
- Different configurations need controlling in different ways

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Scalability

- All roles are necessary but some can be combined
- Project Board should not be too large
  - >Makes End Stage Assessments hard to convene
  - >Impedes decision making

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Exercise 1
Organization Structure

Business Case

- A PRINCE2 project must have continued business justification

- The Business Case is developed at the beginning of the project and maintained throughout the life of the project

- Owned by the Executive

Types of Business Case

- Compulsory project
- Not-for-profit project
- Evolving project
- Customer/supplier project
- Multi-organization project

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Business Case Development Path
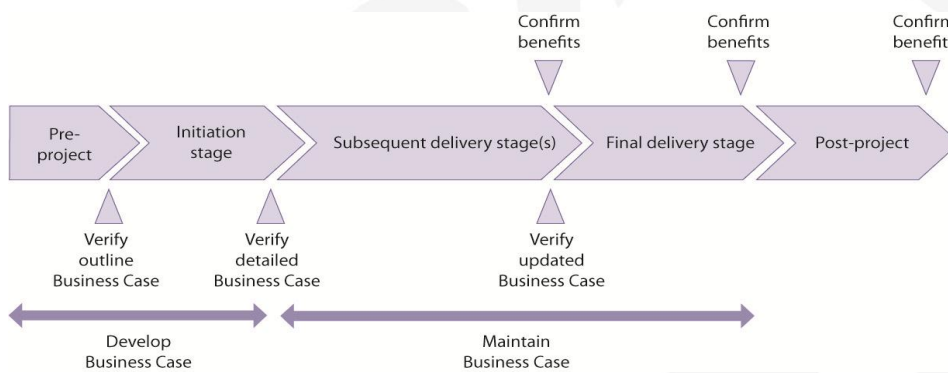
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Confirming the Benefits

- 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

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Benefits Review Plan

- Created by the Project Manager In the Initiation Stage.
  - >Defines the scope, timing and responsibilities for benefits reviews
  - >Updated at each stage boundary
  - >Used during Closing a Project to define any post-project benefits reviews that are required

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- Composition
  - >An executive summary
  - >Reasons
  - >Business options
  - >Expected benefits
  - >Expected dis-benefits
  - >Timescale
  - >Costs
  - >Investment Appraisal
  - >Major risks

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Exercise 2

Business Case

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The Project Approach

- How should the work be approached?
  - >Off the shelf or bespoke?
  - >Based on existing products/technologies?
  - >Developed in-house or contracted out?
  - >Further investigation required?
    - >Feasibility Studies?

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Plan for Initiation Stage

- Plans the activities for the Initiation Stage which result in:
  - >The Project Initiation Document
  - >The Stage Plan for the 2nd Stage (following the Initiation Stage)

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Scalability

- All Steps are required but:
  - >Small projects may take a few minutes
  - >If Corporate or Programme Mgmt have provided a full Mandate, just check information for accuracy
  - >Large, complicated projects may require significant pre-project preparation

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Initiating A Project (IP)

- Triggered by the Project Board
- Creates information needed to run the project
- Establishes a firm foundation for the project
- Builds on the information created during SU
- Main output - Project Initiation Documentation

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Initiating a Project

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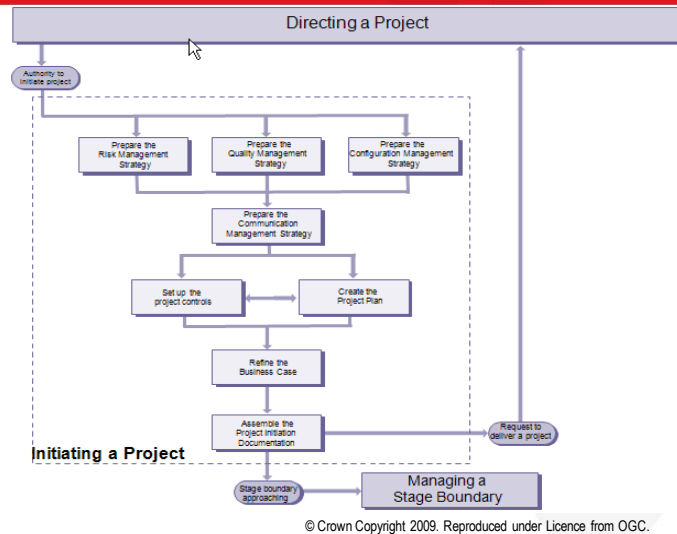
63

Project Initiation Documentation

- Answers key questions about the project

- Forms the "contract" between the Project Manager and the Project Board

- Provides an information base for everyone who needs to know about the project

- Baselined at the end of the Initiation Stage and re-baselined, as necessary, at the end of each stage

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Risk Management

"The purpose of the Risk theme is to identify, assess and control uncertainty and, as a result, improve the ability of the project to succeed".

65

Risk – Organizational perspectives
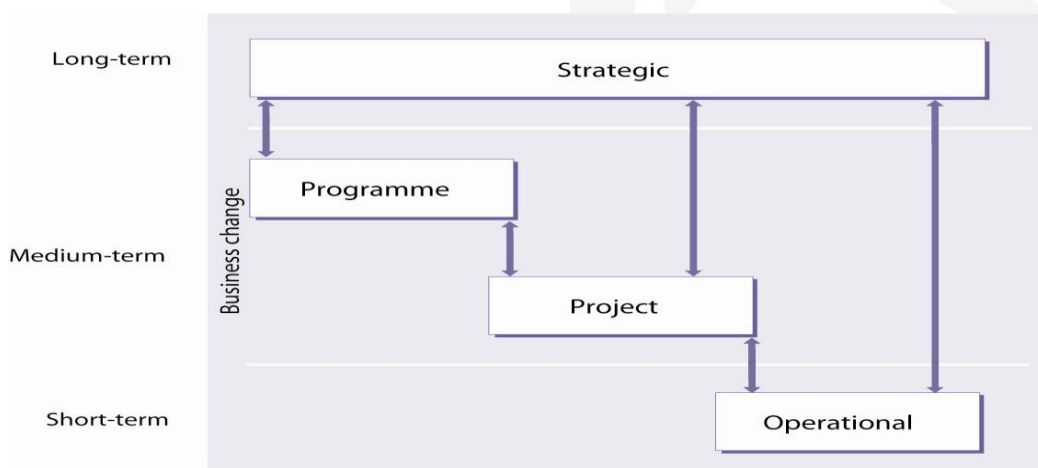
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The Risk Management Procedure

Implement

Identify

Communicate

Plan
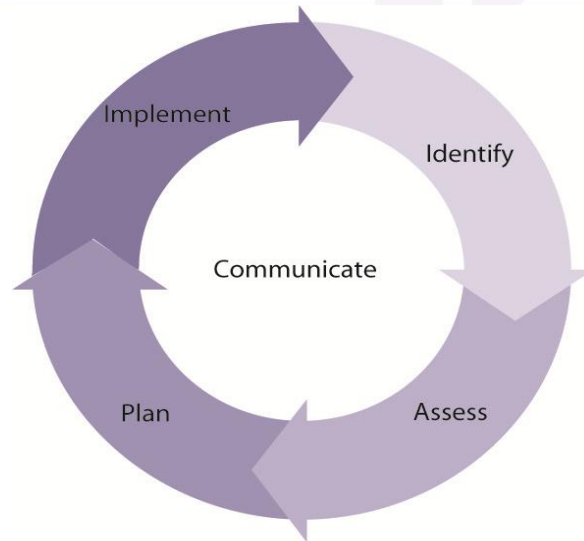
Assess

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Identify

- Cause
  - >*The source of the risk*
- Event
  - >*The area of uncertainty of the threat or opportunity*
- Effect
  - >*The impact that would be felt should the risk occur*

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Assess - Estimate

- Probability *(Very Low, Low, Med, High, Very High)*
  - >*The likelihood of the threat or opportunity occurring*
- Impact *(Very Low, Low, Med, High, Very High)*
  - >*How the threat or opportunity will impact the project's objectives*
- Proximity *(imminent, within the stage, within the project, beyond the project)*
  - >*When the threat or opportunity might materialize*
- How the impacts may change over the life of the project

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Assess - Evaluate

Prob. / Impact	Very low	Low	Medium	High	Very high
Very high					
High					
Medium					
Low					
Very low					

—— Risk tolerance line

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Plan

Threat responses	Opportunity responses
Avoid	Exploit
Reduce (probability and/or impact) Fallback (reduces impact only) Transfer (reduces impact only, and often only the financial impact)	Enhance
Share	
Accept	Reject

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Plan

- Risk Budget
  - >A sum of money set aside to fund specific management responses to the project's threats and opportunities

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Implement

- Risk owner
  - *Responsible for the management, monitoring and control of a risk*
- Risk actionee
  - *Assigned to carry out a risk response action or actions*

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Communicate

"Ensure that information related to threats and opportunities faced by the project is communicated both within the project and externally to stakeholders".

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Risk responsibilities

- Corporate/Programme Management
  - >*Provide Corporate Risk Management Policy*
- Executive
  - >*Ensure Business Case risks are identified, assessed & controlled*
  - >*Escalate risks to Corp/Programme Mgmt as necessary*
- Senior User
  - >*Monitor User risks*
- Senior Supplier
  - >*Monitor Supplier risks*
- Project Manager
  - >*Ensure Project risks are identified, assessed & controlled*

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Documents for managing risk

- Risk Management Strategy
  - >*"Describes the specific risk management techniques and standards to be applied and the responsibilities for achieving an effective risk management procedure"*
- *Risk Register*
  - >*"Provides a record of identified risks relating to the project, including their status and history"*

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Communicate

"Ensure that information related to threats and opportunities faced by the project is communicated both within the project and externally to stakeholders"

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Exercise 3

Risk Analysis

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Quality Management

"The purpose of the Quality theme is to define and implement the means by which the project will create and verify products that are fit for purpose"

Quality Audit Trail
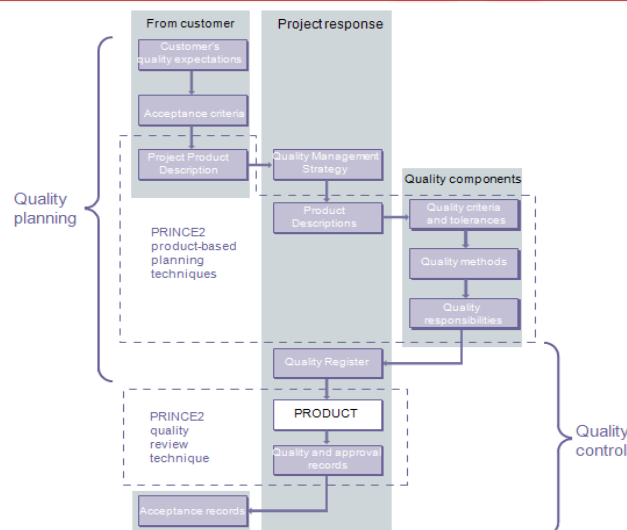
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Establishing Requirements

- Customers Quality Expectations
  - >A statement about the quality expected from the project product.
- Acceptance Criteria:
  - >A prioritized list of measurable definitions of the attributes required for a set of products to be acceptable to key stakeholders.

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Quality Management Strategy

- Introduction
- Quality management procedure
  - >Quality Planning
  - >Quality Control
  - >Quality Assurance
- Tools and techniques
- Records
- Reporting
- Timing of quality management activities
- Roles and responsibilities

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Exercise 4

Planning Quality

Communication Management Strategy

- Introduction
- Communication procedure
- Tools and techniques
- Records
- Reporting
- Timing of communication management activities
- Roles and responsibilities
- Stakeholder analysis
- Information needs for each interested party

Levels of Plan

85
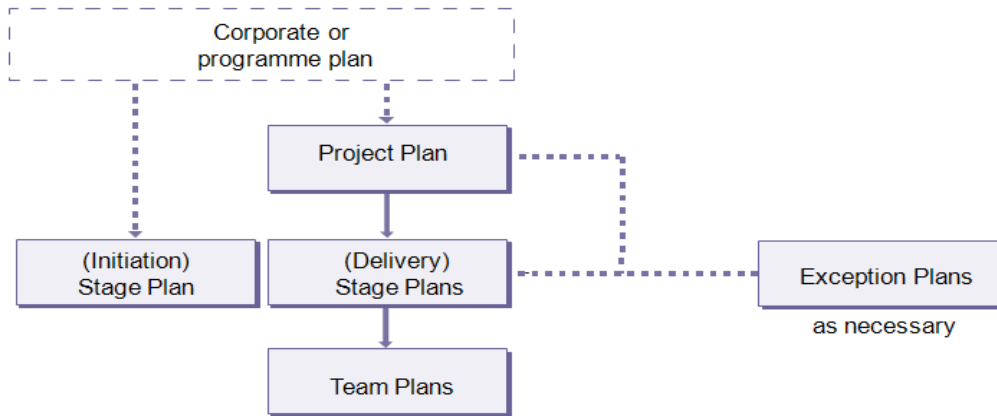
Project Plan

- Overall view of the project
- Estimates when a project's time, cost, scope and quality performance targets are to be achieved
- Includes Stage Boundaries and overall Project Tolerance
- Created by Project Manager in Initiating a Project and is baselined as part of the Project Initiation Documentation
- Used to monitor project progress stage by stage
- Should align with the Corporate or Programme plan

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Stage Plan

- Used by the Project Manager to Control the Stage

- Created near the end of the current management stage

- Created closer to when activities will take place so can be more detailed as there is greater certainty of estimates

- Builds on lessons from previous stage

- Identifies all products that the Stage must produce - allows Work Package allocation

- Includes frequency of Highlight Reports and Stage Tolerances

- Contains a schedule of quality checking activities for the stage

- Can be replaced by Exception Plan if stage tolerances are forecast to be exceeded

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Team Plans

- Optional - Need determined by size and complexity of a Team's work

- Created by Team Manager if more detail is required than is provided by the Work Package

- Proves that Work Package can be completed within constraints

- Allocates resources and matches skills to Work Package

- Includes frequency of Checkpoint Reports and Work Package Tolerance

- Can be an input from external suppliers

- Contains a schedule of quality checking activities for the work package

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Planning Activities

| Design the plan (7.3.2) | Prerequisite |

Define and analyse the products (7.3.3)

Identify activities and dependencies (7.3.4)

Analyse the risks (7.3.7)

Prepare estimates (7.3.5)

Prepare the schedule (7.3.6)

Document the plan (7.3.8)

Repeated for:
•Project Plan
•Stage Plan
•Team Plan (optional)
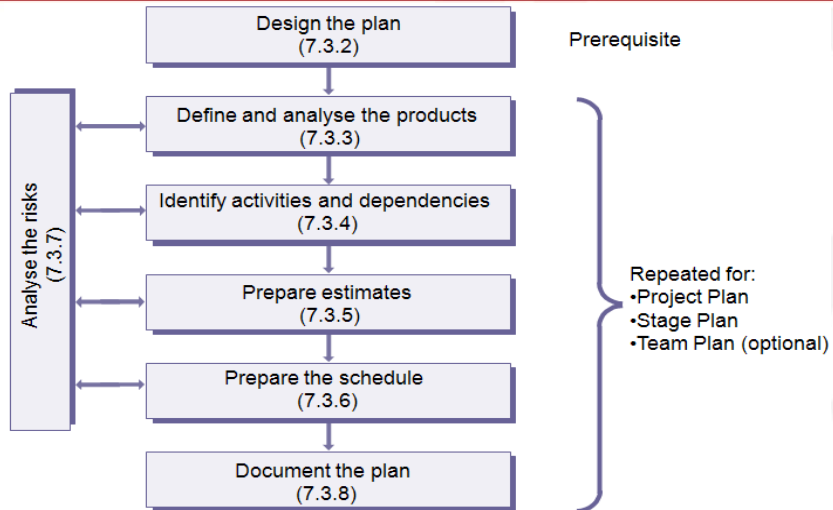
89

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Product Based Planning

Write the Project Product Description (7.3.3.1)

For Project Plan only

Create the product breakdown structure (7.3.3.2)

Write the Product Descriptions (7.3.3.3)

For all levels of plan

Create the product flow diagram (7.3.3.4)

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Product Breakdown Structure
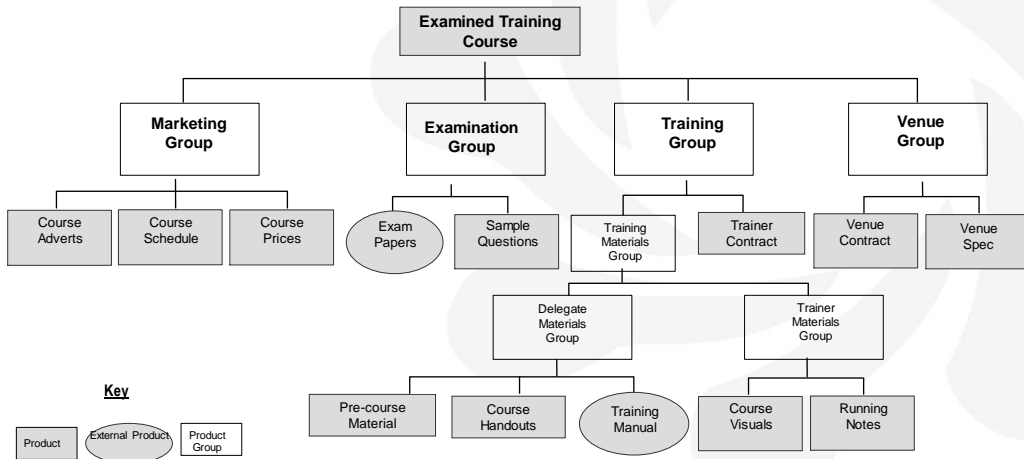
Product Flow Diagram

Exercise 5

Product Based Planning

93
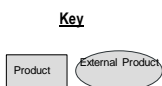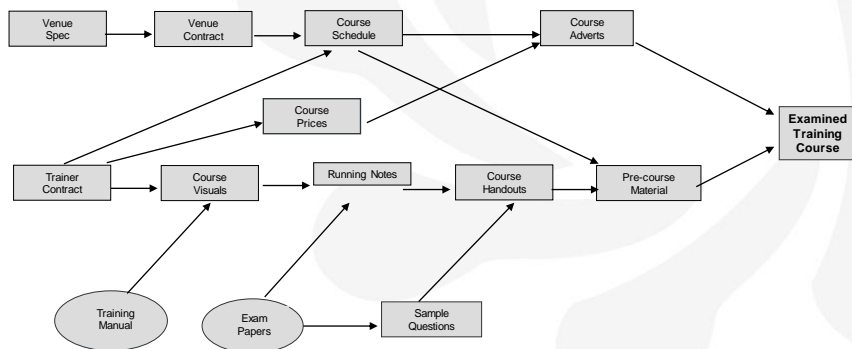
Benefits of Product Based Planning

- Focuses on the products - ensures all components add value to the final product

- Promotes User Involvement

- Clearly identifies boundary around the project - anything not on the PBS is out of scope

- Gives a skeleton structure to the rest of the planning activities

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Product Description

- A precise description of what is to be created or changed

- Product Descriptions for a Stage Plan will form part of the Work Package given to the Team Manager

- Once completed, the actual product will be checked against its Product Description

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Product Description

- Product Identifier
- Title
- Purpose
- Composition
- Derivation
- Format & Presentation
- Development Skills Required
- Quality Criteria
- Quality Tolerance
- Quality Method
- Quality Skills Required
- Quality Responsibilities

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Exercise 6

Product Description

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Stages

- Partitions of the project with management decision points

- A collection of activities and products whose delivery is managed as a unit

- Amount of work that the Project Manager is managing on behalf of the Project Board at any one time

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Management Vs Technical Stages

- Management Stages:
  - >Equate to commitment of resources and authority to spend

- Technical Stages:
  - >Typified by the use of a particular set of specialist skills

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Stages

- The use of stages in a PRINCE2 Project is **mandatory**.
- Every project should have at least 2 stages:
  - >Initiation Stage
  - >Final Stage
- Long, complicated or risky projects may have a lot more than 2 stages - there is no maximum

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Exercise 7

Stages

Initiating a Project
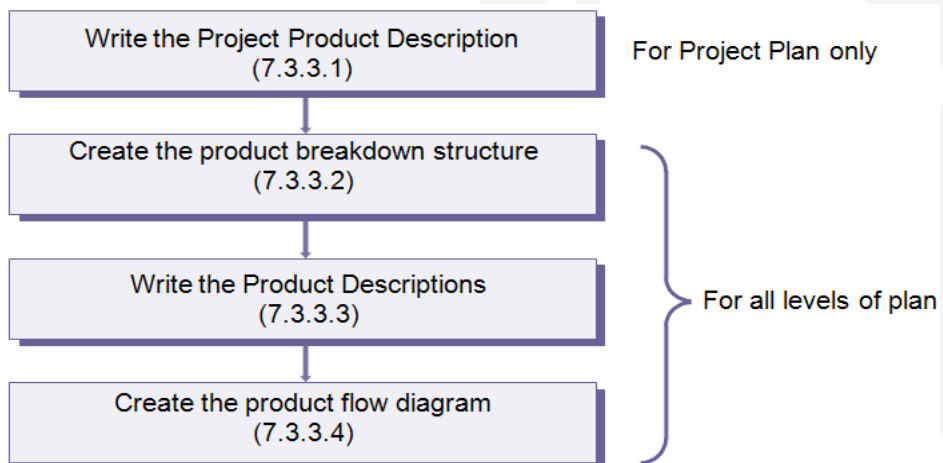

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Controlling a Stage
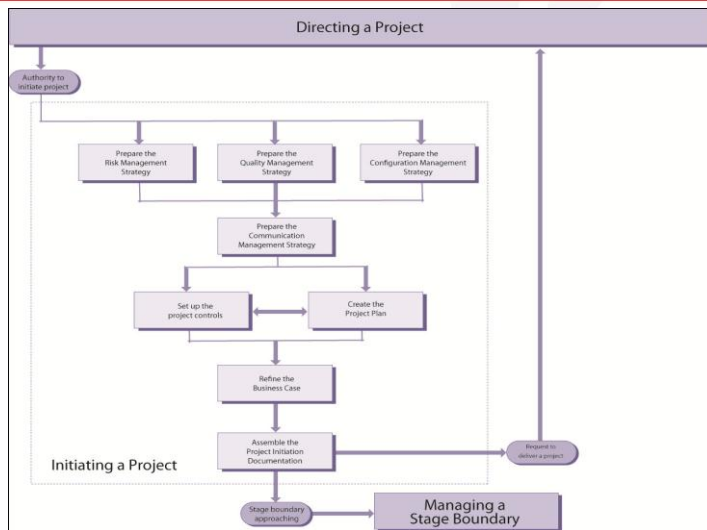
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Controlling a Stage Drives Managing Product Delivery
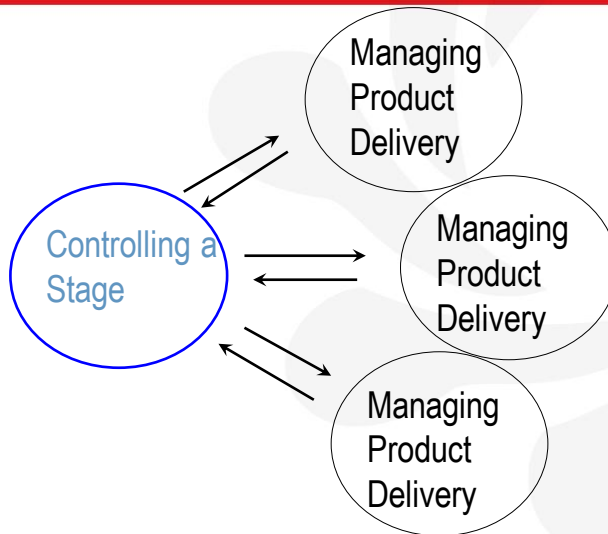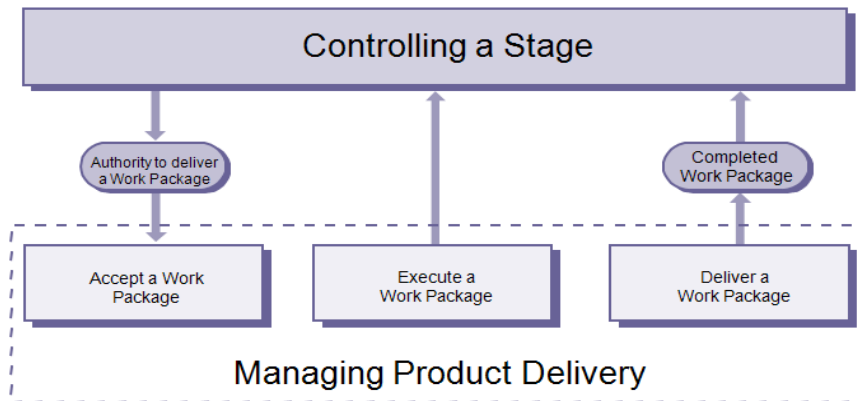
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Accepting a Work Package

- Team Manager
  - >Agrees Tolerance
  - >Agrees frequency of checkpoint reports
- Team Manager may decide to
  - >Produce a Team Plan
  - >Perform risk analysis, planning and resourcing

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Executing a Work Package

- Team Manager
  - >Gets the products built and quality checked
  - >Updates the quality register
  - >Monitors and controls the risks
  - >Sends checkpoint reports at the frequency defined in the work package

107

Delivering a Work Package

- Team Manager hands the work back to:
  - >The Project Manager

                    or

  - >The Configuration Management System

108

- A Work Package

  > Gives the Team Manager information about the work to be carried out

  > Provides an interface between the CS and MP processes

  > Can be either written or verbal

  > Can be used for performance appraisals

109

Exercise 8

Work Package

110

Project Board Controls

- Controlled Start:
  - > Authorizing Initiation
  - > Authorizing a Project
- Controlled Progress:
  - > End Stage Assessment
  - > Highlight Reports
  - > Tolerances
  - > Exception Reports
  - > Exception Assessment
- Controlled Close:
  - > Authorizing Project Closure

111

11/15/2012

Management by Exception

- Approved plans carried out within the constraints set by management
- No need for regular progress meetings
- Highlight reports report progress on a time driven basis
- Exceptions are reported on deviations from Plan

112

11/15/2012

Directing a Project
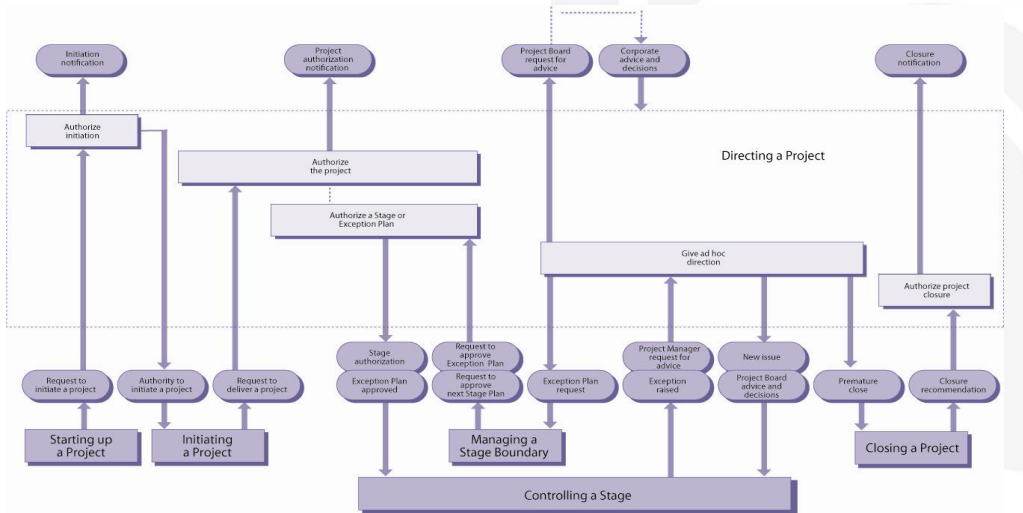
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113

11/15/2012

Managing a Stage Boundary
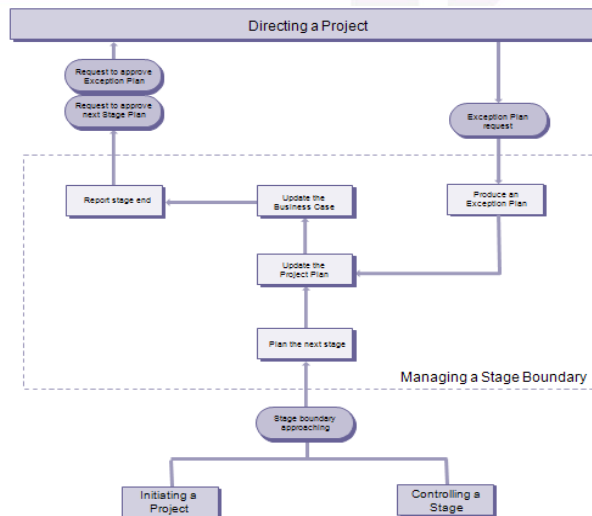
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11/15/2012

57

Managing a Stage Boundary

If Preparing for an End Stage Assessment:

• Produce Next Stage Plan
> Includes Product Descriptions
> Includes Building & Checking Activities
> Review Project Management Team structure
> Update Config Item Records
> Update Risk, Issue & Quality Registers

• Update Project Plan

• Update Business Case
> Update Benefits Review Plan

• Produce End Stage Report for current stage

Alternatively, if preparing for an Exception Assessment:

• Produce Exception Plan

115

End Stage Assessments/Exception Assessments

Project Board Review the Previous Stage
> Updated Registers
> End Stage Report
> Updated Project Plan
> Updated Business Case
> Benefits Review Plan

Signoff

Project Board Preview the Next Stage
>Next Stage Plan/Exception Plan
(including Quality Checking Activities)
>Changes to the Project Team

Signoff

116

58

Attendees

- Project Board
  - > to make decisions and provide authorisation
- Project Manager
  - > reporting to the Project Board
- Project Assurance (Quality Assurance?)
  - > To advise Project Board members on adherence to quality standards
- Project Support
  - > to take minutes
- Team Managers and Others
  - > to provide clarification on specialist aspects

117

Highlight Report - Inputs

- Checkpoint Report(s)
- Risk Register
- Issue Register
- Quality Register
- Lessons Log
- Product Status Account
- Stage Plan
- Daily Log
- Previous Highlight Report
- Communication Management Strategy

118

Highlight Report

- Date
- Period
- Status summary
- This reporting period:
    - > Work Packages
    - > Products completed in the period
    - > Products planned but not started or completed in the period
    - > Corrective actions taken during the period
- Next reporting period:
    - > Work Packages
    - > Products to be completed in the next period
    - > Products planned but not started or completed in the period
    - > Corrective actions to be completed during the next period
- Project and stage tolerance status
- Requests for change
- **Key issues and risks**
- Lessons report (if appropriate)

119

Checkpoint Report

- Date
- Period
- Follow-ups
- This reporting period:
    - >Products being developed by the team during the reporting period
    - >Products completed during the period
    - >Quality management activities carried out during the period
    - >Lessons identified
- Next reporting period:
    - >Products being developed by the team in the next reporting period
    - >Products to be completed in the next period
    - >Quality management activities planned for the next period
- Work Package tolerance status
- Issues and risks

120

Tolerance

"Tolerances are the permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management"

121

Elements of Tolerance

- 2 standard elements:
  - >Time
  - >Cost
- Other elements:
  - >Scope
  - >Risk
  - >Benefit
  - >Quality

122

Corporate or programme management

Project tolerances → ← Project progress/exceptions

Project Board

Stage tolerances → ← Stage progress/exceptions

Project Manager

Work Package tolerances → ← Work Package progress/issues

Team Manager
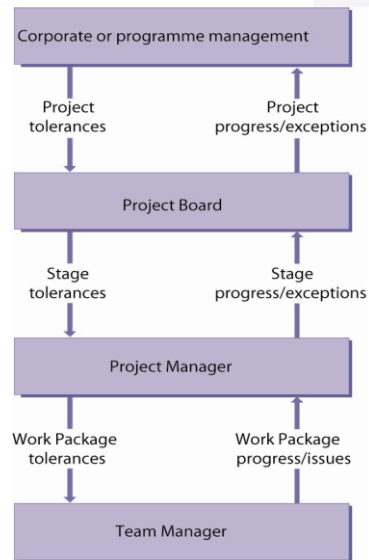
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Exercise 9

Tolerances

11/15/2012

124

Change Control Steps

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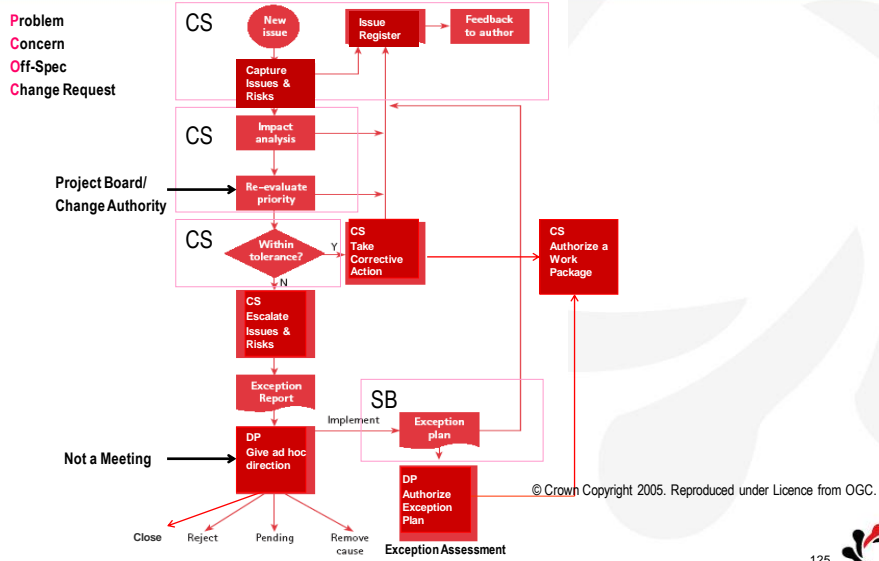
11/15/2012

125

Handling Issues
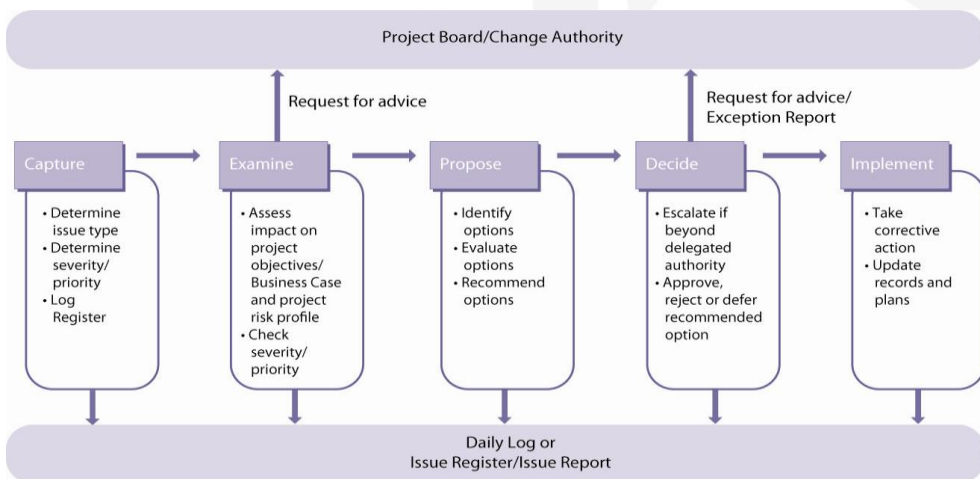
11/15/2012

126

Change Control

- **All** changes are logged as
  - >Request for Change
  - >Off Specification
  - >General Issue
- Impact analysis on all logged issues
- Require Project Board approval for
  - >Changes that affect approved products
  - >Changes threatening stage tolerance
  - >Contentious issues

127

Change Control

- **Change Authority**
  - >A group appointed by the Project Board to make decisions on issues
- **Change Budget**
  - >Used by the Change Authority to pay for Requests for Change
- **Issue Register can be maintained by the Configuration Librarian**
  - >Linked to Configuration Management

128

Exercise 10

Dealing with Issues

129

Configuration Management

- Protects the assets
- Not optional
- Can use any existing system
- Often performed organisation-wide
- Purpose:
  - >Identify products
  - >Track products
  - >Protect products

130

Configuration Management

- Project Manager is responsible for Configuration Management

- Records maintained and managed by Configuration Librarian

- Configuration Management Strategy says how records will be held

131

Identify Products

- Configuration item record details:
    - >Project identifier
    - >Item identifier
    - >Current version
    - >Producer
    - >Source
    - >Relationship with other items
    - >Cross reference to the appropriate Product Description

132

Track Products

- Configuration item record tracks:
  - >Date of last status change
  - >Status
  - >"Owner" of the product
  - >Location

- Configuration Librarian updates records with changes as the project progresses

133

Protect Products

- Once a product passes its quality check, status is updated to approved
- Controlled access
- Cross-references to issues and risks
- Configuration Librarian updates records and often also maintains the Issue Register

134

- Planning – how will versions be identified, What level of Configuration Management is required and how will it be achieved?

- Identification – specification and definition of the end product and all it's components

- Control – Controlling access to the products

- Status Accounting – Reporting current & historical data for all the products

- Verification – Reviewing to ensure that all recorded information is up-to-date

135

Exercise 11

Configuration Management

136

Formal Quality Review

Preparation → Question List
Preparation → Review Meeting
Review Meeting → Sign Off
Review Meeting → Follow Up
Follow Up → Sign Off
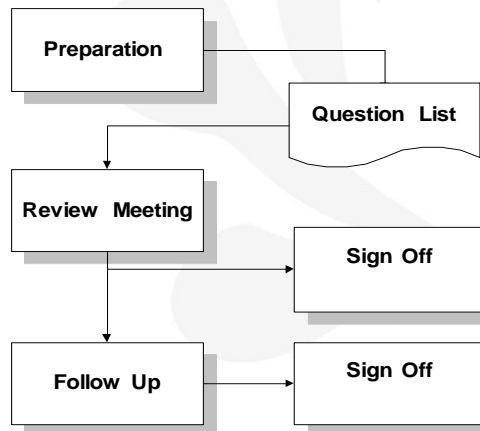
137

Quality Register

- Quality identifier
- Product identifier(s)
- Product title(s)
- Method
- Roles and responsibilities
- Dates
- Result
  > *If result is a fail, a new entry will be created for the re-assessment*
- Quality records

138

Exercise 12

Quality Review

139

Closing A Project

- Not a stage in its own right

- Triggered by end of project or premature close

- A clear end to a project:

  >Is more successful than a slow drift into use

  >Provides an opportunity to ensure all unachieved goals and objectives are identified

  >Transfers ownership of the products to the customer and terminates the responsibility of the project management team

140

Closing A Project
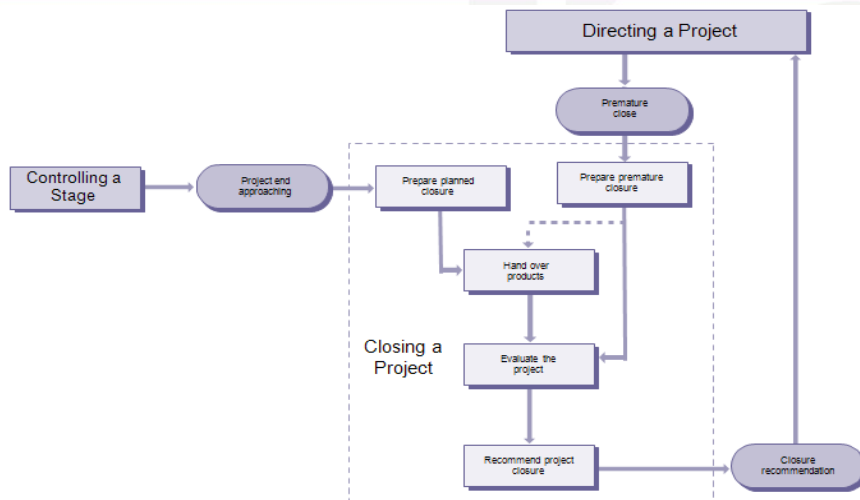
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141

Prepare planned closure

- Update the Project Plan with actuals
- Ensure the project's products meet all quality criteria
- Confirm acceptance criteria have been met
- Seek approval to give notice that resources can be released

142

Prepare premature closure

- Update the Issue Register

- Update the Project Plan with actuals

- Ascertain which of the project's products have met their quality criteria

- Agree how to recover products in development

- Seek approval to give notice that resources can be released early

143

Hand over products

- Follow On Action Recommendations

  >Carries forward issues that were not actioned during life of project

  >Also details risks that may occur once the product is being used

- Check the Benefits Review Plan is up to date

  >A plan to review the benefits after a period of use of the product

- Examine the Configuration Management Strategy

  >Confirms how products are to be handed over

144

Evaluating the project

- End Project Report
  - \>Compares the project against its PID
  - \>Reviews achieved/unachieved objectives
- Lessons Report
  - \>Reviews the Lessons Log
  - \>Discusses how well the project was managed
  - \>Covers good and bad points of the project

145

Recommend project closure

- Identify who needs to be informed that the project is closing
- Close project's logs and registers
- Archive all project information
  - \>Permits future audit
- Prepare and send a draft project closure notification

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FIREBRAND

Firebrand Training PRINCE2® Training Course

Exercises – Table of Contents

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Notes on Process Model

Process Model
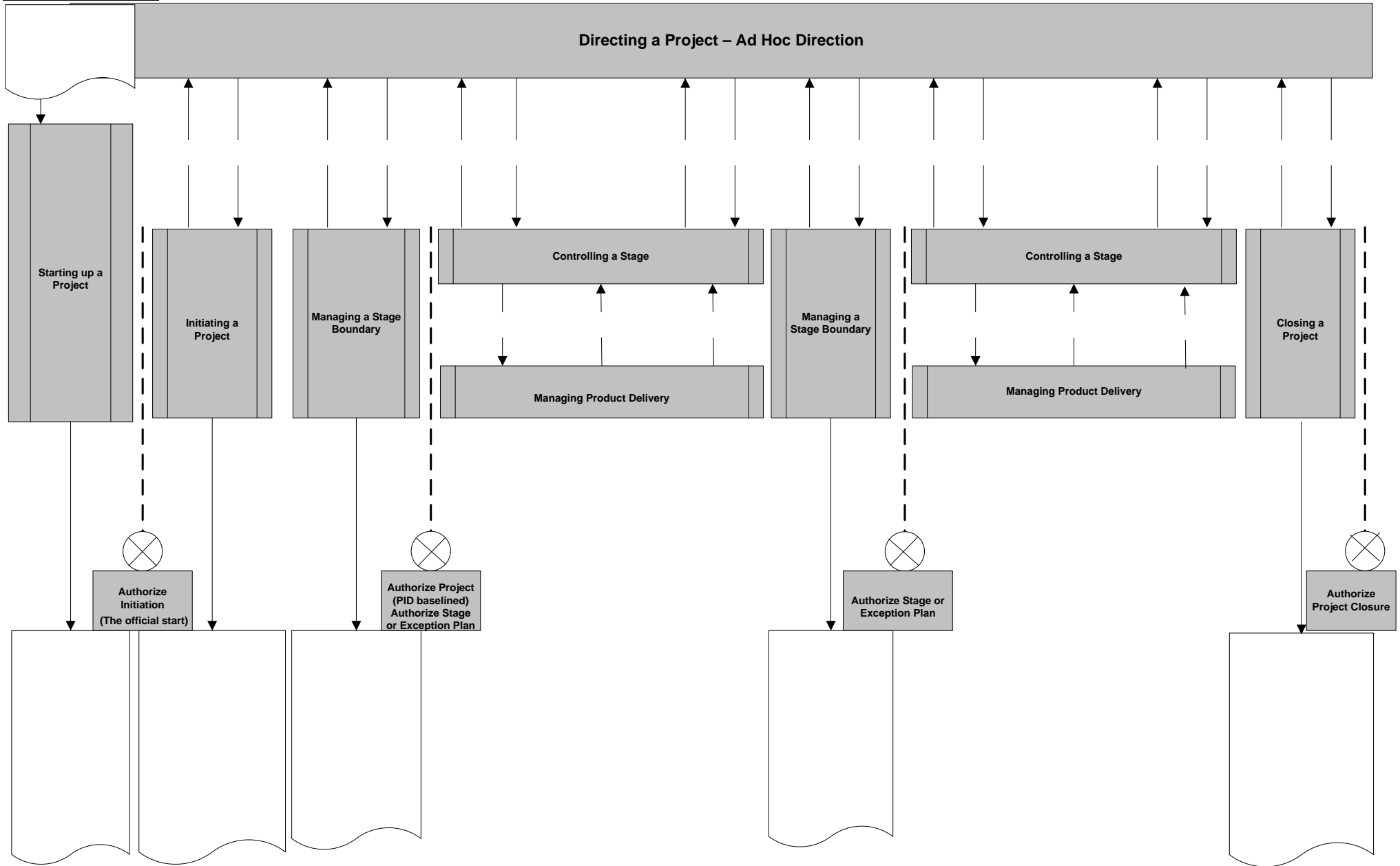
Directing a Project – Ad Hoc Direction

Starting up a Project

Initiating a Project

Managing a Stage Boundary

Controlling a Stage

Managing Product Delivery

Managing a Stage Boundary

Controlling a Stage

Managing Product Delivery

Closing a Project

Authorize Initiation (The official start)

Authorize Project (PID baselined) Authorize Stage or Exception Plan

Authorize Stage or Exception Plan

Authorize Project Closure

NB: This diagram gives a summary of the key outputs from each process, rather than being a complete list of all outputs

Scenario Introduction - Go for Gold

Go for Gold are a marketing company based in Bow, East London, who specialise in providing programmes and other promotional materials for sporting events. The company has a core staff of 25 in London and a printing facility in Hemel Hempstead.

Peter Ingram, Go for Gold's Sales Director, has had meetings with the organisers of the 2012 Olympics to be held in London. The organisers are keen to support local businesses and have agreed that Go for Gold can supply the official souvenir programme and commemorative pin badges for the Swimming events.

You have been appointed as Project Manager for this project and been given the attached Project Brief for your information.

Project Brief

Project Definition

• *Background*
      o *On 27th September, Peter Ingram had a meeting with the organisers of the 2012 Olympics resulting in us winning the contract to provide Souvenir Programmes and badges to the event.*
 • *Project objectives*
      o *To produce Souvenir Programmes and badges for the 2012 Olympics.*
 • *Desired outcomes*
      o *1 million 20 page Programmes to be printed in full-colour according to designs specified by Olympic Committee. 200,000 badges to be produced according to designs by the Go for Gold design team.*
 • *Project scope and exclusions*
      o *Provision of Souvenir Programmes and pin badges for the Swimming events. Excludes products aimed at any other events.*
 • *Constraints and assumptions*
      o *Work to commence following strategy meetings with the Olympic Committee to take place in October 2011*
 • *Project tolerances*
      o *It is envisaged that unidentified costs may be involved in the project, particularly as we have never before produced products in such large quantities and for such a large event. With this in mind, we have allowed a cost tolerance of +/- 10%*
      o *Tolerance for time to be specified once strategy meetings have taken place.*
 • The user(s) and any other known interested parties
      o The Olympic Committee
 • *Interfaces*
      o *Olympic Committee to be consulted for specifications of programme design and event timing.*
      o *Swimming Association to advise on programme content.*

Outline Business Case   *Expected benefits*   As well as the £500K profit that we will make from this project, the extra visibility that our products will receive will help us to become established in a larger and more global marketplace.   *Costs*   Go for Gold have negotiated a £3 million pound contract with the organisers. The project has been estimated to cost £2.5 million.   *Major risks*   Timescales are still undefined and there is a risk that we may not have enough resource to meet them.   We have no past experience of badge production and may have difficulty sourcing appropriate component suppliers.
Project Product Description   *Customers quality expectations*   All products must reflect the high quality image of the Olympics and must be delivered in time for distribution to all relevant parties before the Olympics opening ceremony.   *Acceptance criteria*   All products to be produced in Olympic colours.
Project approach   *To be defined*
Project management team structure   *To be defined*
Role descriptions   *To be defined*
References   *N/A*

Exercise 1 - Organization Structure

Working as a group, design an Organization structure for the Go for Gold Olympic project, considering the personnel discussed below. Be prepared to justify each of your appointments. A Change Authority is not necessary for this project.

Go for Gold's Managing Director, a young entrepreneur named Gordon Gold, has aggressive plans to grow the company over the next 3 years and sees the 2012 Olympics as the ideal opportunity to raise the company profile in other markets in the UK and abroad. He is extremely excited by the opportunity that Peter has brought to the company and as a result intends to be actively involved in the decision-making process. Gordon is supported by the following staff:

Peter Ingram – Sales Director
Peter is an aggressive sales person who loves going out and winning new business. Peter considers himself an expert in all facets of running a small business and is constantly reminding the other staff of this fact. Peter relies heavily on the Client Relations team to keep the customer happy once the contracts are signed. This allows Peter and his team to focus on winning new business. A large proportion of Peter's earnings come from commission on new sales generated by him and his team.

Nicola Apple – Head of Client Relations
Nicola has a background in marketing and this helps her understand requirements from a client perspective. She runs a team of 4 staff who work with the customer to ensure that the final products reflect the image that the client is trying to project. Although she is very organised, Nicola does not have time to get involved in the detail for each client but relies heavily on her second in command, Katie Jordan.

Katie Jordan – Client Relationship Manager
Katie works alongside Nicola on key clients as well as having a portfolio of clients that are her sole responsibility. Katie is well-versed in copyright law and has written many of the company policy documents on the subject.

Dave Wagstaff – Operations Director
Dave is ultimately responsible for all areas of Operations, for both the London and Hemel Hempstead sites. Dave has worked at Go for Gold for 3 weeks, and prior to this was Procurement Manager for a multi-national. Whilst he has extensive knowledge of purchasing procedures, he lacks the technical expertise in the production aspects of the new department he now oversees.

You – Project Manager for External Projects
You are tasked with managing projects for external clients. In the past you have been responsible for providing your own support but you are becoming increasingly frustrated at the amount of time this is taking. You are very conscientious and pride yourself on your professional attitude to Project Management. You are worried that any increase in workload would mean that you would not have enough time to manage your projects effectively.

Sam Duffell – Printing and Production Manager, Hemel Hempstead Site
Sam leads a team of 10 people handling all aspects of printing and production.

Anna Wright – Publishing Editor
Anna runs a team of 3 people tasked with the production of content for all Go for Gold publications. She is an experienced journalist who has worked in a number of industries and understands the full publishing lifecycle.

Jo Perry – Office Coordinator

Jo has worked at Go for Gold since it was first established in 1992. Jo helped Go for Gold establish company procedures for document management during the start up phase and also set up an online structured filing system called Docline which both sites can access. Jo manages a team of 4 administration personnel.

The following additional resources have also been identified as key to the project's success:

Duncan Goodhey – Freelance swimming journalist

Duncan is an ex-professional swimmer who represented GB at previous Olympic games. He has been selected by the Olympic organisers to write articles and conduct interviews that will form a large contribution to the official swimming programme. Duncan is on holiday at the moment, but is flying back to the UK next month to meet up with Go for Gold to discuss any timescales and deadlines for the programme contents. Duncan is also a keen photographer, and has offered to contribute personal pictures to the Programme - if offered the right price.

Laura Ashcroft – Account Manager of the Beautiful Badge Company

The Beautiful Badge Company have won the contract to manufacture the badges designed by Go for Gold. They were selected by Go for Gold due to a personal recommendation from Dave Wagstaff, who has worked with Laura in the past. Laura's company is used to the mass production of badges and believes this is an exciting initiative for both companies to be involved in.
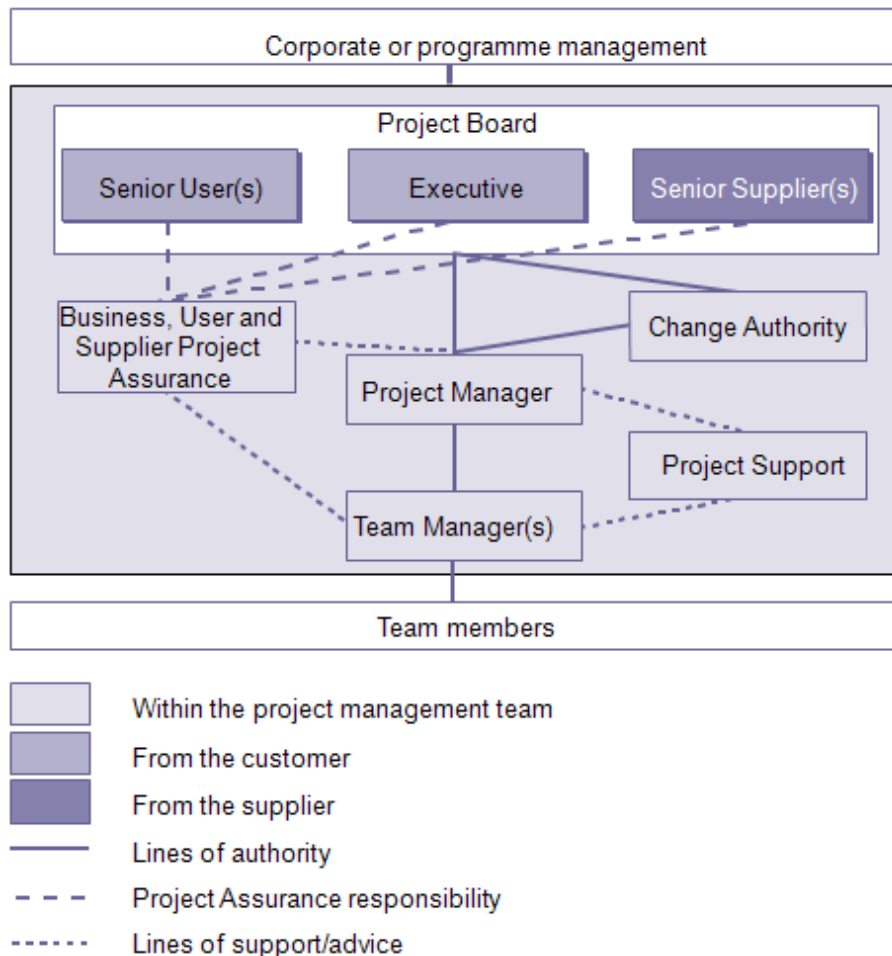
Exercise 2 - Business Case

A Strategy meeting has now taken place with the Olympic Committee. Gordon Gold and Peter Ingram represented Go for Gold's views at the meeting. The project has been signed off as worthwhile and viable by Go for Gold's Project Board and you are now tasked with creating the Business Case based on feedback from Gordon and Peter. Gordon is particularly delighted because plans to reduce staff numbers at the Hemel Hempstead office can now be scrapped.

The information in Column 1 relates to a Business Case for the Go for Gold project. Identify under which of the headings of the Business Case in Column 2 each item of information should be recorded. A selection from Column 2 can be used more than once or not at all. Use P25 of the manual as a guide.

---

1   *All programmes and badges must be delivered to the Olympic organizers between 22nd – 27th May*

2   *Accept the contract & design/produce the programmes in-house but outsource design/production of the badges*

3   *Being an approved supplier to the Olympic committee will offer significantly large exposure to new UK and overseas market.*

4   *Printing production may be jeopardized due to the limited timescales surrounding the final draft of the Swimming timetable (and the articles written by Duncan Goodhey)*

5   *Staff working on the Olympics project won't be available for other projects when required.*

6   *Opportunity to develop positive working relations with another business (Beautiful Badge Co.) and the possibility to expand the range of goods on offer to clients in the future*

7   *Option 3 has been selected because it will generate significant income to fund new projects, as well as giving us exposure to a wider 'global' client base, thus negating the need for the Hemel Hempstead office to face redundancies in the near future. Lack of experience in badge design/production however has led us to conclude that it would make most sense to outsource this aspect of the project.*

8   *Project costs may rise due to the lack of clearly defined quality and source of the photographs for the Swimming Programme*

9   *A significant requirement has arisen for Go for Gold to produce Programmes & Badges for a high profile global sporting event.*

10 *Programme Design   £175,000*
    Programme Article & Photo Production   £280,000
    Programme Final Printing & Production £1,450,000
    Badge Design & Production   £615,000
    Total   £2,520,000

11 *The scope may not have been clearly defined and there is limited time available to scope it out correctly with the client*

12 *The project will generate a maximum profit of £480K and enable new projects / initiatives to be funded*

13 *Decline the contract / project*

14 *The project will enable the voluntary redundancy scheme to be scrapped*

15 *Accept the contract and fulfill it using in-house resource*

16 *The Beautiful Badge Company may not be able to deliver (on time), a suitable badge to the quality required*

A.   Reasons
B.   Business options
C.   Expected benefits
D.   Expected dis-benefits
E.   Timescale
F.   Costs
G.   Major risks

Exercise 3 - Risk Analysis

Select one of the following risks associated with the Go for Gold project that appeals to you:

- *The scope may not have been clearly defined and there is limited time available to scope it out correctly with the client*
- *Project costs may rise due to the lack of clearly defined quality and source of the photographs for the Swimming Programme*
- *Printing production may be jeopardized due to the limited timescales surrounding the final draft of the Swimming timetable*
- *The Beautiful Badge Company may not be able to deliver a suitable badge to the quality required in the allotted time.*
- *Duncan may deliver his articles late*

Using the PRINCE2 method, analyse this risk justifying the conclusions you come to where possible and detailing at least 3 types of possible response. Then select and justify the most appropriate response. A template has been provided on the next page for your guidance.

Risk Analysis

Description (A risk cause….may result in…..which may affect)

Category

Owner

Justification

Probability (Very Low, Low, Medium, High, Very High)

Justification

Impact (Very Low, Low, Medium, High, Very High)

Justification (Consider impact on time, cost, quality, scope, benefits, people/resources)

Proximity *(Imminent, within the stage, within the project, beyond the project)*

Justification

Suitable Responses *(Avoid, Reduce, Fallback, Transfer, Share, Accept – Consider at least 3)*

Selection *(Most appropriate response(s))*

Justification

Exercise 4 – Planning Quality

1   Badge measurements can vary by +/- 10%
2   Nicola Apple (Senior User)
    Ensure that The Olympic Committee's requirements and standards are being accurately interpreted.
    Check that copyright standards are being complied with (delegated to Katie Jordan)
3   Docline system to be maintained by Jo Perry
4   Badges to measure 2.5cm wide x 4.5cm long +/- 10%
    To be single clutch pin, made of iron with a printed high quality enamel finish, in Olympic colours, with no enamel lines to divide the colours.
5   Project Manager – Ensure that quality reviews are planned and undertaken
6   The Quality Register will be used to store the results of all quality checks and will contain the standard headings.
7   Target date for delivery of Programmes and Badges 22nd May, but could wait until 27th May if necessary
8   Docline Software will be used to store the Quality Register
9   There is a 5 day tolerance on the delivery date
10 The results of quality checks can be read directly from the Docline Software by the Project Board and the Project Manager.
11 No tolerance on quality of paper or colours of Olympic emblem.
12 Dave Wagstaff (Senior Supplier)
    Check Purchasing Procedures are being followed correctly.
    Monitor the Beautiful Badge Company to ensure capacity risks are being addressed.
13 Go for Gold will conduct spot checks at 1 days' notice to check badges at the Beautiful Badge Company.
14 Gordon Gold (Executive)
    Ensure that the overall Olympic Strategy is being complied with (partly delegated to Peter Ingram)
15 Quality reports will be sent by Jo Perry on a weekly basis to the Project Manager. Any Off-Specifications will be flagged immediately to the Project Manager
16 The following Quality Standards will be applied:
        Copyright Laws.
        Company Standards for Document Management.
        Corporate Branding Guidelines from The Olympic Committee
    Formal Quality Reviews will be used to check the products against their appropriate Product Descriptions
17 Programmes and Badges reflecting the quality and dynamism associated with the Olympics, to be produced and delivered in time for distribution before the commencement of the Opening Ceremony.
18 Team Managers – Ensure that quality reviews detailed in their Work Packages are executed as specified. Update the Quality Register with the results of completed Quality Reviews
19 This document outlines the Quality Management Strategy for the Go for Gold Olympics Project. It has been compiled by the Project Manager, with Project Assurance being provided by Katie Jordan
20 Quality Control of specialist products to be carried out by Ian Johnson and Jane Barrow.

Headings from the Project Product Description
A. Customer Quality Expectations
B. Acceptance Criteria
C. Project-level Quality Tolerances

Headings from the Quality Management Strategy
D. Introduction
E. Quality Management Procedure – Quality Control
F. Tools and techniques
G. Records
H. Reporting
I. Timing of Quality Management Activities
J. Roles and Responsibilities

Exercise 5 – Product Based Planning

Using the following information, identify any products that are missing or inaccurately shown in the Product Breakdown Structure on the following page:

Go for Gold must plan the production of the Official Souvenir Programme for the Swimming Events.

The main content of the Programme will include articles provided by external journalists, articles written by the Publishing Department, a timetable of events and photographs.

The articles by external journalists will include interviews with past competitors, current competitors and highlights from previous competitions. The Publishing Department will provide statistics on previous performances and interviews with Olympic Committee members.

Once Anna Wright has chosen the photo designs, the Programme will include some photos that can be sourced from the library and photos that have to be created specifically for the Programme. A schedule will need to be created to ensure key competitors are contacted in advance of their photo sessions. Once all photos have been taken, Gordon Gold and Anna Wright will approve the final photos to be included in the Programme.

The timetable of scheduled swimming events will need to be compiled from information provided by the Event Coordination Office on swimming event timings. Also included within the timetable will be brief profiles of each competitor, to be written by the Publishing Department. The timetable will be created as a spreadsheet so it can be easily edited if event timings change.

Options for types of paper must be considered. There will be different options required for the outer cover, the inner pages and any paper inserts that need to be added.

The Production Department in Hemel Hempstead will need to print the programmes. Each page of the programme will need to reflect the image that the Olympic Committee wish to project as stipulated in their Corporate Branding Guidelines. Once the programmes have been printed they will be boxed ready for despatch by an external contractor.

For each product listed in Column 1, identify the correct product from Column 2 that should be drawn in that position on the Product Breakdown Structure. **Each selection from Column 2 should be used only once.**

	Column 1		**Column 2**
1	Product 1	A	Corporate Branding Guidelines
2	Product 2	B	Events Timetable
3	Product 3	C	Olympic Committee Interviews
4	Product 4	D	Photo Schedule
5	Product 5	E	Photos Grouping
6	Product 6	F	Previous Competition Highlights
7	Product 7	G	Publishing Department Articles Grouping
8	Product 8	H	Swimming Event Timings
9	Product 9	I	Product Not Valid

Product Breakdown Structure

```
                          ┌─────────────────┐
                          │   Despatched    │
                          │    Souvenir     │
                          │   Programme     │
                          └────────┬────────┘
         ┌─────────────────────────┼──────────────────────────────┐
┌────────────────┐        ┌────────────────┐            ┌────────────────┐
│  Paper Options │        │  Content Group │            │   Production   │
│      Group     │        │                │            │      Group     │
└───────┬────────┘        └───────┬────────┘            └───────┬────────┘
```

Paper Options Group	Content Group	Production Group
Inner Pages Paper Options	Journalist Articles Group	Printed Programmes
Outer Cover Paper Options	Product 8	Product 2 (External Product)
Inserts Paper Options	Product 3	Boxed Programmes
	Product 1	

Journalist Articles Group:
- Past Competitor Interviews
- Current Competitor Interviews
- Product 7

Product 8:
- Previous Performance Statistics
- Product 9

Product 3:
- Product 6 (External Product)
- Competitor Profiles
  - Product 4

Product 1:
- Photo Designs
- Library Photos
- Created Photos
- Product 5
- Approved Photos

Key

Product	External Product	Product Group

Exercise 6 – Product Description

The information in Column 1 relates to a Product Description for the Swimming Programme. Identify under which of the headings of the Product Description in Column 2 each item of information should be recorded. A selection from Column 2 can be used more than once or not at all. Use P251 of the manual as a guide.

1 1 mm tolerance on overlap of outer cover.	A. Identifier
2 2012 Olympics Swimming Programme	B. Product Title
3 A representative from the Olympic Committee must be involved in the formal quality review of the first printed copy.	C. Purpose
4 All pages must be fastened to the spine with 2 size 56 staples.	D. Composition
5 All paper, bindings and inks to be sourced from standard suppliers.	E. Derivation
6 All photographs must be clear and free of blemishes.	F. Format and Presentation
7 All text to be in Arial True Type font.	G. Development Skills Required
8 Edges of all tables indicating event timings must be sharp and clear.	H. Quality Criteria
9 Final Programme designs including all text, photographs and timings for swimming events to be provided by Anna Wright's team.	I. Quality tolerance

1   1 mm tolerance on overlap of outer cover.
2   2012 Olympics Swimming Programme
3   A representative from the Olympic Committee must be involved in the formal quality review of the first printed copy.
4   All pages must be fastened to the spine with 2 size 56 staples.
5   All paper, bindings and inks to be sourced from standard suppliers.
6   All photographs must be clear and free of blemishes.
7   All text to be in Arial True Type font.
8   Edges of all tables indicating event timings must be sharp and clear.
9   Final Programme designs including all text, photographs and timings for swimming events to be provided by Anna Wright's team.
10   Formal Quality Review of the Programme once the first copy has been printed. Thereafter, spot checks every 1000 programmes to ensure the quality is being maintained.
11   Ian Johnson and Jane Barrow to do the majority of the checking.
12   Internal pages of Programmes to be printed on paper of 100gsm, with a gloss coating. Outer cover to be 200gsm card, with a gloss finish.
13   List of chapters to be provided by Anna Wright's team.
14   Producer: Sam Duffell
       Reviewers: Ian Johnson, Jane Barrow, Olympic Committee Representative
       Approvers: Ian Johnson and Jane Barrow
15   OLY SW PROG V0.1
16   Page numbers to be sequential, beginning on the Introduction Page.
17   Sam Duffell, Printing and Production Manager
18   Size of Programmes to be A4.
19   The Olympics emblem must be printed in the top left-hand corner, 3cm x 2cm, in colours that exactly match the supplied sample.
20   The programme will have a glossy outer cover with 22 inner pages containing a mixture of text, photographs and tabular information.
21   There must be an overlap of 2- 3mm between the outer cover and the internal pages.
22   To provide the audience at the 2012 Olympics swimming events with background information on the competing countries and individuals, as well as informing them of the timings for each swimming event.

Column 2:
A. Identifier
B. Product Title
C. Purpose
D. Composition
E. Derivation
F. Format and Presentation
G. Development Skills Required
H. Quality Criteria
I. Quality tolerance
J. Quality method
K. Quality Skills required
L. Quality Responsibilities

Exercise 7 – Stages

Stage	Task	Oct 2011		Nov 2011				Dec 2011				Jan 2012				Feb 2012				March 2012				April 2012				May 2012			
		Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
Initiation Stage																															
	Strategy Meetings with Olympic Committee	■	■	■																											
	Review branding guidelines from Olympic Committee				■																										
Design																															
	Swimming Programme Design																														
	Receive outline design email from Olympic Committee				■																										
	Create programme format					■	■	■	■																						
	Discuss professional articles with Duncan Goodhey					■																									
	Create articles						■	■	■	■																					
	Determine colour & black/white pictures								■	■	■																				
	Final signoff of programme design by Olympic Committee										■																				
	Badge Design																														
	Create Badge Design							■	■																						
	Review badge composition									■	■																				
	Final signoff of badge design by Olympic Committee											■																			
Materials and Resources																															
	Order raw materials											■	■	■																	
	Order packaging												■	■	■																
	Allocate resources to programme production															■															
Production																															
	Programme Production																														
	Print Programmes																■	■	■	■											
	Finalisation of Swimming Timetable																				■										
	Formal quality review																					■									
	Deliver Programmes to the Olympic Village																						■								
	Badge Production																														
	Trial of Badge Production																							■							
	Main Production Run of Badges																								■	■	■				
	Formal quality review																										■				
	Deliver badges to Hemel Hempstead site																											■			
	Package Badges																												■	■	
	Deliver Badges to the Olympic Village																														■

Exercise 8 - Work Package

Produce a Work Package for production of the badges based on the following information:

> The information in Column 1 relates to a Work Package for production of the badges. Identify under which of the headings of the Work Package in Column 2 each item of information should be recorded. A selection from Column 2 can be used more than once or not at all. Use P261 of the manual as a guide.

1 *200,000 badges to be produced*	A. Date
2 *21st March*	B. Team Manager or person authorized
3 *Jo Perry to store a signed off version of the badge in Go for Gold's Project Office in accordance with the Configuration Management Strategy.*	C. Work Package description
4 *Ben Cready, Production Manager at The Beautiful Badge Company*	D. Techniques, processes and procedures
5 *Colours to be applied to the badges using heat-assisted extrusion.*	E. Development Interfaces
6 *Sam Duffell at the Hemel Hempstead office of Go for Gold will need to know when the badges are ready for packaging*	F. Operations and maintenance interfaces
7 *8 days' time tolerance £10,000 to allow for any required rework.*	G. Configuration Management requirements
8 *Ben to escalate any tolerance threats to the Project Manager via telephone*	H. Joint agreements
9 *Ian Johnson and Jane Barrow to sign off the test run and the full production run. Project Manager to be informed by e-mail when everything is complete*	I. Tolerances
10 *Test run of 200 badges before the full production run*	J. Constraints
11 *Badges to have a single clutch pin, made of iron with a printed high quality enamel finish, measuring 2.5cm wide x 4.5cm long. The Olympic Emblem will be printed in the correct colours on the left side of the badge. The right side will contain a representation of a swimmer.*	K. Reporting arrangements
Components for the badges are to be purchased from Lea Valley Components Ltd.	L. Problem handling and escalation
Badges to be checked using Spot checks and a final formal quality review.	M. Extracts or references
12 *4 weeks' effort - to be completed by 2nd May £440,000 production costs*	• Product Description(s)
13 *Checkpoint reports to the Project Manager to arrive by E-mail before 2:00 pm every Tuesday*	N. Approval method

Exercise 9 – Tolerances

Although the Project Brief stated expected costs of £2,500,000 giving a profit of £500,000, these were re-estimated at £2,520,000 when the Business Case was refined. As Project Manager you are concerned that there may be other unforeseen costs so have indicated to Gordon Gold that it would be worth allowing more money for these. Reluctantly, Gordon Gold has agreed to accept costs increasing to £2,600,000, as long as the original timescales are still met.

The Beautiful Badge Company have indicated that their raw material suppliers are having trouble sourcing enough iron to produce the badges from 100% iron. After discussion with the suppliers it has been suggested that an iron mix be deployed with up to 20% of the mix being a cheaper metal. The Olympic Committee have agreed to this. They have said they will accept no compromise on the enamel finish however.

The badges should be mounted in presentation boxes. Ideally all 200,000 badges should be supplied in these boxes but the Olympic Committee have conceded that as only 190,000 will go on sale to the public and the remaining badges will be given to staff associated with the Olympics, they would be happy if only 190,000 boxes were manufactured.

Gordon Gold is hoping to gain other new clients from the publicity associated with supplying to an Olympic event. He has stated that he is hoping for 5 new orders over £10,000 but would be happy with 3.

Because the timings of swimming races are dependent on availability of venues and unforeseen events such as traffic congestion, there is a risk that some of the timings may change after final production of the Programme. The Olympic Committee are prepared to accept this risk.

Tolerances

For each Statement in Column 1, identify which element of tolerance in Column 2 it relates to. A selection from Column 2 can be used more than once or not at all.

1	Target date for delivery of Programmes and Badges 22nd May, but could wait until 27th May if necessary	A.	Time
		B.	Cost
		C.	Scope
		D.	Risk
2	Hoping to generate 5 new orders over £10,000 but would accept 3.	E.	Benefits
		F.	Quality
3	Olympic Committee would accept if the badges were made of 80% iron rather than 100%		
4	Olympic Committee would ideally like all 200,000 badges to be supplied mounted in presentation boxes, but would be happy if only 190,000 were supplied in this way		
5	Profit margin should ideally be £480,000 but the project would still be considered a success if only £400,000 profit was generated.		
6	The Olympic Committee are prepared to accept that some of the published timings for the swimming races may be wrong due to the fact that they have been changed after production of the final programme.		
7	£2,520,000 but could rise to £2,600,000 if necessary		

Exercise 10 – Dealing with Issues

It is now 12 weeks before the 22nd May delivery date. Although the Olympic Committee agreed that there may be changes to the swimming schedules after the Programmes have been produced, the Event Coordination Office have just released a whole new list of changes just before production is about to start. The following issue has been raised and registered as a result:

Issue Register

Issue identifier *1001*
Issue type *Request for Change*
Date raised *3rd March*
Raised by *Sam Duffell, Printing and Production Manager*
Issue Report author *Project Manager*
Issue description *We have just tooled up to start printing of the Programme. A Programme has been printed and signed off by Ian Johnson and Jane Barrow, along with a representative from The Olympic Committee,* *The time estimates for production of the programmes were always tight and we are already at full stretch, so if we are going to get them done in time for them to be delivered on 22nd May we need to start printing now.* *Anna (Wright) has been to see me today with a new list of changes that will need to be made to the Swimming timetables that form part of the programmes. As we are printing in high quality, this will mean changing the original litho plates to accommodate the changes.* *I have estimated that if we go ahead and reconfigure the plates, we will need an extra 10 days' production time. Costs will also increase by £18,000. This high cost is due to the fact that some of the reconfiguring needs to be done out of hours. I am therefore going to have to get some of the guys to work overtime to carry out some of the activities.* *I need to know within the next 24 hours whether you want me to go ahead with these changes.*
Priority *Must Have*
Severity *Major*
Status *Live, Awaiting Impact Analysis*
Closure Date

Perform an Impact Analysis on the above issue so that the Project Board can make a decision on its priority. A template of suggested headings has been provided on the next page to use for this exercise.

Impact Analysis

Impact on other specialist products

Impact on the Plans (new/altered activities/Work Packages)

Impact on the time, cost, quality and scope performance targets

Impact on the Business Case (are any benefits, costs or timescales impacted?)

Impact on the risk profile (does this issue impact any existing risks or create new risks?)

<u>Exercise 11 – Configuration Management</u>

You have received the following memo from Jo Perry:

From: Jo Perry
To: Project Manager.

Docfile is now up and running and we are storing versions of the documents electronically whenever we can. Any documents that can't be stored electronically, such as a version of the final badge and the signed off swimming programme are being stored in a filing cabinet in the Project Office.

The code for the Project is OLY. All products will be identified using a 3-letter code containing the first 3 letters of the product name and then numbered sequentially.

All draft versions will be numbered 0.1, 0.2 etc. These will be stored in the location that they have been created. Once signed off, versions will be numbered 1.0, 2.0 etc and stored in the Project Office. Ownership of the product will rest with the customer.

Please let me know whether you think this is acceptable.

Thanks and regards,

Jo Perry

The information in Column 1 about the **Final Signed Off** Swimming Programme needs to be entered into a Configuration Item Record. Identify under which of the headings of the Configuration Item Record in Column 2 each item of information should be recorded. A selection from Column 2 can be used more than once or not at all. Use P240 of the manual as a guide.

1	Approved
2	Linked to designs specified by Anna Wright's team
3	Filing cabinet in Project Office
4	Issue Number 1001 – request for swimming timetables to be updated
5	Olympics Project OLY
6	Printed Swimming Programme
7	PRO 001
8	Olympic Committee
9	The programme will have a glossy outer cover with 22 inner pages containing a mixture of text, photographs and tabular information.
10	V 2.0
11	Sam Duffell

A. Owner
B. Cross-references: Issues and risks:
C. Current version:
D. Location:
E. Relationship with other items:
F. Cross-references: Product Description:
G. Item identifier:
H. Project identifier:
I. Status:
J. Item title:
K. Producer:

Exercise 12 – Quality Review

The Quality Review meeting to review the badges produced by the Beautiful Badge Company is due to take place on completion of the trial run in 10 days' time. A copy of the badge has been sent to all reviewers in order that they can prepare for the meeting. Reviewers will be Ian Johnson and Jane Barrow and it has been decided that you as the Project Manager will be the Chairperson. Laura Ashcroft was responsible for production of the badge.

Because the quality of the badge is so important to the success of the overall project, Nicola Apple is likely to be taking a keen interest in how things are progressing, either directly or via Katie Jordan.

Although Ian Johnson received his copy of the badge he is snowed under and it doesn't look like he'll be able to attend the meeting. Which of the following would you as the chairperson consider to be the best option?

a) Go ahead with the meeting regardless of Ian's availability.
b) Check with Katie Jordan if there is somebody who would be suitable to replace Ian.
c) Cancel the meeting and rely on the Beautiful Badge Company's assessment of the quality of the badge.
d) Reschedule the meeting to mid-June when Ian says he will next be available.

During the meeting, it was discovered that the logo had been printed in the wrong corner. Which of the following would be the best 2 options for you as the Chairperson to consider?

a) Sign off the badge anyway.
b) Ask Katie to sort out the problem.
c) Agree who will take the corrective action to resolve the problem.
d) Make sure a Follow-up Action is recorded.
e) Attend an Exception Assessment.

At the end of the meeting, which 1 of the following would Laura Ashcroft from the Beautiful Badge Company be responsible for?

a) Logging of all issues.
b) Ensuring the Stage Plan is updated.
c) Agreeing errors and follow-up actions with the Chairperson.
d) Ensuring all Quality Review documentation is filed.

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

Selection	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 date for the Quality Review of the badges would be included in the Quality Management Strategy	BECAUSE	The Quality Management Strategy provides a reference of all planned quality checks across the whole project.
2	If it is impossible to correct the problem of the logo having been printed in the wrong corner of the badge, the Olympic Committee may accept it anyway.	BECAUSE	Concessions can be made on Off-Specifications.
3	Laura Ashcroft should provide copies of badges to the reviewers	BECAUSE	It is project support's responsibility to ensure all reviewers receive a copy of the product to be reviewed.
4	Laura should not attend the review meeting	BECAUSE	Laura is from a third party so it is not necessary for her to be invited

Process Model completed

Project Mandate

Directing a Project – Ad Hoc Direction

Highlight Reports & requests for advice / Ad-hoc Direction (repeated across the top)

Starting up a Project

Initiating a Project

Managing a Stage Boundary

Controlling a Stage

Authorize a Work Package | Checkpoint Reports | Completed Work Packages

Managing Product Delivery

Managing a Stage Boundary

Controlling a Stage

Authorize a Work Package | Checkpoint Reports | Completed Work Packages

Managing Product Delivery

Closing a Project

Authorize Initiation (The official start)

Authorize Project (PID baselined) Authorize Stage or Exception Plan

Authorize Stage or Exception Plan

Authorize Project Closure

Organization
(Daily Log)
Previous Lessons
(Lessons Log)
Outline Business Case
(Project Product Description)
Project Approach
Assemble Project Brief
Initiation Stage Plan

Risk Management Strategy
(Risk Register)
Conguration Management Strategy
(Issue Register)
Quality Management Strategy
(Quality Register)
Communication Management Strategy
Project Controls
Project Plan
Refine Business Case
(Benefits Review Plan)
Assemble PID

Next Stage Plan
End Stage Report

Next Stage Plan
- Update Risk, Quality &
- Issue Register
Update Config item Records
Update Project Plan
Update Business Case
(Update Benefits Review Plan)
End Stage Report
(Inc Lessons Report?)
Exception Plan

Customer Acceptance
Ops & Maint. Acceptance
Update Config Item Records
Update Benefits Review Plan
Update Project Plan
End Project Report
(inc Follow on Actions & Lessons Report)
Recommend Project Closure
(Close Registers and Logs)

NB: This diagram gives a summary of the key outputs from each process, rather than being a complete list of all outputs.

Suggested Answers to Exercises

<u>Suggested Answer – Organization Structure</u>

Executive
Gordon Gold
- He has the authority to commit funding
- He is the key decision maker.

Senior User
Nicola Apple
- She is sufficiently senior to commit user resources
- She understands the client's needs, so can represent them on the Project Board
- She will work with the customer to ensure that final products reflect the image the customer is trying to project.

Senior Supplier
Dave Wagstaff
- He is sufficiently senior to commit supplier resources
- He can control the purchasing procedures, ensuring that supplier resources for the project are made available

Project Assurance
Katie Jordan
- As she has written many of the company policy documents on copyright, she can assist Nicola to make sure the standards are applied correctly
Peter Ingram
- May be able to assist Gordon Gold to ensure the project is kept in line with company strategies
Dave Wagstaff may have to do his own Project Assurance – the fact that he lacks technical expertise could prove problematic if he needs to advise on development strategy or monitor production risks

Project Manager
You
- You have the experience of managing projects for external clients
- You have a professional attitude to project management

Project Support
Jo Perry's Admin Staff
- To relieve some of the Project Manager's workload it is recommended that some resource is allocated to Project Support. Jo Perry's admin staff can help with Configuration Management via use of the Docline system

Team Managers
Sam Duffell
- Can lead the Printing and Production team
Anna Wright
- Can lead the team tasked with content production. Part of her duties will be to manage Duncan Goodhey's work
Laura Ashcroft
- Can be responsible for badge production. She may not have the necessary technical expertise, so it may be preferable for the Project Manager to liaise with a more technical resource within the Beautiful Badge Company.

Suggested Answer - Business Case

Executive Summary
Not Required

Reasons (Why are we doing the project?)
A significant requirement has arisen for Go for Gold to produce Programmes & Badges for a high profile global sporting event.

Business Options (Brief description of the different options considered for the project e.g. take the project on or not? Also recommendation of the chosen option and <u>why</u> you selected this option).

Option 1:   *Decline the contract / project*

Option 2:   *Accept the contract and fulfill it using in-house resource*

Option 3*:   Accept the contract & design/produce the programmes in-house but
                        outsource design/production of the badges*

Option 3 has been selected because it will generate significant income to fund new projects, as well as giving us exposure to a wider 'global' client base, thus negating the need for the Hemel Hempstead office to face redundancies in the near future. Lack of experience in badge design/production however has led us to conclude that it would make most sense to outsource this aspect of the project.

Expected Benefits (Expressed in tangible ways if possible)

- *The project will generate a maximum profit of £480K and enable new projects / initiatives to be funded*
- *The project will enable the voluntary redundancy scheme to be scrapped*
- *Opportunity to develop positive working relations with another business (Beautiful Badge Co.) and the possibility to expand the range of goods on offer to clients in the future*
- *Being an approved supplier to the Olympic committee will offer significantly large exposure to new UK and overseas market.*

Expected Dis-Benefits (The consequences of doing the project)

- *Staff working on the Olympics project won't be available for other projects when required.*

Cost

Programme Design	*£175,000*
Programme Article & Photo Production	*£280,000*
Programme Final Printing & Production	*£1,450,000*
Badge Design & Production	*£615,000*
Total Cost	***£2,520,000***

Timescale
All programmes and badges must be delivered to the Olympic organizers between 22nd – 27th May

Investment Appraisal
Not Required

Major Risks (summarise the key risks facing this project)

- *The scope may not have been clearly defined and there is limited time available to scope it out correctly with the client*
- *Project costs may rise due to the lack of clearly defined quality and source of the photographs for the Swimming Programme*
- *Printing production may be jeopardized due to the limited timescales surrounding the final draft of the Swimming timetable (and the articles written by Duncan Goodhey)*
- *The Beautiful Badge Company may not be able to deliver (on time), a suitable badge to the quality required*

<u>Suggested Answer – Risk Analysis</u>

Description (A risk cause….may result in…..which may affect)
There is a risk that the Beautiful Badge Company may not have the right calibre of design staff which may result in them designing a poor quality badge which would lead to it being unacceptable to the customer

Category
Commercial

Owner
Nicola Apple
Justification
Nicola understands requirements from a client perspective so is best placed to manage and monitor the risk

Probability (Very Low, Low, Medium, High, Very High)
High
Justification
It has already been raised as a concern that the Beautiful Badge Company may not have the right calibre of design staff in place

Impact (Very Low, Low, Medium, High, Very High)
Very High

Justification (Consider impact on time, cost, quality, scope, benefits, people/resources)
Quality – If the design of the badge is not to the quality that the Olympic Committee expect then Go for Gold will not have met the Customer Quality Expectations

Financial Benefits – The Olympic Committee will not pay for a badge that doesn't meet their requirements

Strategic Benefits – The Olympic Committee may decide to take the business to another company – this would mean any future business that Go for Gold were hoping to gain from the positive publicity associated with being a supplier to the Olympics would be jeopardised.

People/Resources – Go for Gold staff would be de-motivated if such a high-profile contract was lost. Redundancy plans may have to be re-initiated.

Proximity *(Imminent, within the stage, within the project, beyond the project)*
Imminent
Justification
As the design of the badge will affect all aspects of its production, the risk needs to be looked at now.

Suitable Responses *(Avoid, Reduce, Fallback, Transfer, Share, Accept – Consider at least 3)*
Reduce - Set up a reporting process between the Beautiful Badge Company and Anna's team to make sure the design of the badge is validated at key points in it's development.

Fallback – Set aside some resource to deal with any re-work, only to be used if the design doesn't meet the Olympic Committee's Requirements

Avoid – Design the badge in-house

Selection *(Most appropriate response(s))*
Reduce by setting up a reporting process with quality reviews at key points in development of the badge design. Have a Fallback plan to deal with any re-work that may still arise.

Justification
As the project is generating significant revenue for Go for Gold, it is business that they would want to retain, but due to the high impact of the risk the probability of it occurring needs to be reduced. As the Olympic Committee are such a key customer, any problems with the design of the badges would need to be corrected with minimal disruption, therefore a Fallback plan is also appropriate

Suggested Answer – Planning Quality

Extract from the Project Product Description

Customer Quality Expectations (High-level quality statements from the customer)
Programmes and Badges reflecting the quality and dynamism associated with the Olympics, to be produced and delivered in time for distribution before the commencement of the Opening Ceremony.

Acceptance Criteria (a definition in measurable terms of what will be acceptable)
Programmes to be printed on A4 paper of 100gsm, with a gloss coating. Each page to display the Olympics emblem in the top left-hand corner, exactly 3cm x 2cm, printed in colours that exactly match the supplied electronic sample. Programmes to contain a mixture of colour and Black & White photographs and text. Maximum 2 photographs per page. All text to be in Arial True Type font.

Badges to measure 2.5cm wide x 4.5cm long +/- 10%
To be single clutch pin, made of iron with a printed high quality enamel finish, in Olympic colours, with no enamel lines to divide the colours.

Target date for delivery of Programmes and Badges 22nd May, but could wait until 27th May if necessary

Project-level Quality Tolerances (Derived from the Acceptance Criteria)
There is 5 day tolerance on the delivery date
Badge measurements can vary by +/- 10%
No tolerance on quality of paper or colours of Olympic emblem.

Quality Management Strategy

Introduction
This document outlines the Quality Management Strategy for the Go for Gold Olympics Project. It has been compiled by the Project Manager, with Project Assurance being provided by Katie Jordan

Quality Management Procedure (should cover Quality planning, Quality control, Quality Assurance as appropriate)

Quality Control
The following Quality Standards will be applied:
    Copyright Laws.
    Company Standards for Document Management.
    Corporate Branding Guidelines from The Olympic Committee
Formal Quality Reviews will be used to check the products against their appropriate Product Descriptions

Tools and Techniques (Are any Quality Management Systems or Tools being used?)
Docline Software will be used to store the Quality Register

Records (Including the composition and format of the Quality Register)
The Quality Register will be used to store the results of all quality checks and will contain the standard headings.

Reporting (How are the results of the quality activities going to be reported?)
The results of quality checks can be read directly from the Docline Software by the Project Board and the Project Manager. Quality reports will be sent by Jo Perry on a weekly basis to the Project Manager. Any Off-Specifications will be flagged immediately to the Project Manager

Timing of Quality Management Activities (When are the checks going to happen?)
Go for Gold will conduct spot checks at 1 days' notice to check badges at the Beautiful Badge Company.

Roles and Responsibilities (Names or skillsets that are responsible for quality across the whole project)
Nicola Apple (Senior User)
Ensure that The Olympic Committee's requirements and standards are being accurately interpreted.
Check that copyright standards are being complied with (delegated to Katie Jordan)

Dave Wagstaff (Senior Supplier)
Check Purchasing Procedures are being followed correctly.
Monitor the Beautiful Badge Company to ensure capacity risks are being addressed.

Project Manager – Ensure that quality reviews are planned and undertaken

Team Managers – Ensure that quality reviews detailed in their Work Packages are executed as specified. Update the Quality Register with the results of completed Quality Reviews

Gordon Gold (Executive)
Ensure that the overall Olympic Strategy is being complied with (partly delegated to Peter Ingram)

Quality Control of specialist products to be carried out by Ian Johnson and Jane Barrow.

Docline system to be maintained by Jo Perry

Suggested Answer – Product Based Planning

Product Breakdown Structure

Despatched Souvenir Programme

- Paper Options Group
  - Inner Pages Paper Options
  - Outer Cover Paper Options
  - Inserts Paper Options
- Content Group
  - Journalist Articles Group
    - Past Competitor Interviews
    - Current Competitor Interviews
    - Previous Competition Highlights
  - Publishing Dept Articles Group
    - Previous Performance Statistics
    - Olympic Committee Interviews
  - Events Timetable
    - Swimming Event Timings
    - Competitor Profiles
  - Photos Group
    - Photo Designs
    - Library Photos
    - Created Photos
    - Photo Schedule
    - Approved Photos
- Production Group
  - Printed Programmes
  - Corporate Branding Guidelines
  - Boxed Programmes

Key

Product | External Product | Product Group

Product Flow Diagram

Suggested Answer - Product Description

Identifier (Unique code derived from Configuration Management System) *OLY SW PROG V0.1*
Product Title (What is the product called?) *2012 Olympics Swimming Programme*
Purpose (What will the product be used for?) *To provide the audience at the 2012 Olympics swimming events with background information on the competing countries and individuals, as well as informing them of the timings for each swimming event.*
Composition (A list of the parts of the product, e.g a car would consist of doors, windows, a shell and so on) *The programme will have a glossy outer cover with 22 inner pages containing a mixture of text, photographs and tabular information.*
Derivation (Where does the product come from? Could be the name of a supplier, or another product that has been used to create it) *Final Programme designs including all text, photographs and timings for swimming events to be provided by Anna Wright's team.* *List of chapters to be provided by Anna Wright's team.* *All paper, bindings and inks to be sourced from standard suppliers.*
Format and Presentation (What should the product look like?) *Size of Programmes to be A4.* *Internal pages of Programmes to be printed on paper of 100gsm, with a gloss coating. Outer cover to be 200gsm card, with a gloss finish.*
Development Skills Required (An individual or a skill type needed to create this product) *Sam Duffell, Printing and Production Manager*
Quality Criteria (What will the final product be measured against at the Quality Check?) *The Olympics emblem must be printed in the top left-hand corner, 3cm x 2cm, in colours that exactly match the supplied sample. All pages must be fastened to the spine with 2 size 56 staples. All text to be in Arial True Type font. All photographs must be clear and free of blemishes. Edges of all tables indicating event timings must be sharp and clear.* *Page numbers to be sequential, beginning on the Introduction Page.*
Quality tolerance (Derived from the Quality Criteria) *There must be an overlap of 2- 3mm between the outer cover and the internal pages.*
Quality method (What type of quality check will be used to make sure the product matches its Quality Criteria?) *Formal Quality Review of the Programme once the first copy has been printed. Thereafter, spot checks every 1000 programmes to ensure the quality is being maintained.*
Quality skills required (An individual or skill type needed to check the product) *Ian Johnson and Jane Barrow to do the majority of the checking. A representative from the Olympic Committee must be involved in the formal quality review of the first printed copy.*
Quality Responsibilities *Producer: Sam Duffell* *Reviewers: Ian Johnson, Jane Barrow, Olympic Committee Representative* *Approvers: Ian Johnson and Jane Barrow*

Suggested Answer - Work Package

Date (Date that the Work Package is discussed and agreed) *21st March*
Team Manager or person authorized (Who will do the work?) *Ben Cready, Production Manager at The Beautiful Badge Company*
Work Package description (What work needs to be done?) *200,000 badges to be produced*
Techniques, processes and procedures (How will the products be created?) *Colours to be applied to the badges using heat-assisted extrusion.*
Development Interfaces (Who needs to be talked to while the products are being developed, or what other product does it need to interface to?) *The production team will liaise with Ian Johnson and Jane Barrow of Go for Gold to ensure the quality checks are carried out at the right points.* *Sam Duffell at the Hemel Hempstead office of Go for Gold will need to know when the badges are ready for packaging*
Operations and maintenance interfaces (What products will this product interface to during it's operational life) N/A
Configuration Management requirements (How should a signed-off version of the product be protected?) *Jo Perry to store a signed off version of the badge in Go for Gold's Project Office in accordance with the Configuration Management Strategy.*
Joint agreements (effort, cost, start and end dates) *4 weeks' effort - to be completed by 2nd May* *£440,000 production costs*
Tolerances (time, cost and possibly scope and risk) *8 days' time tolerance* *£10,000 to allow for any required rework.*
Constraints (What needs to happen before the work can be carried out?) *Test run of 200 badges before the full production run*
Reporting arrangements (How will progress be reported?) *Checkpoint reports to the Project Manager to arrive by E-mail before 2:00 pm every Tuesday*
Problem handling and escalation (How are the relevant people informed if there is a problem?) *Ben to escalate any tolerance threats to the Project Manager via telephone*
Extracts or references • **Stage Plan extract** (In reality, this is likely to be a picture of the stage plan. Not required for this exercise) • **Product Description(s)** (In reality this would be the full product description – for the exercise state a brief description of the product, including its quality checking method) *Badges to have a single clutch pin, made of iron with a printed high quality enamel finish, measuring 2.5cm wide x 4.5cm long. The Olympic Emblem will be printed in the correct colours on the left side of the badge. The right side will contain a representation of a swimmer.* *Components for the badges are to be purchased from Lea Valley Components Ltd.* *Badges to be checked using Spot checks and a final formal quality review.* (In reality this would be a full Product Description containing information on what the product should look like, where it is derived from and what method should be used to check it once it is produced)
Approval method (Who will approve the completed products within the Work Package and how will the Project Manager know when everything is complete? *Ian Johnson and Jane Barrow to sign off the test run and the full production run. Project Manager to be informed by e-mail when everything is complete*

Suggested Answer - Tolerances

Time
Target date for delivery of Programmes and Badges 22nd May, but could wait until 27th May if necessary

No negative time tolerance has been stated.

Cost
Costs are currently estimated at £2,520,000 but could rise to £2,600,000 if necessary

No negative cost tolerance has been stated.

Scope
Olympic Committee would ideally like all 200,000 badges to be supplied mounted in presentation boxes, but would be happy if only 190,000 were supplied in this way

Risk
The Olympic Committee are prepared to accept that some of the published timings for the swimming races may be wrong due to the fact that they have been changed after production of the final programme.

Benefit
Profit margin should ideally be £480,000 but the project would still be considered a success if only £400,000 profit was generated.

Hoping to generate 5 new orders over £10,000 but would accept 3.

Quality
Olympic Committee would accept if the badges were made of 80% iron rather than 100%

Suggested Answer - Impact Analysis

Impact on other specialist products

The text in the programmes will have to change. This will not affect the signed off design of the programmes.
The Litho Plates will need to be reconfigured

Impact on the Plans
(new/altered activities/Work Packages)

We will have to create an additional Work Package to re-configure the litho plates. The printing activities will need to be moved back 10 days until after the plates have been re-configured. This will also affect binding and packaging activities later in the plan.

It is not envisaged that the activities dedicated to producing the badges will be impacted.

Impact on the time, cost, quality and scope performance targets

Time Tolerance currently set at 5 days will be exceeded by 5 days.
Cost Tolerance, currently set at £80,000 will not be exceeded.
Scope Tolerance will not be impacted.
The stated Quality Tolerance for the badges will not be affected.

Impact on the Business Case(are any benefits, costs or timescales impacted?)

Financial – Profit margin will be decreased by £18,000
Strategic – Won't have so much money to spend on future projects.
Legislative – Not impacted.
Project would still be within the Benefit tolerance for profit margin. It is not envisaged that this issue would impact the acquisition of new orders.

Timescales – increased by 2 weeks
Costs – increased by £18,000

Impact on the risk profile (does this issue impact any existing risks or create new risks?)

There is a risk that in reconfiguring the litho plates quality may be compromised due to the fact that staff are working long hours.
There is a risk that staff will become de-motivated because of the last-minute changes.
There is a risk that reconfiguring the plates may take longer than expected.
There is a risk that if we accept these changes, the Olympic Committee may decide to change their minds again and delay the process even further.
Risk Tolerance will not be exceeded.

Suggested Answer – Configuration Management

Project identifier:	Olympics Project OLY
Item Identifier:	PRO 001
Current Version	V 2.0
Item Title:	Printed Swimming Programme
Owner:	Olympic Committee
Location:	Filing cabinet in Project Office
Status:	Approved
Producer:	Sam Duffell
Relationship with other items	Linked to designs specified by Anna Wright's team
Cross-references: Issues and risks	Issue Number 1001 – request for swimming timetables to be updated
Cross references: Product Description	The programme will have a glossy outer cover with 22 inner pages containing a mixture of text, photographs and tabular information.

Useful Pages for Each PRINCE2™ Subject

Question Topic	Useful Pages – PRINCE2™ Manual	Useful Pages - Other Sources:	Example Questions/Answers
BUSINESS CASE			
Business Case	Theme 19-28 Product Description 237		
Development path	23		
Benefits Review Plan	235		
CHANGE CONTROL / ISSUES			
Change Control steps -handling project issues)	95		
Issue Register	246		
Issue Report	247		
Exception Report	245		
CLOSING A PROJECT			
Closing a Project	203-212		
CONFIGURATION MANAGEMENT			
Procedure	94		
Configuration Item Record	240		
Configuration Management Strategy	241		
Progress			
Progress	99-106		
Exceptions & Tolerances	101-103		

Question Topic	Useful Pages – PRINCE2™ Manual	Useful Pages - Other Sources:	Example Questions/Answers
Highlight Report	245		
Checkpoint Report	238		
Communication Management Strategy	239		
ORGANIZATION STRUCTURE			
Organization Structure: Diagram	33		
Responsibilities	App C: 269-275		
PLANS			
Plans	59-74		
Levels of Plan	62		
Approach to plans diagram	63		
Stages	104		
PRODUCT BASED PLANNING			
Project Product Description	65 (Example P280)		
Product Breakdown Structure	65 (Example P279)		
Product Description	66 (Example P282)		
Product Flow Diagram	67 (Example P283)		
QUALITY			
Quality Theme	45		
Quality Audit Trail	49		
Quality Review Technique	55		
Quality Management Strategy	257		
Quality Register	258		

RISKS			
Risk Management Procedure	80-87		
Risk Responsibilities	88		
Risk Management Strategy	259		
Risk Register	260		
TAILORING			
Projects in a Programme Environment	217		
Tailoring Management Products	223		
Commercial Customer/Supplier Environment	224		
WORK PACKAGE			
Work Package	261		
PROCESSES			
Starting Up a Project	119		
Directing a Project	133		
Initiating a Project	147		
Controlling a Stage	165		
Managing Product Delivery	183		
Managing a Stage Boundary	191		
Closing a Project	203		

PRINCE2® FOUNDATION EXAM CANDIDATE GUIDANCE

1   INTRODUCTION

1.1   The objective of the examination is to enable a candidate to demonstrate an understanding of the PRINCE2 principles, processes, themes, techniques and roles. The Foundation exam uses objective test questions which require a candidate to choose a response to a question from a set of choices, only one of which is correct.

1.2   The following paragraphs explain the format of the question papers, and the different styles of question asked. There are also some suggestions on how to approach answering the various styles of question.

2   STRUCTURE OF THE PAPER

The examination paper consists of:

2.1   A Question Booklet which contains 75 questions - 70 exam questions and 5 trial questions - each covering a different syllabus topic. Each of the 70 questions is worth 1 mark, but the trial questions are not scored. The use of trial questions enables new questions to be trialled without affecting candidates' marks. The pass mark is 35. You are expected to answer all questions. There will be no indication of which questions are exam questions and which are trial.

2.2   The Answer Sheet on which your answers must be given. There will only ever be **one answer** to each question. If more than one answer is given in the answer sheet the response line will be void and will attract no marks. Marks are not subtracted for incorrect answers.

3   PRINCE2 SYLLABUS AREAS ADDRESSED

The exam consists of 75 questions in total which cover all 15 areas of the PRINCE2 Foundation syllabus. The full PRINCE2 syllabus is available from the APM Group website.

4   STYLES OF QUESTION

There are a number of different test styles used within the paper. All test styles are based on the selection of the correct answer from a choice of 4 options.

The test styles are:

4.1   Standard

Which individual role is ultimately accountable for the project?

a) Executive
b) Project Manager
c) Senior Supplier
d) Senior User

4.2   Negative

Which is **NOT** one of the key elements to balance when defining management stages?

a) The availability of the Project Board
b) How far ahead in the project it is sensible to plan
c) The amount of risk within a project
d) How confident the Project Board and Project Manager are in proceeding

4.3   Missing Word

Identify the missing words in the following sentence.

The reasons for undertaking the project must drive the [?] and should be used to continually align the project progress to the business objectives.

a) delivery strategy
b) decision making
c) benefits management strategy
d) tolerance approach

4.4   List

When reviewing the status of a Work Package, what does the Project Manager look at?
   1. Checkpoint Reports
   2. Business Case
   3. Quality Register
   4. Team Plans

a) 1, 2, 3

b) 1, 2, 4

c) 1 ,3 ,4

d) 2, 3, 4

5   TIME MANAGEMENT

The exam is 60 minutes in duration. Candidates must manage their time in order to complete all questions. All 75 questions should be attempted. If candidates wish to write their answers on the question paper first, they must be aware of the additional time needed to complete the answer sheet. Only answers submitted on the answer sheet provided will contribute to the result.

No support material is permitted. This is a closed book exam.

6   USING THE ANSWER BOOKLET

The Answer Booklet will be read electronically and the results generated by computer. It is therefore essential that candidates follow the instructions given and mark their answers accordingly. Failure to do so may lead to delay and, in some cases, answers being void.

All answers are given by the candidate filling in 'ovals' that relate to their chosen response, e.g.

```
        A    B    C    D
  1    ●    ◯    ◯    ◯
  2    ◯    ●    ◯    ◯
  3    ◯    ◯    ◯    ●
  4    ◯    ◯    ●    ◯
```

The oval must be filled in **IN PENCIL**, **NOT PEN**. If a pen is used, the answers will not be marked.

Acceptable ways to complete the answer sheets are either:

● completely filling in the oval or ⬬ drawing a line through the centre of the oval.

Any other method, including ticks or crosses, is not acceptable and may not be marked.

If a candidate wishes to change their answer during the exam, the incorrect answer should be erased completely and the correct answer indicated. If more than one answer if given by the candidate, the question will score zero.

The Foundation Examination

Sample Paper 1

January 2011 Release

Multiple Choice

1-hour paper

Instructions

1. **All 75 questions should be attempted.**

2. **5 of the 75 questions are under trial and will not contribute to your overall score. There is no indication of which questions are under trial.**

3. **All answers are to be marked on the answer sheet provided.**

4. **Please use a pencil and NOT ink to mark your answers on the answer sheet provided. There is only one correct answer per question.**

5. **You have 1 hour for this paper.**

6. **You must get 35 or more correct to pass.**

Candidate Number: ....……

1   Which is one of the six aspects of project performance that needs to be managed?

    a)   Accuracy
    b)   Reliability
    c)   Scope
    d)   Ease of use

2   What theme ensures the project is desirable, viable and achievable?

    a)   Organization
    b)   Progress
    c)   Business Case
    d)   Risk

3   What process is triggered by the Project Manager's request to initiate a project?

    a)   Starting up a Project
    b)   Initiating a Project
    c)   Directing a Project
    d)   Managing a Stage Boundary

4   The purpose of which theme is to establish mechanisms to monitor and compare actual achievements against those planned?

   a)   Business Case
   b)   Change
   c)   Progress
   d)   Quality

5   Which is an objective of the Closing a Project process?

   a)   Check that all the project's products have been accepted by the users
   b)   Prepare for the final stage of the project
   c)   Capture the customer's quality expectations
   d)   Ensure that all benefits have been achieved

6   Identify the missing words in the following sentence.

   A purpose of the Managing a Stage Boundary process is to provide the Project Board with sufficient information so that it can approve the [?] for the next stage.

   a)   Work Packages
   b)   Exception Report
   c)   Stage Plan
   d)   Project Brief

7   Which theme provides information on what is required, how it will be achieved and by whom?

   a)   Organization
   b)   Plans
   c)   Business Case
   d)   Quality

8   Which is recommended as a possible risk response type for an opportunity?

   a)   Reduce
   b)   Transfer
   c)   Reject
   d)   Fallback

9   Basing projects on a 'management by exception' principle provides which benefit?

   a)   Promotes consistency of project work and staff mobility
   b)   Provides a common language
   c)   Clarity of what a project will deliver, why, when and by whom
   d)   Efficient and cost-effective use of management time

4

10 Identify the missing words in the following sentence.

The purpose of the [?] 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.

    a)   Initiating a Project
    b)   Starting up a Project
    c)   Directing a Project
    d)   Managing a Stage Boundary

11 Which is a purpose of the Managing Product Delivery process?

    a)   Controls the link between the Project Manager and the Team Manager(s)
    b)   Tracks the progress of a stage with the help of Checkpoint Reports
    c)   Provides a link between the work of the Project Manager and the Project Board
    d)   Maintains a focus on the delivery of benefits throughout the stage

12 Which role is responsible for authorizing and monitoring work to be completed and for taking corrective action within a stage?

    a)   Project Manager
    b)   Project Support
    c)   Project Assurance
    d)   Team Manager

13   Which fact is true of Project Assurance but not quality assurance?

    a)   Responsible for monitoring the conduct of the project

    b)   Independent of the Project Manager

    c)   Appointed as part of the project management team

    d)   Responsible for reviewing the project for compliance with corporate standards

14   Which is **NOT** a characteristic of a project?

    a)   Has a higher degree of risk than business as usual

    b)   Involves people with different skills introducing a change that will impact others outside of the team

    c)   Has a lifespan that usually covers the delivery of the desired outcomes and the realization of all the expected benefits

    d)   A temporary management structure created for the implementation of business products

15   Which product forms the 'contract' between the Project Manager and the Project Board for the project?

    a)   Project Plan

    b)   Project Product Description

    c)   Project Initiation Documentation

    d)   Project Brief

16   Which is an objective of the Managing a Stage Boundary process?

    a)   Enable the Project Board to commit resources and expenditure required for the initiation stage

    b)   Review and, if necessary, update the Project Initiation Documentation

    c)   Provides a break between those managing the project from those creating products

    d)   Ensure a periodic review is held to approve the products created within the completed stage

17   How should a Team Manager escalate a suggestion for an improvement to a product?

    a)   Include details in a Checkpoint Report

    b)   Include details in a Highlight Report

    c)   Raise an issue

    d)   Raise an Exception Report

18   Which is a purpose of the Closing a Project process?

    a)   Define the procedure for handing over products

    b)   Provide a fixed point at which acceptance for the project product is confirmed

    c)   Define formal requirements for the acceptance, execution and delivery of project work

    d)   Confirm all project benefits have been achieved

19   Which is an objective of the Starting up a Project process?

    a)   Confirm there are no known restrictions that would prevent the project from being delivered

    b)   Ensure all Team Managers understand their responsibilities

    c)   Get approval for the Project Plan from corporate or programme management

    d)   Prepare the Project Initiation Documentation for authority to initiate the project

20   Which process is used to provide an interface with corporate or programme management?

    a)   Managing Product Delivery

    b)   Directing a Project

    c)   Controlling a Stage

    d)   Managing a Stage Boundary

21   Which is **NOT** a purpose of an End Project Report?

    a)   Compare project achievements against what was originally agreed

    b)   Record information that will help future projects

    c)   Prompt the Project Board to authorize the next stage

    d)   Pass on details of any ongoing risks for those who will maintain and operate the finished product

22 Identify the missing word(s) in the following sentence.

If a baselined product requires modification, the [?] procedure should be applied in order to manage the modification.

    a)   risk management
    b)   exception
    c)   issue and change control
    d)   quality control

23 Which is a purpose of a Project Brief?

    a)   Describe an agreed position from which the project can be started
    b)   Describe the information needs of the project's stakeholders
    c)   Describe the configuration management procedure that will be used by the project
    d)   Describe the reporting requirements of the Project Board

24 Which is one of the four integrated elements within PRINCE2?

    a)   Quality
    b)   Role descriptions
    c)   Processes
    d)   Product Descriptions

25   Which of the following statements apply to a Stage Plan?

        1. Is produced with the knowledge of earlier stages
        2. Provides the basis for control by the Project Board
        3. Is produced close to the time when the planned events will take place
        4. Provides the basis for day-to-day control by the Project Manager

    a)   1, 2, 3
    b)   1, 2, 4
    c)   1, 3, 4
    d)   2, 3, 4

26   Identify the missing words in the following sentence.

    Because the Project Board receives regular [?], there is no need for regular progress meetings.

    a)   End Stage Reports
    b)   Checkpoint Reports
    c)   Exception Reports
    d)   Highlight Reports

27   Which is a benefit of using the product-based planning technique?

    a)   All the required products of the project will be delivered to time and to cost
    b)   Clearly shows how long a project will take
    c)   It removes the need for activity-based planning
    d)   Reduces the risk of incorrectly scoping the project

28 Which of the following describe the purpose of the Risk theme?

    1. Identify risks that may have an impact on the project delivering its objectives
    2. Assess and evaluate the impact of the risks on the project delivering its objectives
    3. Manage risks at the corporate or programme level of the organization
    4. Implement risk management activities to improve the chances of the project delivering its objectives

    a)   1, 2, 3
    b)   1, 2, 4
    c)   1, 3, 4
    d)   2, 3, 4

29 Which project management team role can trigger the premature closure of a project?

    a)   Project Manager
    b)   Project Board
    c)   Project Support
    d)   Project Assurance

30 Which is a purpose of the Organization theme?

    a)   Set the tolerance on the cost of resources
    b)   Provide project management training to those working within the project
    c)   Define the structure of accountability and responsibilities on the project
    d)   Implement the controls required to permit management by exception

31   Which process enables the Project Board to exercise overall control of a project?

    a)   Directing a Project
    b)   Controlling a Stage
    c)   Starting up a Project
    d)   Initiating a Project

32   Which is the first plan to be created?

    a)   Project Plan
    b)   Initiation Stage Plan
    c)   Team Plan
    d)   Exception Plan

33   What is the PRINCE2 definition of a project?

    a)   A number of activities managed as a unit
    b)   A unique undertaking that requires organization and resources
    c)   An element of work that a Project Manager agrees to deliver
    d)   A temporary organization created for the purpose of delivering business products

34   Which is **NOT** an objective of the Managing Product Delivery process?

    a)   Ensure suppliers understand what is expected of them

    b)   Ensure products of appropriate quality are delivered

    c)   Ensure the Project Board is kept informed of progress on the products

    d)   Ensure work for the team is agreed with the Project Manager

35   Which is an objective of the quality review technique?

    a)   Involve key interested parties to promote wider acceptance of the product

    b)   Develop and improve the specification of a product through continuous assessment

    c)   Correct any errors found in a product during the quality review meeting

    d)   Update the status information in the Configuration Item Record when a product is signed-off

36   Which is a purpose of the Communication Management Strategy?

    a)   Identify how and by whom the project's products will be controlled and protected

    b)   Define the method of communication between the project and its stakeholders

    c)   Define the structure of responsibilities and accountabilities in support of effective decision making in a project

    d)   Identify the communications required from the Team Manager(s) to the Project Board

37 Identify the missing words in the following sentence.

   Any requests for change, which require Project Board approval, should be recorded in the [?]
   and monitored by the Project Manager

   a)   Product Description
   b)   Issue Register
   c)   Configuration Item Record
   d)   Quality Register

38 Which is a recommended quality review team role?

   a)   Senior User
   b)   Presenter
   c)   Project Support
   d)   Project Assurance

39 If a product fails its quality check, which product should always be updated?

   a)   Risk Register
   b)   Issue Register
   c)   Quality Register
   d)   Lessons Log

40 In what product should the Project Manager enter the details of issues that are resolved without using the formal issue and change control procedure?

    a)   Stage Plan

    b)   Daily Log

    c)   Configuration Item Record

    d)   Checkpoint Report

41 Which of the PRINCE2 principles uses tolerances to establish the limits of delegated authority?

    a)   Manage by stages

    b)   Tailor to suit the project environment

    c)   Focus on products

    d)   Manage by exception

42 Which is a purpose of the Starting up a Project process?

    a)   Ensuring that the prerequisites for initiating the project are in place

    b)   Establishing that the Project Plan can meet the required target dates

    c)   Creating the Project Initiation Documentation so the project can be initiated

    d)   Confirming to corporate or programme management that quality expectations will be met

43 When should the project management team be reviewed?

    a)   As and when new stakeholders are identified

    b)   When planning a quality review

    c)   When planning the next stage

    d)   During product creation

44 Which is **NOT** a responsibility of the Project Board?

    a)   Allocate tolerances to specialist teams

    b)   Transfer ownership of the Benefits Review Plan to corporate or programme management

    c)   Approve the Project Product Description

    d)   Confirm the required frequency of Highlight Reports

45 Who sets the project tolerances?

    a)   Project Board

    b)   Corporate/programme management

    c)   Executive

    d)   Project Manager

46 PRINCE2 plans are carefully designed to meet the needs of the different levels in the project organization. Why is this a benefit?

    a)   Ensures stakeholders are properly represented

    b)   Improves communication and control

    c)   Ensures that one plan will meet everyone's needs

    d)   Reduces the levels of management required in the project organization

47 What levels of plan are recommended by PRINCE2?

    a)   Project Plan

    b)   Project Plan and Stage Plan

    c)   Project Plan, Stage Plan and Team Plan

    d)   Project Plan, Stage Plan, Team Plan and Exception Plan

48 Which of the following are true for a Product Description?

    1.   Describes the component parts of the product
    2.   Identifies the products that are derived from this product
    3.   Defines the skills needed to create the product
    4.   Describes the method required to check the product

    a)   1, 2, 3

    b)   1, 2, 4

    c)   1, 3, 4

    d)   2, 3, 4

49 Which of the following is funded from a change budget?

a) All changes to the baseline cost of the project
b) Increased tolerance required by the Project Manager to complete a stage
c) Changes to approved baselined products
d) The correction of an off-specification

50 What is risk appetite?

a) Part of the project budget, used to pay for any additional activities required to manage risks
b) The funds the Project Board is willing to spend on the management of risk
c) Permissible deviation from planned expenditure without the need to escalate to the next higher authority
d) An organization's attitude towards risk-taking

51 Which role represents the 'delivering' level on the project management team?

a) Project Board
b) Project Manager
c) Team Manager
d) Project Support

52   Which is a purpose of the Benefits Review Plan?

    a)   Document the justification for the undertaking of a project

    b)   Describe only residual benefits and those that could not be achieved during the lifecycle of the project

    c)   Provide a schedule for measuring the achievement of benefits

    d)   Provide the reasons for the project, for entry into the Business Case

53   Which is a purpose of a Configuration Item Record?

    a)   Provide a summary of the status of all products at any one time

    b)   Provide any details of important links between configuration items

    c)   Support the creation of the project product breakdown structure

    d)   Include an analysis of an issue or risk which caused the product to change

54   Which is **NOT** a purpose of the Controlling a Stage process?

    a)   Take corrective actions to control deviations from the Stage Plan

    b)   Recommend the tolerances for the next stage

    c)   Report progress to the Project Board

    d)   Assign work to be done

55   Which is a true statement regarding stages?

   a)   A project can be scheduled without management stages
   b)   There can be several management stages within a technical stage
   c)   Several management stages can be scheduled to run concurrently
   d)   Technical stages and management stages should always end together

56   Which is a purpose of the Risk Management Strategy?

   a)   Defines the techniques to be used when assessing project risks
   b)   Summarizes exposure to strategic, programme, project and operational risks
   c)   Recommends responses for each of the project risks
   d)   Identifies suitable risk owners for each of the project risks

57   Which role can the Project Manager also perform?

   a)   Executive
   b)   Project Assurance
   c)   Change Authority
   d)   Senior User

20

58   What are the three recommended types of issue?

    a)   Off-specification, request for change and concession
    b)   Off-specification, request for change and problem/concern
    c)   Request for change, problem/concern, and Issue Report
    d)   Request for change, Issue Report and risk

59   Which is established within the Initiating a Project process?

    a)   The various ways in which the project can be delivered
    b)   Those who require project information have been identified
    c)   All of the information to develop the Project Brief is available
    d)   Any constraints which could affect the project have been removed

60   Which term is used to describe when a risk might occur?

    a)   Impact
    b)   Proximity
    c)   Probability
    d)   Evaluate

21

61   Within what process are Team Plans produced?

    a)   Initiating a Project
    b)   Controlling a Stage
    c)   Managing a Stage Boundary
    d)   Managing Product Delivery

62   Identify the missing words in the following sentence.

    If a Project Manager has the appropriate specialist skills and knowledge, they may also
    perform the role of [?] on the project.

    a)   Senior Supplier(s)
    b)   Team Manager(s)
    c)   Project Assurance
    d)   Senior User(s)

63   Which statement is true for project stakeholders?

    a)   Some have decision-making authority within the project environment
    b)   All are external to the corporate organization
    c)   All are internal to the project management team structure
    d)   None have decision-making authority within the project environment

64   Which of the following is funded from a risk budget?

    a)   Potential changes that may be required as the project progresses

    b)   Shortfall in estimating the development costs of the project's products

    c)   Additional activities to reduce, avoid, fallback, transfer, share or enhance project risks

    d)   Production of a Risk Management Strategy

65   Which is **NOT** an objective of the Controlling a Stage process?

    a)   Produce the Stage Plan for the next stage

    b)   Focus attention on delivery of the stage's products

    c)   Escalate threats to tolerances

    d)   Keep issues and risks under control

66   Which of the following describes an output?

    a)   Any of the project's specialist products

    b)   The result of the change derived from using the project's products

    c)   The measurable improvement resulting from an outcome

    d)   A negative outcome

67 Which is a purpose of the Quality theme?

   a)   Define the way in which the project will ensure that all products of the project are fit for purpose
   b)   Define the procedures and responsibilities for the creation, maintenance and control of project products
   c)   Establish mechanisms to judge whether the project remains desirable and achievable
   d)   Enable the assessment of continuing project viability

68 Which factor should influence the length of a management stage?

   a)   Frequency of Highlight Reports
   b)   The level of project risk
   c)   Availability of the Project Board
   d)   Requirement of a specialist team for an element of the development work

69 After the first stage, when are the Stage Plans for further stages produced?

   a)   Near the end of the current stage
   b)   After completion of the current stage
   c)   When creating the Project Plan
   d)   At the start of the initiation stage

70 What is a risk cause?

    a)   Negative consequence of a threat occurring

    b)   Explanation of the uncertainty which, should it occur, would create a problem

    c)   Positive consequence of an exploited opportunity

    d)   A known situation which creates uncertainty

71 Which product is a time-driven control?

    a)   End Stage Report

    b)   Exception Report

    c)   Checkpoint Report

    d)   Lessons Report

72 Which is a purpose of the Project Product Description?

    a)   Define the quality checks that will be used for the project's products

    b)   Explain what the project must handover to achieve customer approval

    c)   Confirm the delivery timescales for the project's products

    d)   Document the Project Manager's responsibilities for delivering the project's products

73   Which is a purpose of the Change Authority?

   a)   Determine the change budget for a project
   b)   Assess the impact of all requests for change
   c)   Reduce the number of requests for change that need to be escalated to the Project Board
   d)   Allow the Project Board to delegate the approval of all risks and Issue Reports

74   To which role does a Team Manager report an exception situation?

   a)   Project Manager
   b)   Project Board
   c)   Project Assurance
   d)   Project Support

75   What is the first step within the recommended risk management procedure?

   a)   Assess
   b)   Identify
   c)   Implement
   d)   Plan

PRINCE2 Foundation Examination Answer Key

Q	Ans	Syllabus Topic	Section		Q	Ans	Syllabus Topic	Section		Q	Ans	Syllabus Topic	Section
1	C	OV0101	1.5.2		**31**	A	DP0201	13.1		**61**	D	MP0203	16.3
2	C	BC0201	4.1.		**32**	B	PL0202	7.2.3		**62**	B	OR0203.5	5.3.2.7
3	C	DP0203	13.3		**33**	D	OV0102	1.3		**63**	A	OR0204	5.2.5
4	C	PG0202	10.1		**34**	C	MP0202	16.2		**64**	C	RK0203	8.3.6
5	A	CP0202	18.2		**35**	A	QU0203	6.3.2.1		**65**	A	CS0202	15.2
6	C	SB0201	17.1		**36**	B	OR0205	Appendix A		**66**	A	BC0101	4.2.2
7	B	PL0201	7.1		**37**	B	CH0203.4	Appendix A		**67**	A	QU0201	6.1
8	C	RK0102	Table 8.2		**38**	B	QU0101	6.3.2.1		**68**	B	PG0204	10.3.2.2
9	D	OV0202	1.7		**39**	C	QU0206.3	6.3.1.6 / Appendix A		**69**	A	SB0203	17.2
10	A	IP0201	14.1		**40**	B	PG0206.1	Appendix A		**70**	D	RK0205	8.3.5.1
11	A	MP0201	16.1		**41**	D	OV0202	2.5		**71**	C	PG0201	10.3.3
12	A	CS0203	15.3		**42**	A	SU0201	12.1		**72**	B	QU0206.1	Appendix A
13	C	QU0202	6.2.6		**43**	C	SB0202	17.2		**73**	C	OR0203.4	5.3.2.4 / 9.3.1.1
14	C	OV0203	1.3		**44**	A	OR0203.1	15.4.1		**74**	A	PG0101	10.3.1.1
15	C	IP0204	Appendix A		**45**	B	PG0205	10.3.1.1		**75**	B	RK0202	8.3.5
16	B	SB0202	17.2		**46**	B	OV0201	1.7					
17	C	CH0204	9.3.3		**47**	C	PL0101	7.2.3					
18	B	CP0201	18.1		**48**	C	QU0206.2	Appendix A					
19	A	SU0202	12.2		**49**	C	CH0202	9.3.1.1					
20	B	DP0202	13.2 / 13.3		**50**	D	RK0207	8.3.2					
21	C	PG0207.2	Appendix A / 18.4.5		**51**	C	OR0202	5.3.1					
22	C	CH0201	9.1		**52**	C	BC0202.2	Appendix A					
23	A	SU0204.1	Appendix A		**53**	B	CH0203.2	Appendix A					
24	C	OV0103	1.5.3		**54**	B	CS0201	15.1					
25	C	PL0202	7.2.5		**55**	B	PG0203	10.3.2.3					
26	D	PG0208.2	Appendix A		**56**	A	RK0206.1	Appendix A					
27	D	PL0203	7.3.3		**57**	C	OR0101	5.3.2.4					
28	B	RK0201	8.1		**58**	B	CH0101	Table 9.1					
29	B	CP0203	18.4.2		**59**	B	IP0202	14.2					
30	C	OR0201	5.1		**60**	B	RK0204	8.3.5.2					

The Foundation Examination

Sample Paper 2

January 2011 Release

Multiple Choice

1-hour paper

Instructions

1. **All 75 questions should be attempted.**

2. **5 of the 75 questions are under trial and will not contribute to your overall score. There is no indication of which questions are under trial.**

3. **All answers are to be marked on the answer sheet provided.**

4. **Please use a pencil and NOT ink to mark your answers on the answer sheet provided. There is only one correct answer per question.**

5. **You have 1 hour for this paper.**

6. **You must get 35 or more correct to pass.**

Candidate Number: ....

1   Which is one of the six aspects of project performance that needs to be managed?

a)   Customers
b)   People
c)   Benefits
d)   Processes

2   What is a trigger for the Starting up a Project process?

a)   Project Brief
b)   Project Plan
c)   Project mandate
d)   Outline Business Case

3   Which is a purpose of the Business Case theme?

a)   Establish mechanisms to monitor and compare actual achievements against those planned
b)   Establish methods to judge whether the ongoing project is justified
c)   Assess and control uncertain events or situations
d)   Describe how, when and at what cost products can be delivered

4   Which role is responsible for creating a Team Plan in the Managing Product Delivery process?

    a)   Project Manager
    b)   Team Manager
    c)   Project Support
    d)   Senior User

5   The incorporation of the primary stakeholders on the project management team supports which principle?

    a)   Continued business justification
    b)   Defined roles and responsibilities
    c)   Manage by stages
    d)   Learn from experience

6   Which describes risk appetite?

    a)   An organization's attitude towards risk-taking
    b)   Probable effect on the project delivering its objectives
    c)   Probable timeframe within which a risk may occur
    d)   Level of risk exposure that, when exceeded, triggers an exception

7   Identify the missing words in the following sentence.

If the Project Manager needs to know the results of a quality review, the [?] will provide a summary together with the date of any follow-up meeting.

a)   Stage Plan

b)   Issue Register

c)   Daily Log

d)   Quality Register

8   How is the Project Initiation Documentation used during the Closing a Project process?

a)   As the basis for comparing the original aim of the project against what was actually achieved

b)   Provides the controls for the final stage of the project

c)   Updated to include relevant lessons from previous projects

d)   Provides the Project Product Description for approval by the Project Board

9   Which role agrees the techniques, products and constraints for a Work Package with the Project Manager?

a)   Executive

b)   Project Assurance

c)   Senior Supplier

d)   Team Manager

10   Identify the missing word in the following sentence.

PRINCE2 recommends three levels of [?] to reflect the needs of the different levels of management involved in a project.

a)   product
b)   activity
c)   plan
d)   benefit

11   Which is a purpose of a Configuration Item Record?

a)   Record quality issues found in a quality test of the product
b)   Explain which procedure should be used for updating the Configuration Item Records of products completed in the stage
c)   Explain which procedure should be used for transferring completed products into the operational and maintenance environment
d)   Record the development status of products in a completed Work Package

12   When authorizing a stage, in which product would the Project Board look for an explanation of any deviations from the approved plans that are within tolerance?

a)   Lessons Report
b)   End Stage Report
c)   Benefits Review Plan
d)   Project Initiation Documentation

13 Which of the following are a purpose of the Benefits Review Plan?

    1.   Define how a measurement of the achievement of the project's benefits can be made
    2.   Define what benefits assessments need to be undertaken
    3.   Define the project, in order to form the basis for its management and an assessment of its overall success
    4.   Define the activities required to measure the expected project's benefits

    a)   1, 2, 3
    b)   1, 2, 4
    c)   1, 3, 4
    d)   2, 3, 4

14 Which is a purpose of the Organization theme?

    a)   Define the total resource requirements of the project
    b)   Capture the project acceptance criteria
    c)   Define the responsibilities for managing teams
    d)   Establish mechanisms to judge whether the project is desirable and achievable

15 Which is a purpose of a Project Brief?

    a)   Define how and when a measurement of the achievement of the project's benefits can be made
    b)   Define any lessons from previous projects and how they may affect this project
    c)   Communicate the quality techniques and standards to be applied to achieve the required quality levels
    d)   Provide sufficient information for the decision on whether to initiate the project

16 Which is a purpose of a Risk Management Strategy?

  a) Communicate how risk management will be implemented throughout the wider corporate organization
  b) Capture and maintain information on all identified risks relating to the project
  c) Document specific actions for responding to risks
  d) Describe the procedures and techniques for managing project risks

17 Which is **NOT** a purpose of the Plans theme?

  a) Facilitate communication
  b) Establish the project's structure of accountability
  c) Define the means of delivering the products
  d) Ensure targets are achievable

18 Which is a purpose of the Directing a Project process?

  a) Enable the Project Board to exercise overall control of a project
  b) Document a solid foundation for the project
  c) Establish the prerequisites for the initiation of a project
  d) Assign Work Packages

19 What takes place within the Managing a Stage Boundary process?

  a) Periodic review of progress against the Stage Plan
  b) Obtain approvals for all completed products
  c) Escalation of Issue Reports created during the current stage
  d) Review of the business justification for the project

20 Which is a type of issue?

  a) Problem/concern
  b) Follow-on action recommendation
  c) Exception Report
  d) Identified threat

21 Which is a characteristic of a project?

  a) Low risk
  b) Avoids stresses and strains between organizations
  c) Business as usual
  d) Cross-functional

22 Which is **NOT** a recommended response type to respond to a threat?

   a)   Avoid
   b)   Reject
   c)   Share
   d)   Transfer

23 Which is an objective of the Managing a Stage Boundary process?

   a)   Request authorization to start the next stage
   b)   Ensure that all threats and opportunities for the current stage have been closed
   c)   Make certain that work on products allocated to the team for the next stage is authorized and agreed
   d)   Implement actions to resolve tolerance deviations from the Stage Plan

24 In which process are the project's risk management techniques and standards defined?

   a)   Starting up a Project
   b)   Directing a Project
   c)   Initiating a Project
   d)   Managing Product Delivery

25   Which is a purpose of a Daily Log?

   a)   Record the products and activities planned for the stage
   b)   Record informal issues
   c)   Record and track the status of all products produced during a stage
   d)   Update the Project Board on the progress of a stage

26   Which is an objective of the quality review technique?

   a)   Determine whether a product has been created
   b)   Agree the quality method that will be applied to a product
   c)   Formulate ideas on how the product will be developed
   d)   Provide consultation with a range of interested parties on a product's fitness for purpose

27   When does the Directing a Project process start?

   a)   On completion of the Starting up a Project process
   b)   On completion of the Initiating a Project process
   c)   When the Starting up a Project process commences
   d)   After the project has been authorized

28 Which plan is mandatory?

    a)   Team Plan

    b)   Exception Plan

    c)   Project Plan

    d)   Programme Plan

29 On which environment is PRINCE2 based?

    a)   Information technology

    b)   Customer/supplier

    c)   Procurement

    d)   Programme

30 Which theme assesses and controls uncertainty within a project?

    a)   Progress

    b)   Risk

    c)   Change

    d)   Plans

31   Which of the following is funded from a change budget?

    a)   Fallback plan
    b)   Request for change
    c)   Action to reduce a threat
    d)   Change Authority

32   Which is an aim of the Starting up a Project process?

    a)   Understand how and when the project's products will be delivered and at what cost
    b)   Ensure that there is authority to deliver the project's products
    c)   Do the minimum necessary in order to decide whether it is worthwhile to even initiate the project
    d)   Create the set of management products required to control the project

33   Which is a responsibility of the Project Manager?

    a)   Delegating responsibility for changes to the Change Authority
    b)   Documenting the Communication Management Strategy
    c)   Approving stage tolerances
    d)   Approving the customer's quality expectations

34 Which is **NOT** a factor to consider when defining management stages?

   a)   How long the project is
   b)   When Team Managers are available
   c)   When key decisions are required on the project
   d)   The amount of risk within the project

35 Which process ensures that plans for achieving the expected benefits are managed and reviewed?

   a)   Managing Product Delivery
   b)   Initiating a Project
   c)   Directing a Project
   d)   Starting up a Project

36 Which of the following are a purpose of an Issue Report?

   1.   Document an off-specification
   2.   Record an issue's resolution
   3.   Capture all problems or concerns within the project
   4.   Capture recommendations for handling a request for change

   a)   1, 2, 3
   b)   1, 2, 4
   c)   1, 3, 4
   d)   2, 3, 4

37 Which product establishes the baseline against which the project's actual performance is compared?

a) Project Brief

b) Product Status Account

c) Project Initiation Documentation

d) Configuration Item Record

38 Which is **NOT** identified when creating a product breakdown structure?

a) Products to be created by internal resources

b) Products to be modified

c) Resources required to produce the products

d) Products to be created by an external third party

39 Which statement regarding a project's outputs, outcomes and benefits is correct?

a) All outputs have tangible benefits

b) Outcomes are the long term results of benefits

c) Outputs are changes in the way the project's products are used

d) Benefits are improvements resulting from project outcomes

40 What process covers the acceptance and execution of project work by external suppliers?

    a)   Controlling a Stage

    b)   Managing a Stage Boundary

    c)   Managing Product Delivery

    d)   Directing a Project

41 Which is **NOT** a PRINCE2 integrated element?

    a)   The principles

    b)   The techniques

    c)   The themes

    d)   Tailoring to the project environment

42 What is the goal of the 'Identify context' step within the risk management procedure?

    a)   Identify responses to risks identified in the Business Case

    b)   Understand the specific objectives that are at risk

    c)   Gather information about risks for inclusion in Highlight Reports to the Project Board

    d)   Identify the threats and opportunities that may affect the project's objectives

43   Which is a purpose of the Project Product Description?

   a)   Defines the reporting structure to be used by the project
   b)   Provides information on what the project is about and how it is being managed
   c)   Describes what the project has to produce to obtain customer acceptance
   d)   Provides input to the creation of the project mandate

44   Which is a purpose of the Controlling a Stage process?

   a)   Agree, perform and deliver project work
   b)   Draft a plan for the next stage
   c)   Agree stage tolerances
   d)   Take action to make sure that the stage remains within tolerance

45   Which of the following roles can the Project Manager also perform?

   1.   Change Authority
   2.   Project Assurance
   3.   Project Support
   4.   Team Manager

   a)   1, 2, 3
   b)   1, 2, 4
   c)   1, 3, 4
   d)   2, 3, 4

46 What defines the sequence in which the products of a plan should be developed?

    a)   Product Description
    b)   Product breakdown structure
    c)   Project Product Description
    d)   Product flow diagram

47 If a Work Package is forecast to exceed its tolerances, how should a Team Manager inform
    the Project Manager?

    a)   Raise an Exception Report
    b)   Issue an Exception Plan
    c)   Raise an issue
    d)   Raise a risk

48 Which process enables an organization to understand the work to be done on a project before
    the project's approval?

    a)   Directing a Project
    b)   Initiating a Project
    c)   Starting up a Project
    d)   Controlling a Stage

49   Which is a responsibility of the Project Assurance role?

  a)   Inform the Project Manager about the status of the project's products
  b)   Document the Project Board's reporting needs
  c)   Ensure the Project Manager is aware of the need to use any existing corporate standards
  d)   Inform corporate or programme management about the project's status

50   When is it confirmed if a project's objectives have been achieved?

  a)   During the Closing a Project process
  b)   During the final end stage assessment
  c)   During the post-project review
  d)   During the Managing Product Delivery process

51   Which is a definition of a risk cause?

  a)   The impact of a risk on the stage and project tolerance
  b)   The source of a risk
  c)   The overall effect of a risk on the Business Case
  d)   How likely a risk is to occur in a given project situation

52 When would the Team Manager be required to produce a Checkpoint Report?

    a)   When a Work Package is being negotiated
    b)   At the frequency agreed in the Work Package
    c)   On completion of the quality-checking activities for each product
    d)   When reviewing how a stage is progressing

53 Which is a recommended quality review team role?

    a)   Project Manager
    b)   Presenter
    c)   Project Support
    d)   Producer

54 Which PRINCE2 principle supports planning only to a level of detail that is manageable and foreseeable?

    a)   Continued business justification
    b)   Manage by exception
    c)   Focus on products
    d)   Manage by stages

55 In which situation might the Controlling a Stage process be used?

    a)   Managing a long initiation stage of a complex project

    b)   Managing the activities of a complex programme

    c)   Managing support activities following the handover of the products to the operational environment

    d)   Creating an Exception Plan to replace the current Stage Plan

56 Which is a responsibility of the business representative on the Project Board?

    a)   Setting tolerance levels for the project

    b)   Ensuring the project represents value for money

    c)   Confirming the project delivers the required functionality

    d)   Checking the required quality levels are achieved by the project's products

57 Which statement correctly describes the relationship between Project Assurance and quality assurance?

    a)   Project Assurance provides assurance to the project's stakeholders whereas quality assurance provides assurance to the wider corporate or programme organization

    b)   They are both the responsibility of the Project Board, but Project Assurance may be delegated.

    c)   They are both independent of the project

    d)   Project Assurance and quality assurance are both the responsibility of corporate or programme management

58   Which of the following assists the Project Board in assessing project viability at certain points
     as defined in the Project Plan?

    a)   Receiving regular Checkpoint Reports
    b)   Authorizing one stage at a time
    c)   Creating Exception Reports when tolerances are threatened
    d)   Authorizing project closure

59   Which is a purpose of the Change theme?

    a)   Prevent change to anything agreed in the Project Initiation Documentation
    b)   Ensure any potential changes to baselined products are controlled
    c)   Assess and control uncertainty
    d)   Assess changes to only the specialist products

60   Which product would confirm the version numbers of all products being developed within a
     given stage?

    a)   Configuration Item Record
    b)   Product Status Account
    c)   Stage Plan
    d)   Work Package

61   Which is a benefit of using PRINCE2?

   a)   Stakeholders are kept out of planning and decision-making
   b)   Participants understand each other's roles and needs
   c)   Stakeholders are not involved in assuring the project work
   d)   All problems are escalated to all stakeholders

62   In which product would a product's quality tolerance be defined?

   a)   Project Product Description
   b)   Product Description
   c)   Stage Plan
   d)   Quality Management Strategy

63   When should the Managing a Stage Boundary process be undertaken?

   a)   Close to the end of a management stage
   b)   After the completion of each management stage
   c)   At the end of the final stage
   d)   At the end of project start-up

64   What is a purpose of a risk budget?

   a)   To fund risk management activities defined in the risk management procedure
   b)   To fund the cost of analyzing requests for change while executing a Work Package
   c)   Funds set aside from the project budget to cover the costs of implementing risk responses
   d)   Funds set aside from the project budget to cover the costs of identifying risks to the project

65   Which role is part of the project management team?

   a)   Corporate or programme management
   b)   Quality assurance
   c)   Stakeholder
   d)   Business assurance

66   Identify the missing words in the following sentence.

   PRINCE2 management stages relate to the [?], which is a factor that differentiates them from technical stages

   a)   use of a particular set of technical skills
   b)   use of a specific set of Team Managers
   c)   authorization from corporate or programme management
   d)   commitment of resources

67 Which principle is supported by the Project Product Description?

    a)   Continued business justification

    b)   Focus on products

    c)   Learn from experience

    d)   Manage by stages

68 Identify the missing word(s) in the following sentence.

Quality planning provides the definition of the required products with their [?] as a foundation for Project Board agreement.

    a)   customer's quality expectations

    b)   quality test results

    c)   quality criteria

    d)   owners

69 Which is a definition of risk probability?

    a)   Scale of the risk should it occur

    b)   Probable effect on the project delivering its objectives

    c)   Probable timeframe within which the risk may occur

    d)   A measure of the likelihood of the risk occurring

70 Which is **NOT** an event-driven control?

    a)   Highlight Report
    b)   Exception Report
    c)   Project Initiation Documentation
    d)   End of a stage

71 Identify the missing words in the following sentence.

The Project Board will allocate tolerances [?] to the Project Manager.

    a)   for each Work Package
    b)   for the project
    c)   for each management stage
    d)   for each technical stage

72 Which is **NOT** a purpose of a Product Description?

    a)   Define the time and cost needed to produce the product
    b)   Define the quality skills required to check the product
    c)   Define the function and appearance of the product
    d)   Define the development skills required to produce the product

73 Which is a purpose of a Communication Management Strategy?

    a) Ensuring the project team can use the required reporting tools

    b) Producing reports for the Project Board

    c) Defining the communication method between the Project Board and corporate or programme management

    d) Ensuring stakeholders are aware of their responsibilities

74 Identify the missing words in the following sentence.

During the Controlling a Stage process, the [?] is checked for any new or revised threats and their possible impact on the Business Case.

    a) Benefits Review Plan

    b) End Stage Report

    c) Risk Register

    d) Risk Management Strategy

75 In which plan should project closure activities be planned?

    a) Closure Stage Plan

    b) Stage Plan for the final management stage

    c) Initiation Stage Plan

    d) Team Plan

PRINCE2 Foundation Examination Answer Key

Week ending:

Exam Paper: GBP210FSample2-100803Sample_2011_Paper2

Q	Ans		Syllabus Topic	Se		Ans		Syllabus Topic	Se		Ans		Syllabus Topic
1	C	OV0101	1.5.2		31	B	CH0202	9.3.1.1		61	B	OV0201	1.7
2	C	SU0203	12.3		32	C	SU0201	12.1		62	B	QU0206.2	Appendix A / 6.3.1.5 / Table 10.1
3	B	BC0201	4.1		33	B	OR0203.2	5.3.5.3		63	A	SB0201	17.1
4	B	MP0203	16.3		34	B	PG0204	10.3.2		64	C	RK0203	8.3.6
5	B	OV0202	2.3 / 5.2.5		35	C	DP0202	13.2		65	D	OR0101	5.3.2.3
6	A	RK0207	8.3.2		36	B	CH0203.3	Appendix A		66	D	PG0203	10.3.2.3
7	D	QU0206.3	Appendix A		37	C	IP0204	Appendix A		67	B	OV0202	2.6
8	A	CP0202	18.2		38	C	PL0203	7.3.3.2		68	C	QU0204.1	6.3.1
9	D	OR0203.5	5.2.3.7		39	D	BC0101	4.2.2.		69	D	RK0204	8.3.5.2
10	C	PL0101	7.2.3		40	C	MP0201	16.1		70	A	PG0201	10.3.3
11	D	CH0203.2	Appendix A		41	B	OV0103	1.5.3		71	C	PG0101	10.3.1.1
12	B	PG0207.1	Appendix A & 13.4.3		42	B	RK0202	8.3.5.1		72	A	QU0206.2	Appendix A
13	B	BC0202.2	Appendix A		43	C	QU0206.1	Appendix A		73	C	OR0205	Appendix A
14	C	OR0201	5.1		44	D	CS0201	15.1		74	C	CS0203	15.3
15	D	SU0204	Appendix A		45	C	OR0203.2	5.3.2.3		75	B	CP0203	18.3
16	D	RK0206.1	Appendix A		46	D	PL0203	7.3.3.4					
17	B	PL0201	7.1		47	C	PG0205	10.3.4					
18	A	DP0201	13.1		48	B	IP0201	14.1					
19	D	SB0203	17.3		49	C	OR0203.3	5.3.2.3					
20	A	CH0101	9.2.4 / Table 9.1		50	A	CP0201	18.1					
21	D	OV0203	1.3		51	B	RK0205	8.3.5.1					
22	B	RK0102	Table 8.2		52	B	MP0202	16.2 / 10.3.3.4 / 16.4.2					
23	A	SB0202	17.2		53	B	QU0101	6.3.2.1					
24	C	IP0202	14.2		54	D	OV0202	2.4					
25	B	PG0206.1	10.3.3.2 / Appendix A		55	A	CS0203	15.3					
26	D	QU0203	6.3.2.1		56	B	OR0202	5.3.2.2					
27	A	DP0203	13.3		57	A	QU0202	Table 6.1					
28	C	PL0202	7.2.6		58	B	PG0203	10.3.2					
29	B	OV0104	5.1 / 19.6		59	B	CH0201	9.1					
30	B	RK0201	8.1		60	B	CH0203.5	Appendix A					

Practitioner Exam Candidate Guidance

1 *INTRODUCTION*

1.1   The objectives of the examination are to enable you 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 examination uses objective test questions that require you to choose one response to a question from a set of choices. In some clearly indicated cases two selections are requested.

1.2   The following paragraphs explain the format of the question papers, and the different types of question asked. There are also some suggestions on how to approach answering the various types of question.

1.3   The PRINCE2 Registered Practitioner qualification is valid for 5 years. Practitioners should be re-registered within 3-5 years of their original certification in order to demonstrate their commitment to professional development. Details of the Practitioner Re-Registration examination can be found at section 8.

2 *STRUCTURE OF THE PAPER*

The examination paper consists of three booklets.

2.1   The Scenario Booklet will contain one scenario providing a description of the organization, the business rationale for the project and the project objectives. The Scenario Booklet may also provide additional information for one or more of the eight 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 you should 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.**

2.2   The Question Booklet will contain eight questions, each covering a different syllabus area, which will be clearly identified at the beginning of each question. Each of the eight 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 eight 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.

2.3   The Answer Booklet will contain the answer sheets on which the 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.

3   PRINCE2 SYLLABUS AREAS ADDRESSED

The PRINCE2 Syllabus contains 15 defined syllabus areas covering each of the seven themes, each of the seven processes and an overview area also covering the principles and tailoring PRINCE2 to a project environment.

Within the Practitioner Examination, there will be 6 "theme" questions, each testing one of the 7 themes, and 2 "process group" questions, which will test 2 of the 3 groups of processes as identified below. Each of the eight **questions** will test a minimum of 2 syllabus topics from within the syllabus area.

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

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 full PRINCE2 syllabus is available from the APM Group or from an Accredited Training Organization.

4   TYPES OF QUESTION

There are five different types of question used within the paper.

4.1   **Classic Multiple Choice Questions** – 'choose **one** from a list of possible options'. The correct response is to be selected from a list of 3 or 4 options.

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

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

A   The Communication Management Strategy is approved by the Project Manager.

B   The Communication 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.

4.2 **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.

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

Remember to select 2 answers to 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 matches 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.

4.3 **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.

Column 1 is a list of **true statements** from 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
		B Outline Business Case
2	The company could ignore the recommendation from the feasibility study and NOT produce the new product.	C Stage Plan
		D Project Product Description
3	Other new product developments have suffered adversely when the business areas were not involved during the development of the products.	E Project management team role descriptions
4	70% of the people from the trial group must confirm that they would buy the new product.	

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

Column 1 is a list of decisions to be made within 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 which are made should occur.

	Column 1	**Column 2**
1	Approval of the feasibility study by the Project Board before any work on the project can commence.	A NOT made in the Starting up a Project process
2	Decide if the source of funding is sufficient to fund the project's objective.	B First
		C Second
3	Assess which parties should be involved during the project, as suggested by previous development projects.	D Third
		E Fourth
4	Evaluate two possible candidates for Project Manager and decide which should be appointed.	

4.5   **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.

Using the Project Scenario, answer the following question.

Lines 1 to 2 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 expected benefits from increasing staff flexibility should be included in the Business Case.	BECAUSE	All known Business Case benefits should be described clearly in measurable terms.
2	The expected benefits from increasing staff flexibility should be included in the Business Case.	BECAUSE	Information about expected project benefits forms part of the justification for undertaking a project.

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.

5 TIME MANAGEMENT

The examination is 150 minutes in duration. You must manage your time in order to complete all questions. As a general guide, you may wish to spend the first 5 minutes reading the scenario information and getting familiar with the layout of the paper. If 15 minutes is then allocated for each of the eight questions, this will allow 25 minutes tolerance for additional reading required for some questions. This suggested timing is for **guidance only**. It is expected that some questions may take longer to answer than others due to the question styles and use of additional information.

Reference to your own annotated PRINCE2 manual is permitted during the examination. **No additional support material** is permitted; this includes post it notes (other than tabulation of the sections of the manual) and stapled sheets. You should be aware of the time constraint upon you. Whilst the manual is there for support, as in real life, the time pressure of the examination means that the questions **have not been designed** on the basis that you are required or even expected to use the manual to answer questions. Its use is optional. As a guide, you might check the manual once or twice in an examination for a specific point but any more than that is likely to be counter-productive and is not advised.

6 EDITORIAL NOTES

6.1 Throughout the Scenario Booklet and Question Booklet, title case has been used for all references to PRINCE2 themes, processes, defined management products and proper nouns

6.2 **Uses of "should" and "must".[1]**

"should" - is used to express "obligation": something that is good or important or recommended. It is less strong than must and is used to test whether something should be done in a scenario situation because it is consistent with the principles and recommended practices of PRINCE2.

Consider the following statement, "*The Finance Director **should** perform the Executive role on the project".* Given the scenario information provided, the Finance Director may or may not be the appropriate candidate for the PRINCE2 Executive role, in terms of his ability to perform the PRINCE2 responsibilities for that role and represent the business interest on the project. Use of "should" requires the reader to evaluate this.

"must" is used when talking about something that is "necessary" or "has" to occur, i.e. something that is mandatory

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[1] *Definitions are derived from Michael Swan's 'Practical English Usage'*

6.3 **Use of 'true statements'**

	Each of the following questions include only **true statements** about the project but, only **2** statements are appropriate entries for that heading of the Business Case
1	Which **2** statements should be recorded under the **Costs** heading?
A	The project will be funded from the business marketing budget.
B	No project cost information can be provided until the Project Plan has been approved.
C	Project costs are estimated to be a total of £26,500.
D	The cost of printing and distribution will be recorded in the Production Cost Forecast.
E	10 further orders with an average profit of £2,000 will deliver a benefit of £20,000 in the first year.

When the expression **'true statements'** is used in a question, **no evaluation of whether the statements are consistent with the scenario or additional information is required.**

In example 6.3 there is no need in option A and C to check the scenario to see if the project is being funded from the business marketing budget or that the costs are £26,500. As it is known from the question header that the statement is true, the assessment required is whether, according to the recommended PRINCE2 content of Business Case, the "Costs heading" is the correct place for recording this information.

6.4 **Use of 'according to PRINCE2'**

The expression 'According to PRINCE2' is used to stress that the question is purely theoretical and does not require evaluation of scenario information.

7 USING THE ANSWER BOOKLET

The Answer Booklets will be read electronically and the results generated by computer. It is therefore essential that you follow the instructions given and mark your answers accordingly. Failure to do so may lead to delay and, in some cases, answers being void.

All answers are given by you filling in 'ovals' that relate to your chosen response, e.g.

The oval must be filled in **IN PENCIL**, **NOT PEN**. If a pen is used, the answers will not be marked.

Acceptable ways to complete the answer sheets are either:

completely filling in the oval or drawing a line through the centre of the oval, ensuring that between 80-100% is filled.

Any other method, including ticks or crosses, is not acceptable and may not be marked.

If you wish to change your answer during the examination, the incorrect answer should be erased completely and the correct answer indicated. If more than one answer is given, and the question only requires one answer, the question will score zero.

9.   *RE-REGISTRATION EXAMINATION*

The Re-registration examination will follow the same format as the Practitioner examination but the Question Booklet will contain three questions, giving a total of 30 marks, to be answered within one hour. The pass mark is 17 (55%). Each question will test one of the syllabus areas. A maximum of one process area will be tested in each paper.

All other guidance is applicable to both the PRINCE2 Practitioner and Re-registration examinations.