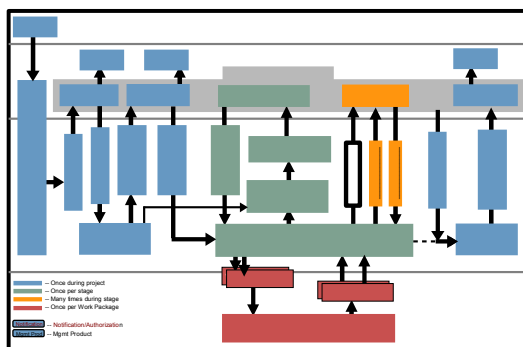




The PRINCE2® Process Model

A wonderful introduction to PRINCE2

By Frank Turley
Bizness Academy



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About this book

The main objective of this course is to provide an introduction to PRINCE2® using the PRINCE2 Process Model. The idea for this book came from the questions I received from people trying to learn PRINCE2.



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About US

We do hope you enjoy this overview of the PRINCE2 Process Model from Bizness Academy.

Our objective is to promote the learning, use and practice of PRINCE2 around the world.

ezyBAO stands for easy Bizness Academy Online and is the community site from Bizness Académie SAS which is an Accredited Training Organization (ATO) and is as such authorized by the APM Group Ltd (in the UK) to organise and deliver accredited PRINCE2 trainings and examinations.

We provide an easy-to-use training which simplifies access to knowledge and its application in a real project environment.

PRINCE2 is used by numerous organisations of all sizes around the world from the Public and Private sectors alike. There are many providers for both training and consultancy on the subject and it is supported by a community of thousands of users.

Bizness Académie SAS operates a series of websites which you can use to find further information about the subject covered in this Book.

The PRINCE2 Process Model

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1 The PRINCE2 Process Model

1.1 Course Objectives – Classroom Preparation Course

The main objective of this course is to provide an overview of the PRINCE2 Process Model. The PRINCE2 manual is excellent and describes each element of PRINCE2 in great detail. It is easy to read and it is also a very good reference manual, also the PDF version is easier to search for desired subjects.

The majority of people who start to study PRINCE2 by first reading the PRINCE2 manual have the following feedback,

- They would like to understand the normal path of a project
- How a project begins and the steps until the project closes
- How all the processes fit together and how the outputs from one process are the inputs to another.

This course therefore provides a high-level overview of PRINCE2 using the Process Model. It is possibly the best introduction to PRINCE2 as you will be able to follow the path of a typical project and revise your knowledge of PRINCE2 : for example by drawing the Process Model diagram and explaining it in your own words.

I have included some exercise sheets (see our website), so you can practice drawing the PRINCE2 Process Model and filling in the missing information. Once you are able to draw the complete model, then you will have an excellent grounding in PRINCE2 and will find it much easier to take the Foundation or Practitioner courses.

1.2 Course Contents

This book is also available in a podcast format and the podcast version takes about 60 minutes. This book covers the following points :

- the trigger to start a project
- the steps when starting a project and who does what
- which documents are required
- when certain documents are created and by whom
- an overview of the major roles in the project
- how the project moves from startup, to initiation, to stages until the project is closed
- the typical inputs and outputs for each process
- how the project board controls the project
- etc...

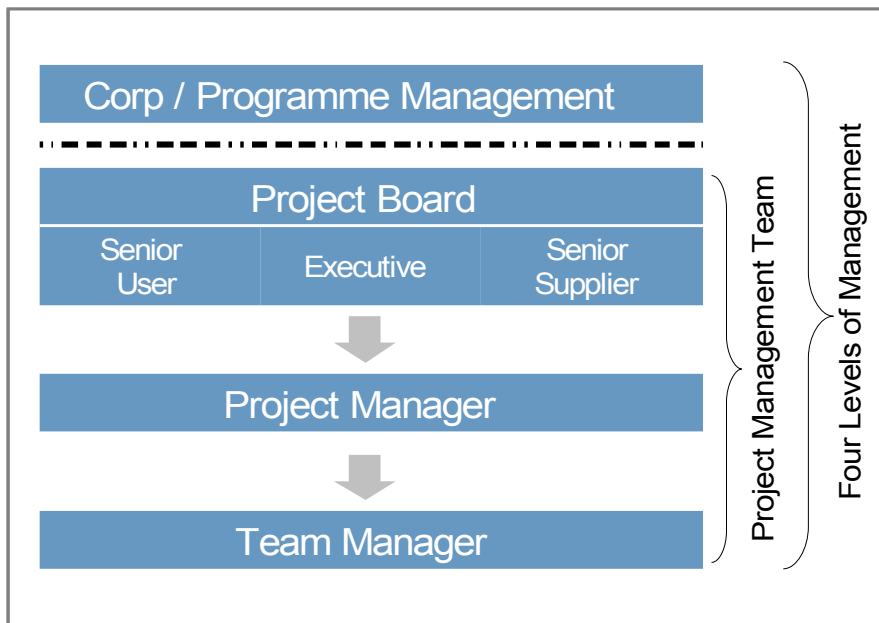
2 Organization

2.1 Project Organization Introduction

Before we start the Process Model Introduction, it is necessary to take a brief look at the Project Organization as these terms are used during the rest of this course.

This is a very simple overview and the diagram shows the four levels of a **Project Management Structure** (also called Project Organization).

The **Project Management Team** has just three levels, the top level is the Project Board level and the lower level is the Team Manager level. The project team is a temporary structure, it is created for the project and is disbanded once the project is completed.



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Fig 2.1 Project Management Structure / Project Organization

At the top of the Project Management Structure, you have the Corporate or Programme Management Level, this level is outside the project, so they do not participate in the project and therefore is not part of the project team. More and more companies now have PMO's which stands for Programme Management Office and can also have other names like Program Office, Project Office, etc...

The Project Board is responsible for the success of the project and have the necessary authority to take decisions and approve all major plans for the project. They approve the completion of each stage and authorize the start of the next. We refer to this as **Directing a Project**.

2.1.1 What is a Programme?

A programme is a temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of **related projects and activities** in order to deliver outcomes and benefits related to the organization's strategic objectives.

That is what you call a long definition, so a simpler way to think of this is:

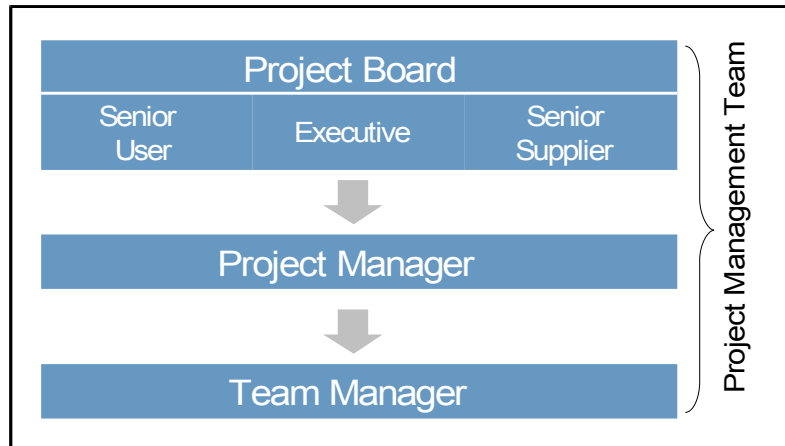
"a programme is a group of related projects in an organization"

If there is no programme in place, Corporate Management will be the top layer. This is the term that PRINCE2 uses to refer to a higher level of management in a company.

2.2 Organization Roles

The Project Board has three Roles, which are:

- The Executive, The Senior User & The Senior Supplier



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Fig 2.2 The Project Management Team

2.2.1 The Executive Role

The Executive is the main responsible for the project and is supported by Senior User and Senior Supplier. The Executive represents the business interests of the project and owns the Business Case and the role of the Executive gives a single point of accountability for the project.

Usually the Executive is responsible for designing and appointing the project management team, including the rest of the Project Board and Project Manager.

2.2.2 The Senior User Role

The Senior User represents the user interests and is responsible for the specification. They specify the needs of the users and check that the final products meet the required specification and their main concern throughout the project is **“Will it work?”**

The Senior User also specifies the expected benefits at the start of the project and reports to the Project Board on the benefits that are being realized during the project.

2.2.3 The Senior Supplier Role

The Senior Supplier represents the interests of those designing, developing, facilitating and implementing the project's products. Their main concern throughout the project is **“Can it be done?”** and whether it can be done within the agreed time, cost and quality requirements.

2.2.4 The Project Manager Role

The Project Manager is appointed by the Executive with approval from Corporate or Programme Management. The Project Manager runs the project on behalf of the Project Board on a day to day basis and has the responsibility to produce the required products to the required quality within the specified time and costs.

There are many different facets to the role of Project Manager, such as Communication – in fact it is estimated that more than 70% of a Project Manager's time is spent on Communication, but also Cost Management, Quality, Product Status, Changes, User Needs, Monitoring, Planning, etc...

2.2.5 The Team Manager Role

The Team Manager has the responsibility to produce the products that were assigned in Work Packages by the Project Manager and provide regular status reports on their progress, this allows the Project Manager to monitor their work. Team Managers create their own team plans to manage the development of the assigned products.

For small projects, Team Managers may not be required, so the team members will report directly to the Project Manager.

3 The PRINCE2 Process Model Diagram

3.1 Process Model Diagram Introduction

I presume you are looking at the Process Model diagram in color: At first the Process Model diagram might seem like a bit too much information all at once, But not to worry. This course will explain the different parts of the model and guide you through it step by step, starting with the project mandate document and ending with the "Closing a Project" process.

I suggest that you print out the full PRINCE2 Process Model diagram in color (A4 landscape) and refer to it while reading this book. You can download the PRINCE2 Process Model diagram from our website.

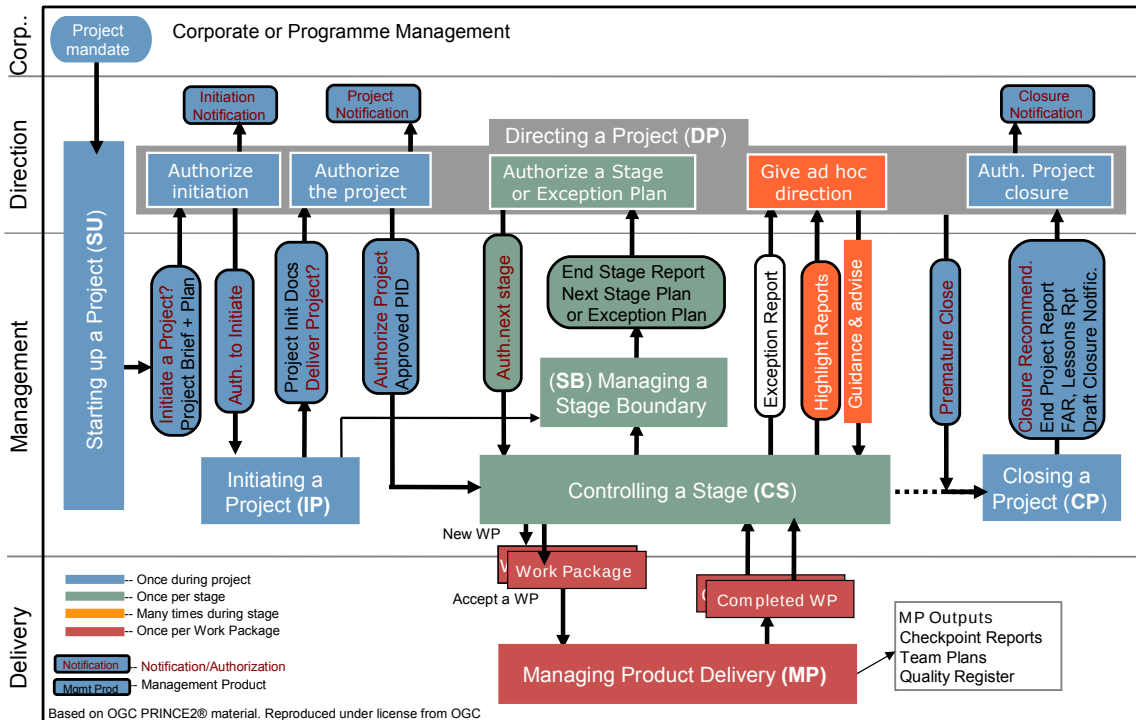


Fig 3.1 The PRINCE2 Process Model

3.2 Process Model Using Color

Due to the way the Process Model is normally shown, it is difficult to see that some processes are executed more than once. This just makes learning PRINCE2 more difficult as you try to identify the relationship between the processes.

I have therefore used colors to make this easier to understand:

Blue items

- All blue items are executed once in a project
- eg: Starting up the Project, Initiating a Project, create the Project Initiation Documentation, creating a Project Plan and Closing the Project

Green items

- All green items are executed once for each stage
- You can see from the diagram that Controlling a Stage and Managing a Stage Boundary work together
- So if a project has four stages after start-up, then the items in green are executed four times.
- There is just one exception that happens at the end of the final stage after all products have been delivered. The Closing a Project process follows the Controlling a Stage process, so Managing a Stage Boundary is not done at the very end of the final stage of a project.

Orange items:

- Orange items can be executed multiple times in a stage
- eg: A highlight report can be sent each week during a stage by the Project Manager to the Project Board
- And the Project Board can give Guidance and Instructions to the Project Manager at any time

Dark Red items

- Dark Red items can happen multiple times during a stage as the Project Manager can give Work Packages to a number of Team Managers
- A Team Plan can be created for each Work Package

Don't worry if you don't understand all these terms now, they will be explained in detail later in this book.

3.3 Four Management Levels

The Process Model shows four Management Levels.

Level 1: Corporate or Programme Management

The top level is the Corporate or Programme Management Level. You can see from the diagram that the only thing created in this level is the project mandate.

Level 2: Direction

The Direction or Directing Level is where the Project Board work. They interface often with the Management Level and provide the above level with a number of notifications. There are three notifications shown in the process model diagram.

Level 3: Management

The next level is "Management" and it is where the Project Manager works. It contains most of the activities and processes such as Initiating a Project, Controlling a Stage etc... So you can see from this diagram that most of the management activities for a project are done by the Project Manager.

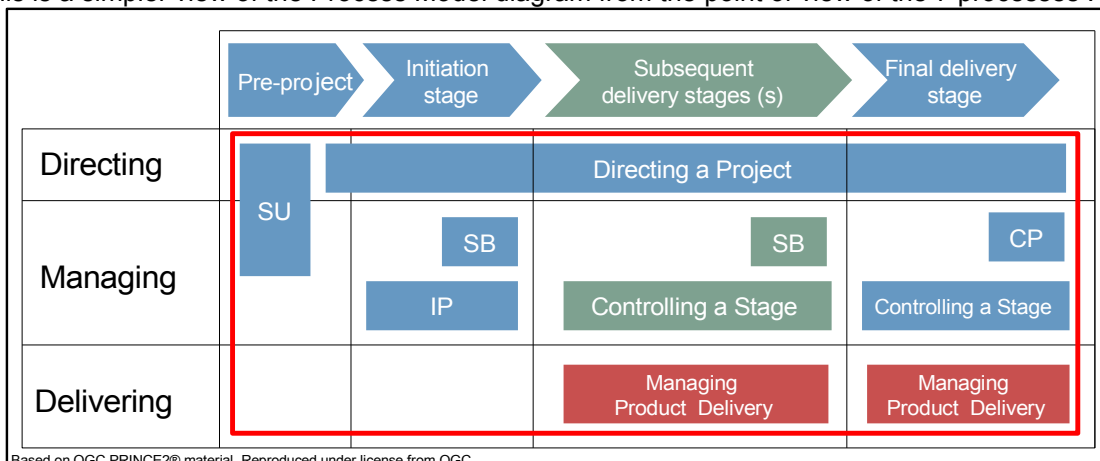
Level 4: Delivery

The bottom level "Delivery" is where the projects products are created. Remember all the products created above the delivery level are created just to manage the project, eg: Project Plan, Project Brief, etc... These are also known as **management products**.

All the products created in the delivery level by the teams are the products users want from the project, these products are the reason why the project was started. These are known as **specialist products**.

3.4 Process Model – Processes

This is a simpler view of the Process Model diagram from the point of view of the 7 processes :



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Fig 3.2 PRINCE2 Processes

Directing a Project (DP)

- This process is for Senior Management and this course will show how the senior management controls the project.

Starting Up a Project (SU)

- This is a very short pre-project process that gathers the necessary data to start the project

Initiating a Project (IP)

- This process examines the justification of the project and creates the Project Initiation Documentation which includes the Project Plan.

Controlling a Stage (CS)

- This process describes the Project Manager's day to day monitoring and control activities. This is where the Project Manager spends most of their time during a project

Managing a Stage Boundary (SB)

- This process provides a controlled way to complete a stage and plan the next one.

Managing Product Delivery (MP)

- This process delivers the products. It is where the products (specialist products) that the users will use get produced by the team members.

Closing a Project (CP)

- This process confirms delivery of the products and the Project Manager prepares the closure of the project.

3.5 Exercise Diagram

This book provides information on a number of exercise sheets (see Appendix A for more information) that you can use to test your knowledge during and at the end of the course. You can download these exercise sheets separately from our web site. Our objective with these exercises is to get you to draw the Process Model diagram.

If you can draw this diagram and are able to fill in both the notifications and products, then you will be able to answer many of questions in both the Foundation and Practitioner Exam.

This is also a good exercise to do before an exam or at anytime when to want to refresh your knowledge of PRINCE2.

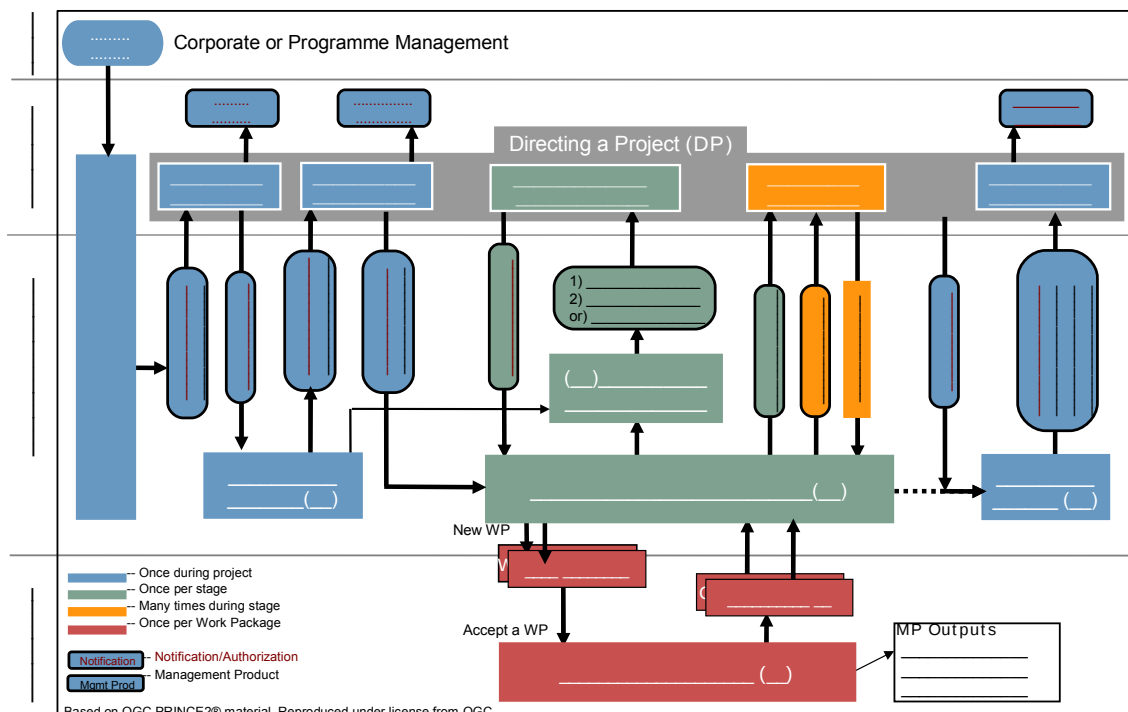


Fig 3.3 Exercise Sheet

4 The PRINCE2 Process Model

4.1 Pre-Project / project mandate

We will start by looking at what happens before the project begins.

A project mandate comes from a senior person in the organization. It may be referred to as a Project Request or a Project Proposal but the PRINCE2 name is project mandate.

As you can see from the diagram, the project mandate provides the input to the process “**Starting up a Project**” and is created before the project starts. In fact, the project mandate provides the trigger to **Starting up a Project**.

Sometimes a project mandate can be just a command, email or a memo but should eventually become a structured document and should contain the necessary information to help start the Project.

If the project is part of a **programme**, then the majority of the preparation work that would be normally done in the Starting up a Project process will most likely be supplied by the programme. So the Starting Up a Project process would be even shorter in a programme environment.

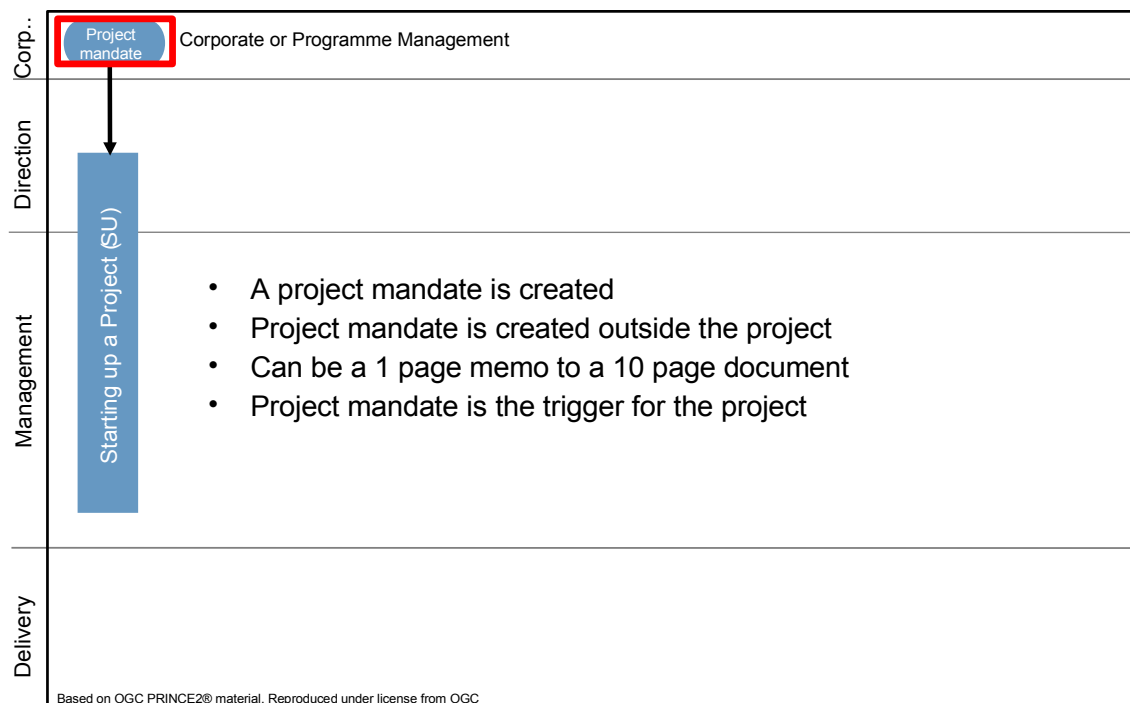


Fig 4.1 Project mandate

4.2 Project Mandate Contents

The project mandate can have a number of formats, it can be just a command or a one page memo or ten page document. The PRINCE2 manual states that the project mandate should identify the Executive and Project Manager and the project mandate may not necessary be a document.

Other information that may be included in a project mandate:

- The Main Objective of the Project
- The Business Case which describe the reasons for the project
- Project Scope in high level terms
- Customers quality expectations
- Information about the customer, eg: best practice for documenting requirements
- Information on related projects that may provide important feedback

The Starting up a Project (SU) process is ready to begin once the project mandate document is ready.

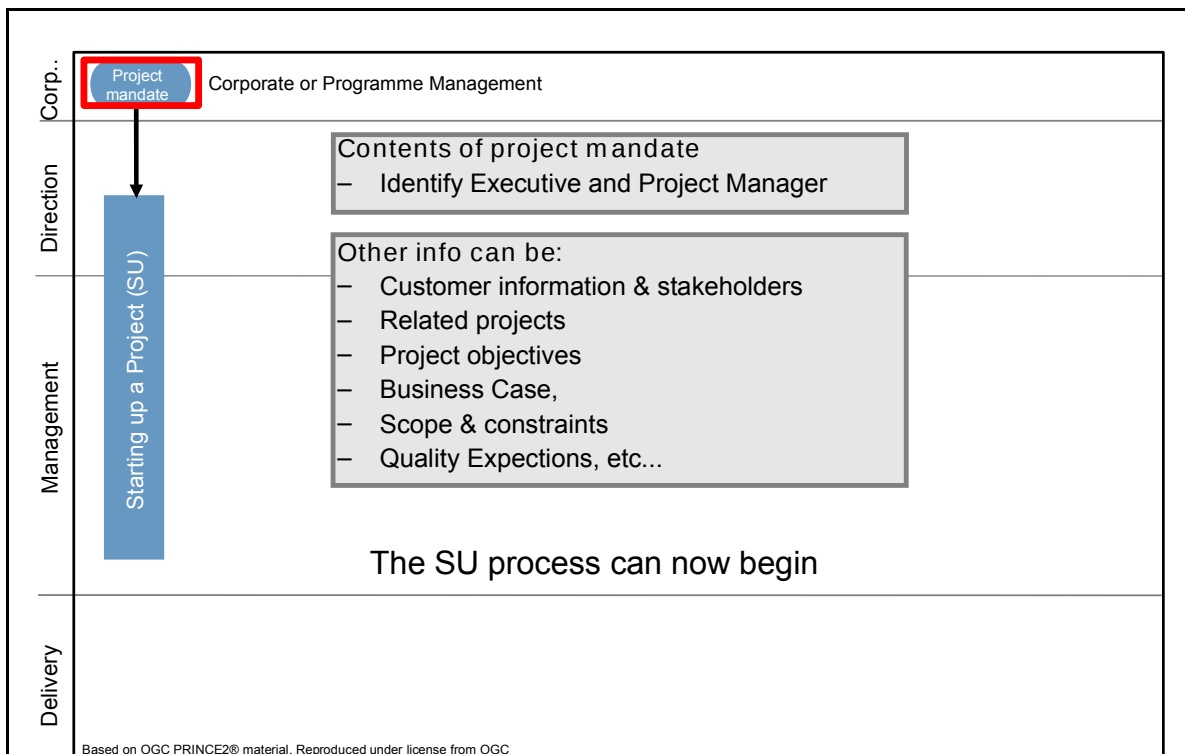


Fig 4.2 Project mandate contents

4.3 SU: Starting Up a Project

4.3.1 Starting Up a Project: Three main deliverables

The Starting up a Project process has three main deliverables:

1. The Project Brief which includes an outline of the Business Case
2. The Design and Appointing of the Project Management Team
3. The Initiation Stage Plan

The Starting up a Project process can be short. Its goal is to provide a structure to get the project off to a good start and it is made up of six activities:

1. Appoint the Executive and Project Manager
2. Capture Previous Lessons ie: from other projects
3. Appoint a Project Management Team
4. Create an Outline of the Business Case
5. Select the Project Approach and assemble Project Brief
6. Create a plan for the Initiation Stage

4.3.2 Starting Up a Project activities

1st Activity: Appoint the Executive and Project Manager

This is done by the Corporate or Programme Management. It makes sure that the best possible persons are selected and all sides have agreed on related responsibilities and job descriptions. The Executive and Project Manager will take immediate ownership of the project.

2nd Activity: Capture Previous Lessons

The project must learn from previous projects, other people and other sources. This is a very important point in PRINCE2 and its even one of the seven principles. The Project Manager will add useful lessons / advise to the Lessons Log for use in this project.

3rd Activity: Appoint a Project Management Team

The Project Manager will create the Roles and Responsibility descriptions including the estimated effort required for each role. The Executive will appoint the persons.

4th Activity: Outline the Business Case

The Executive creates an Outline of the Business Case. The Business Case is a very high level document and will be expanded later into a full Business Case.

For now, it addresses value for the business, company objectives, funding and risk information.

Also in this activity, the Project Manager creates the **Project Product Description**, to describe the main output of the project.

5th Activity: Select the project approach and assemble Project Brief

The Project Manager examines how best to approach the project using all available knowledge and also assembles the **Project Brief** document. There will be more about this later.

6th Activity: Planning an Initiation Stage

The Project Manager creates a plan for the **Initiation Stage** which will be the first stage of the project. This plan will be detailed enough to be used as a day to day plan by the Project Manager.

It will include such information as, objectives, deliverables, costs, time, etc...

4.4 SU: project approach

The objective of the **project approach** is to gather the necessary data which will allow the Project Manager to determine such things as the timescale, the cost of the project, how the project can be controlled and how to manage quality.

This will be done by the Project Manager with **a lot of assistance** from other people, such as experts (also known as subject matter experts) who may or may not have been assigned to the project and who have the necessary knowledge.

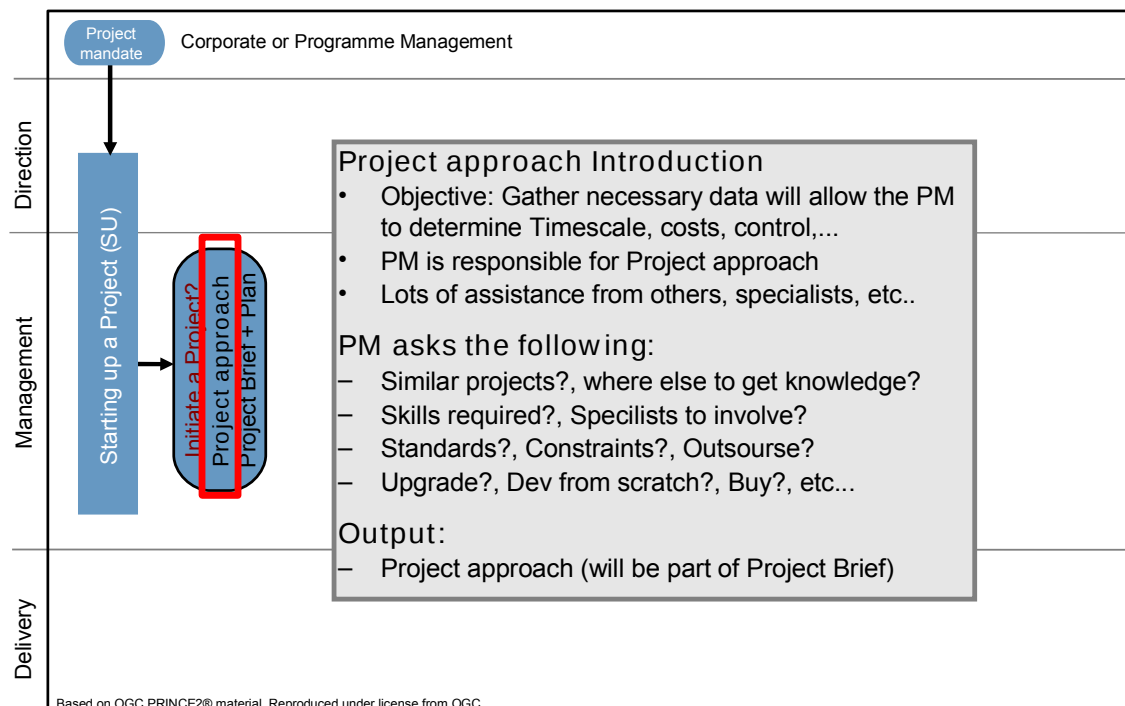


Fig 4.3 project approach

Project approach Actions

- The project approach will examine how to go about the project by looking at existing information by asking the following questions:
 - Are there similar projects to learn from?
 - What other knowledge and skills are required for the project?
 - What standards to be used?
 - What are the constraints?
 - What training is required?
 - Should parts of the project be developed in house or outsourced?
 - Should we build from scratch or update an existing product?

- How will maintenance be done in the future?, etc...
- The Project Manager decides on the best approach for the project by looking at all available knowledge
- The output of the project approach will become part of the **Project Brief**

4.5 SU: Assemble Project Brief

The Project Brief document is used to provide the necessary information to the Project Board, it is used to decide if the project will proceed to the next stage which is the **Initiation Stage**. The Project Manager assembles the Project Brief using the information already gathered during the Starting up a Project process.

The information in the project mandate document provides the main guidance and direction for the Project Brief.

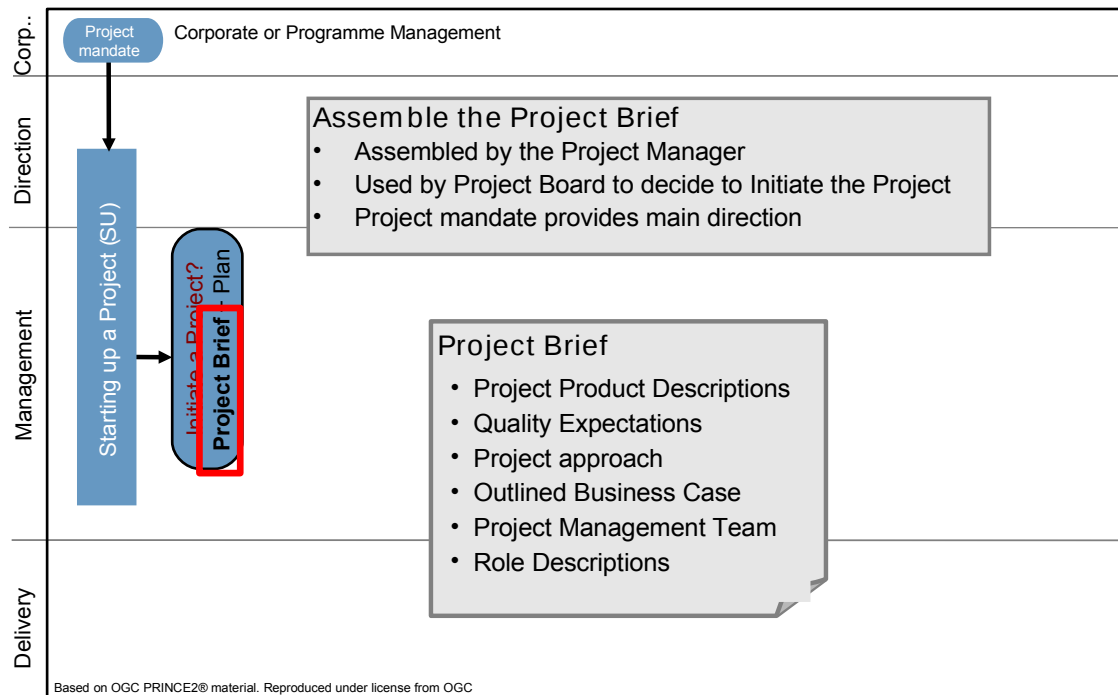


Fig 4.4 Project Brief

Project Brief Contents

The Project Brief contains the following information:

1. **Project definition** which includes:
 - the background, project objectives, project scope, tolerances, risks, desired outcomes, users who have interests in the project.
 - The project objectives (which is the desired outcome) and the project scope is taken from the project mandate document and updated
2. A detailed Project Product description which includes quality expectations
3. Outline of the Business Case which includes a summary of the known risks
4. The project approach
5. Overview of Team Structure and Role Descriptions

As you can see the Project Board will already have quite a significant amount of information about the project when they receive a copy of the Project Brief.

4.6 SU: Plan the Initiation Stage

4.6.1 Plan the Initiation Stage Tasks

Plan the Initiation Stage is the last activity in the Starting up a Project processes. It is time for a first question: What do you think is the main difference between the Starting Up a Project Process and the Initiation Process?

The Starting Up a Project process is the first check to see if there is a business reason to do the project while the Initiation Stage will plan the project.

PRINCE2 recommends the following tasks in this activity “Plan the Initiation Stage”:

1. Define Reporting and Control Arrangements for the Initiation stage
2. Produce **Stage Plan** and include time and cost data
3. Review the Risks in the Daily Log to assess their impact on the Initiation Stage

The **Stage Plan** is created by the Project Manager, is reviewed by the Senior User and approved by the Executive.

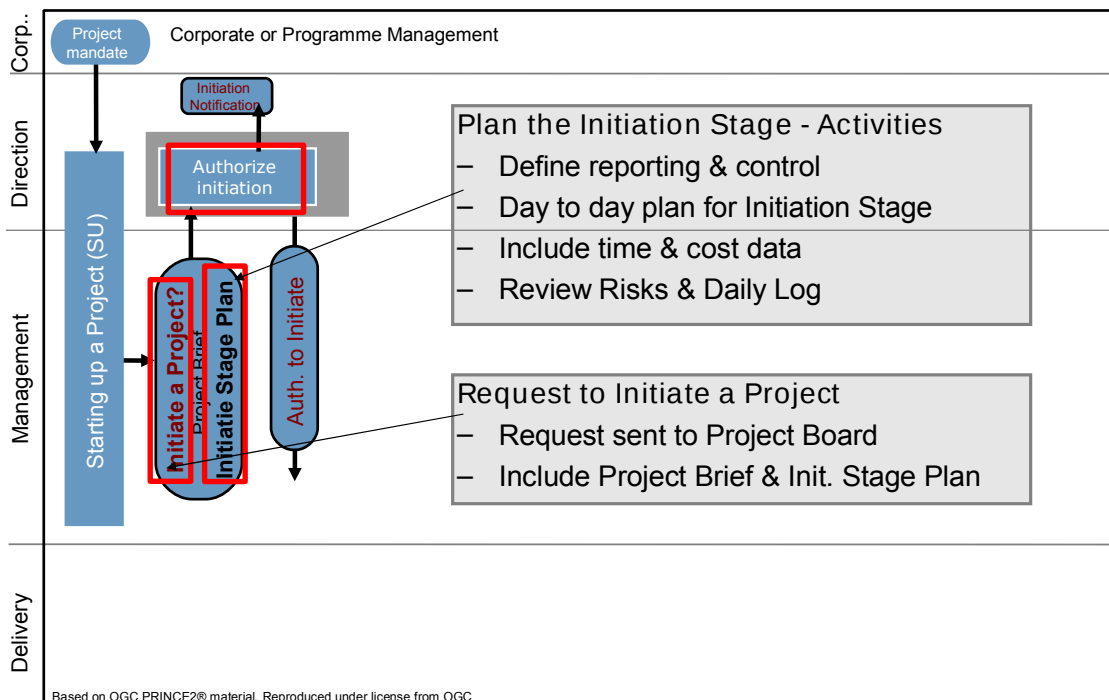


Fig 4.5 Initiation Stage Activities

4.6.2 Request to Initiate a Project

Once the Project Brief and Initiation Stage Plan are ready, the Project Manager will ask the Project Board if they can continue to the Initiation Stage. The name PRINCE2 gives to this request is “**Request to initiate a project**”.

A lot of activities are done here in this Starting up a Project process but if the command to start the project came from a programme, then most of the Project Brief information would already be provided by the programme. So the only activity to do in the Starting up a Project process would be to create the Initiation Stage Plan.

As you can see from the diagram (Fig 4.5 Initiation Stage Activities), all documents and the Request to proceed are sent to the Project Board activity “**Authorize initiation**”.

4.6.3 DP: Authorize initiation

The activity Authorize initiation is the first activity for the Project Board and is the first decision (also called a control point) they have to take.

The Project Board will review the **Project Brief** and the **Initiation Stage Plan**, they will check if there is a business case and if the project is worth doing for the organization. So they will look for the following information:

- Project objectives and the project scope
- The project product description (this is important for the Senior User)
- Outline of the Business Case

- Overview of known risks
- The project approach
- Overview of team structure and role descriptions
- Initiation Stage Plan (deliverables, cost, risks)

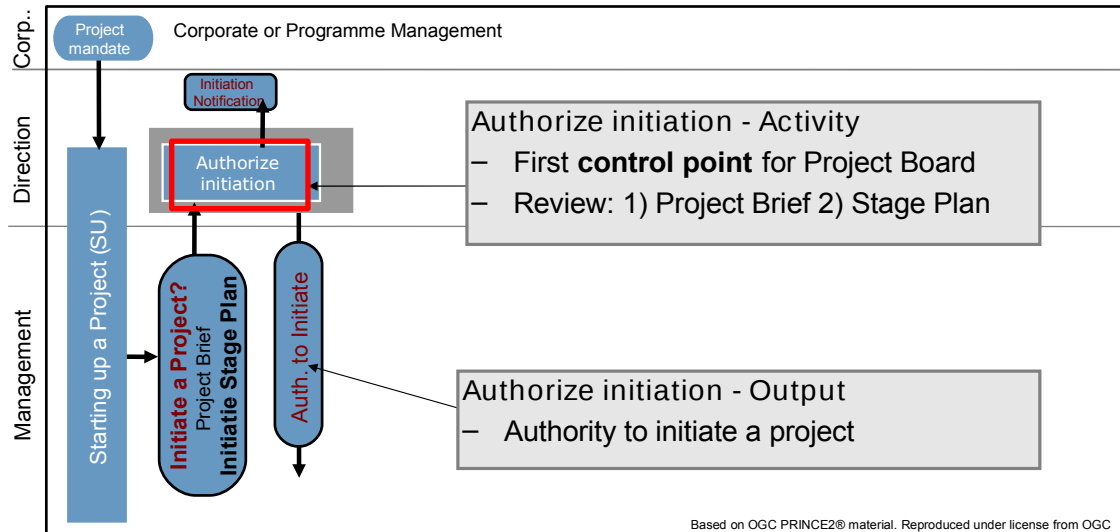


Fig 4.6 Authorize initiation

If all looks OK and they wish to continue, then they will issue an authorization, this is called “**Authority to Initiate a Project**” so the project can continue to the Initiation Stage.

4.7 IP: Initiation Stage

4.7.1 Initiating a Project Process introduction

In the above heading I have used the terms “Initiation Stage” and “Initiating a Project Process “. This can be a bit confusing so let me explain.

- Initiating a Project process refers just to the process Initiation a Project process
- Initiation Stage is bigger and refers to all the work that has to be done in the Initiation process and the first Managing a Stage Boundary process.

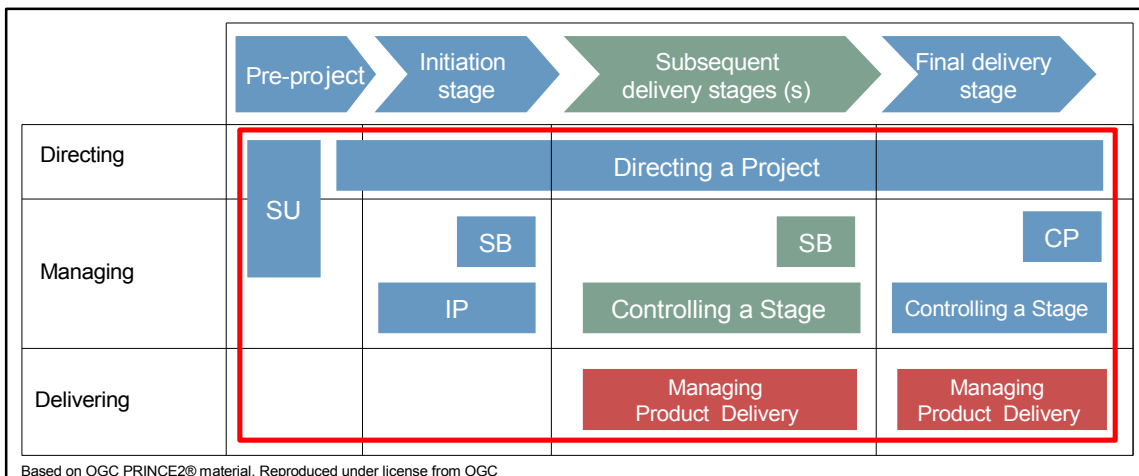


Fig 4.7 Initiation Stage

As you can see from the diagram (figure 4.6), the Initiating a Project (or IP) process is triggered by the Project Board. This IP process is usually short especially when compared to the rest of the project. But it is perhaps the most important stage as it describes what has to be done by the project and therefore should not be rushed.

The purpose of the IP process is to understand the work that needs to be done to deliver the required products and to produce the project plan. So there are a number of good questions to ask about the project and these are the most common:

- What are the **reasons** for doing the project, the **benefits** and **risks**?
- The **scope** – what is to be done and not to be done?
- When can products be delivered?
- How to ensure that quality will be achieved?
- How risks, issues and changes will be identified and followed up?
- How PRINCE2 will be tailored to suit the project?, etc...

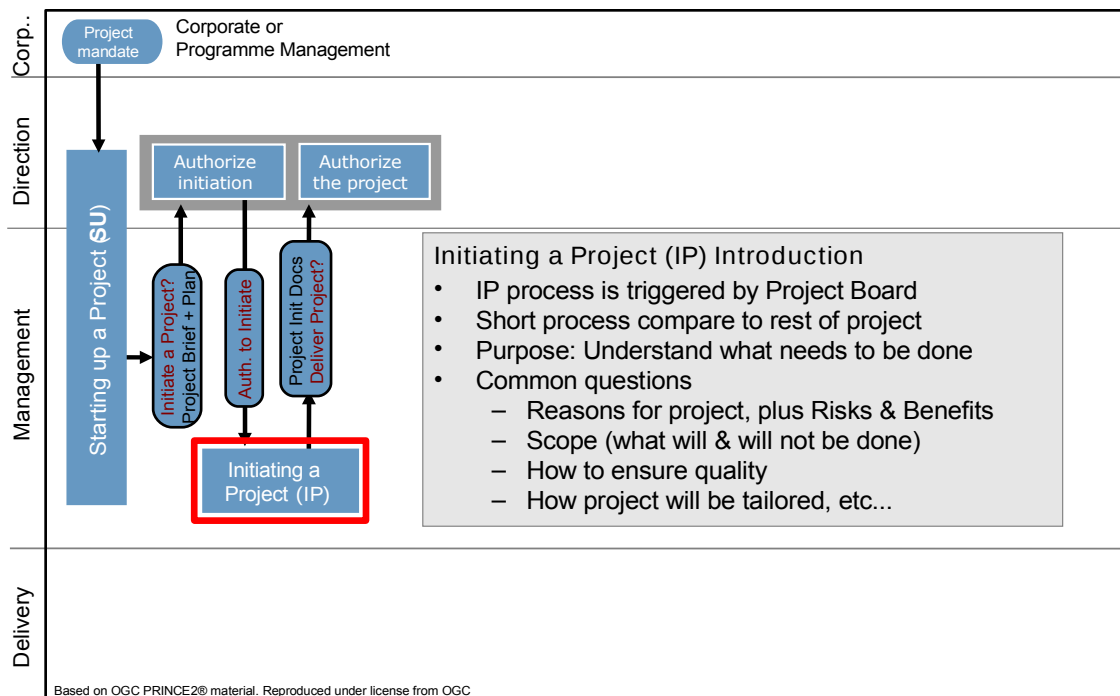


Fig 4.7 Initiating a Project

4.7.2 Initiating a Project Process – 8 Activities

What do you think the eight activities are?

Here is a good way to remember: First the creation of the four strategy documents, the Project Control, Project Plan and Business Case and lastly assemble the PID. I will list the activities and comment on each of these.

1. Prepare the Risk Management Strategy
 - this will define how to manage risk during the project
2. Prepare the Configuration Management Strategy
 - this will define how to manage the products produced during the project
3. Prepare the Quality Management Strategy
 - this will define how to ensure quality during the project
4. Prepare the Communication Management Strategy
 - this will define how and when the project will communicate to stakeholders
5. Set up Project Controls
 - this will define how the Project Board can control the project and how the Project Manager can control the work done by the teams, etc...
6. Create the Project Plan
 - which covers costs; time scales, risks, quality plan, deliverables, etc...
7. Refine the Business Case
 - which means to complete the Business Case document
8. Assemble the Project Initiation Documentation
 - which is to collect and assemble documents and information from the documents created so far in the SU and IP processes.

The very last thing a Project Manager will do in the Initiation process is to send a request to the Project Board, this is a request to **Deliver the Project**.

4.8 IP: Project Initiation Documentation (PID)

4.8.1 Project Initiation Documentation

The Project Initiation Documentation becomes a common understanding for all points related to the project. It provides a solid base for the project, makes all parties clear about what the project is intended to achieve and their responsibilities. So this provides the what, why, who, how, when and cost of the project.

The documentation provides the necessary information for the Project Board to decide to continue with the project. If the project proceeds then the Project Initiation Documentation will be baselined meaning that it will be dated (time stamped) so it can be used in the future to check project performance compared to the original forecasts.

The last task done by the Project Manager in the Initiation Stage is to request to **Deliver a Project**, this request is sent to the Project Board.

4.8.2 Project Initiation Documentation Contents

The Project Initiation Documentation is a collection of most of the documents produced so far in both the SU and IP processes.

- First of all we have the project approach and project definition which contains a lot of information about the project and is extracted from the Project Brief
- The Project Management Team Structure which includes the Roles Descriptions
- The Business Case which includes the time and cost information from the project plan
- The four management strategy documents which are Quality, Configuration Management, Risk and Communications
- The Project Plan which contains information on time scale, costs, resource requirements, products that will be produced, risks, tolerances, controls, quality, etc...
- The Project Controls document which describes how the project will be monitored and controlled, tolerances between the different management levels, number of stages, ..
- And how PRINCE2 was tailored to suit the project

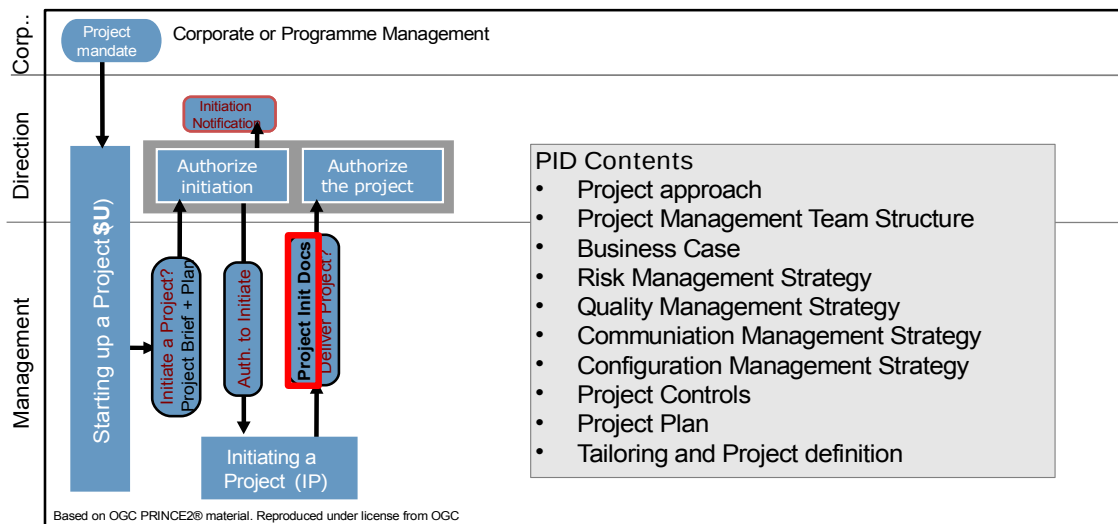


Fig 4.8 PID Contents

4.9 SB: Managing a Stage Boundary after the Initiation Stage

This is the first Managing a Stage Boundary process and this process normally happens after each Controlling a Stage process or each stage.

The objectives for the Managing a Stage Boundary process are:

- To assure the Project Board that all products in the Stage are produced and approved.
- If it is a large project you can create a Lessons Report from the lessons log. This is optional.
- Create the End Stage Report, to show what has been completed in the current stage compared to the Stage Plan
- Create the Next Stage Plan

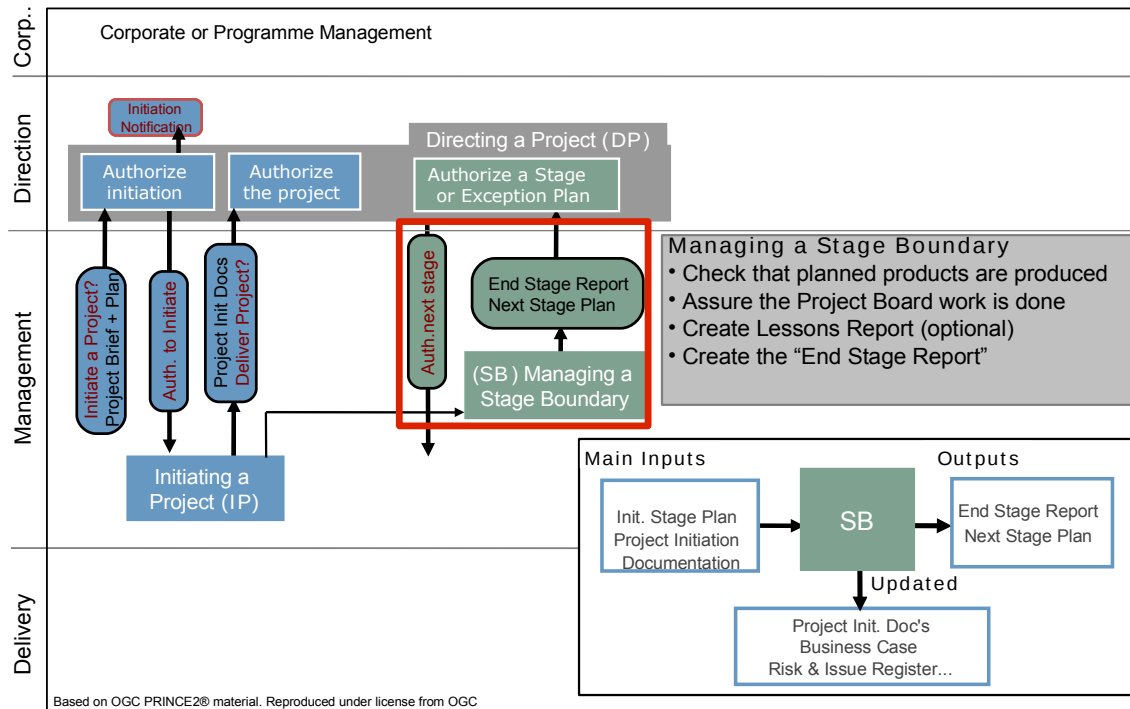


Fig 4.9 Managing a Stage Boundary process after IP

Inputs:

The main inputs are:

- the Project Initiation Documentation to compare with Initiation Stage Plan
- the Initiation Stage Plan
- and of course all the register files (Quality, Issue, Risk)

Outputs:

The Stage Boundaries outputs are:

- the End Stage Report (a report on the stage just completed, the Initiation Stage)
- the Next Stage Plan

4.10 DP: Authorize the project

Authorize the project is the 2nd control point and 2nd Activity for the Project Board. The end of the Initiation Stage is the trigger for the “Authorize the project” activity. The Project Board confirms the projects objectives and the scope is clearly defined and understood. They can decide to stop the project, ask for further information or give authorization for the project to continue.

The “Authorize the project” activity has the following input and outputs:

Inputs

- Project Initiation Documentation
- Request to Deliver a Project

Outputs:

As you can see in the diagram, there is one authorization, one approval and one notification

- Authorization: Authorize the Project so the project can start
- Approval: Approve the Project Initiation Documentation
- Notification: To the Corporate or Programme Management that the project has started

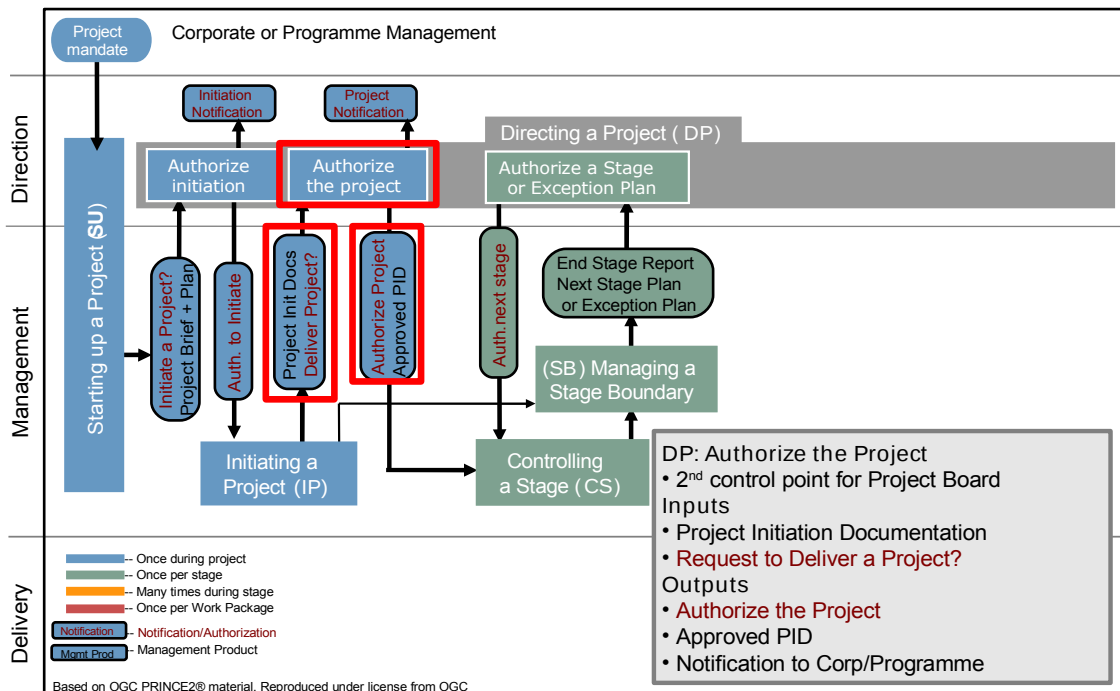


Fig 4.10 DP: Authorize the project

4.11 CS: Controlling a Stage

The process Controlling a Stage is where the Project Manager does most of their day to day work. As mentioned before, all items in green happen once during a stage and a project can have many stages. You can also see that most of the activity in the Controlling a Stage process happens in the Management Level.

The trigger for the “Controlling a Stage” process comes always from the Project Board Activity “**Authorize a Stage or Exception Plan**”.

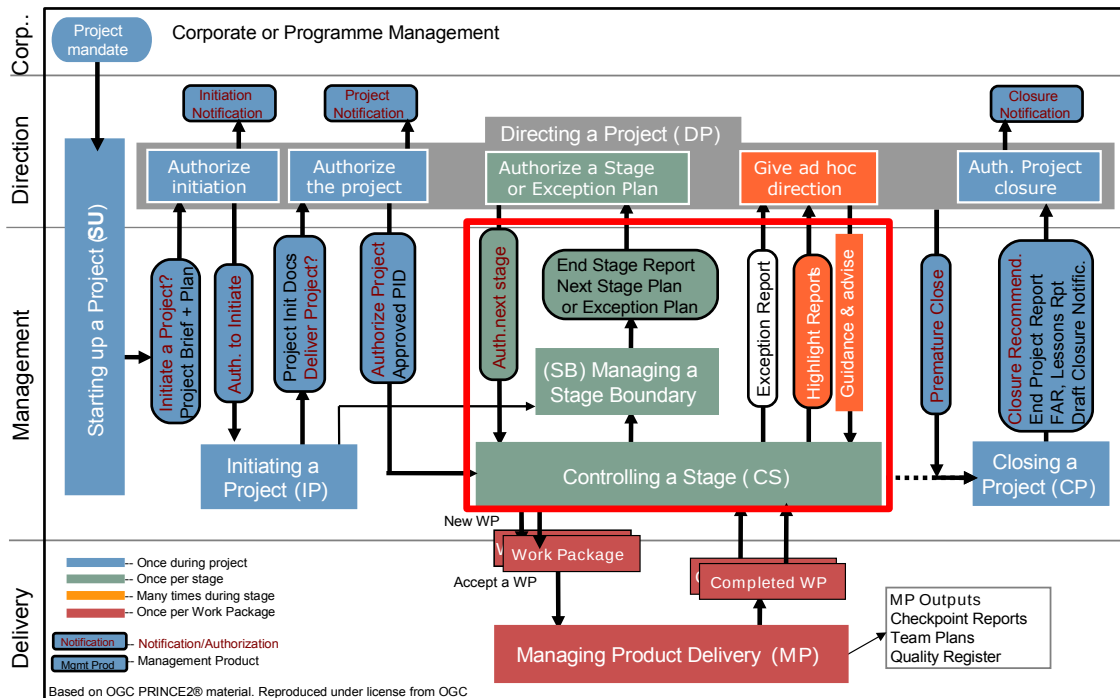


Fig 4.10 Controlling a Stage

Each Controlling a Stage process ends by triggering the process “Managing a Stage Boundary” expect for the last stage, which most of the time is directly followed by **the** Closing a Project process.

Next, I will describe the relationship between Controlling a Stage and Managing Product Delivery and the activity **Authorize a Stage or Exception Plan**.

4.12 CS: Controlling a Stage / Managing Product Delivery

4.12.1 Assign Work to Teams using Work Packages

The Project Manager allocates Work Packages to the Team Leaders. A Work Package contains information on one or more products to be developed which includes such information as product descriptions, planning data, constraints etc, and this becomes the agreement between the Project Manager and the Team Leader.

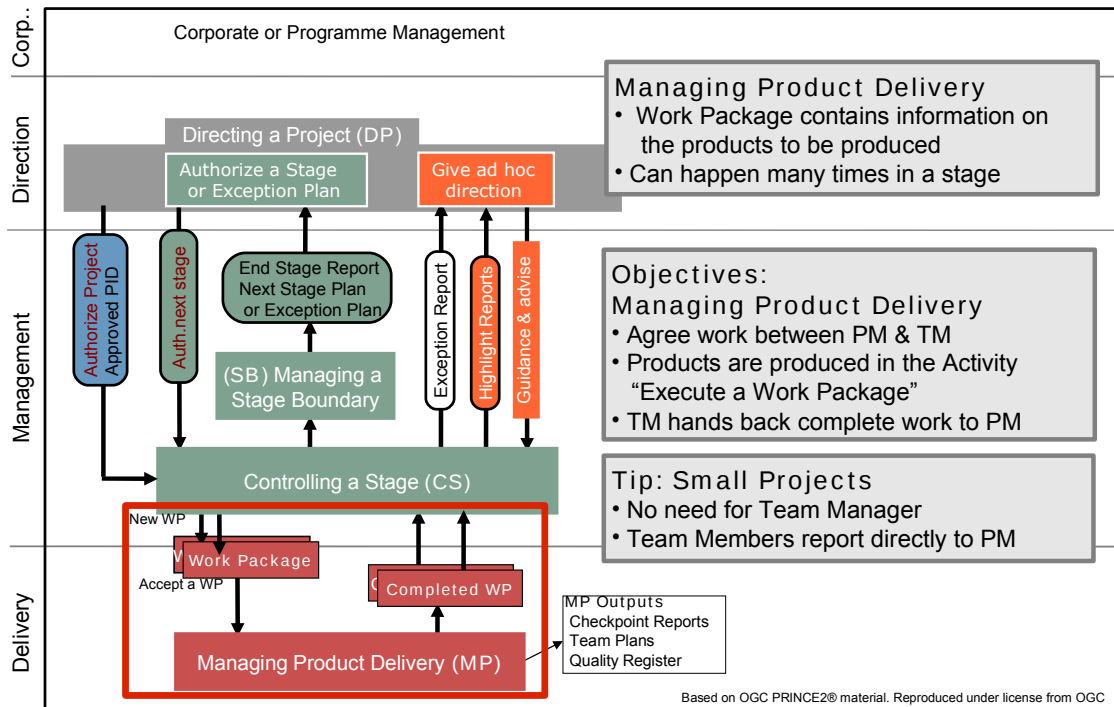


Fig 4.12 Managing Product Delivery

The activity "Authorize a Work Package" can happen many times during a single "Controlling a Stage" process. Other tasks for the Project Manager during the Controlling a Stage process are to Manage Quality, Manage Changes, Monitor Risks, Taking Corrective action, Reporting and communication.

4.12.2 Managing Product Delivery Objectives

The objectives of Managing Product Delivery are to:

- Agree the details of the work to be done between the Project Manager and Team Leader and make sure the Team Leader understands what they need to deliver
- Do the Work: meaning the Team Manager manages the development of the products and takes the necessary steps to ensure quality for each product
- Provide regular progress information to the Project Manager using Checkpoint Reports
- Handing back the completed work to the Project Manager and obtaining approval for each product after the work is done and quality checked.

Tip: For small projects, the team **members** (who do the work) will work directly for the Project Manager, so there will be no need for a Team Manager and this process will be less formal.

4.13 MP: Managing Product Delivery: Outputs

The Managing Product Delivery process can have four outputs which are: the Team Plan, the Checkpoint Reports, Quality Register and Completed Work Packages.

- **Team Plan:** This plan is prepared by the Team Manager in the activity “Accept a Work Package” and used to plan the work that will be carried out by the team members
- **Checkpoint Reports:** These are reports from the Regular Team Meetings lead by the Team Manager and given to the Project Manager
- **Quality Register:** The Quality Register is updated as each product is tested after development by the testers. The Quality Register is also used by the Project Manager to check on progress.
- **Completed Work Package:** This is the name given to the group of completed products that are handed back to the Project Manager.

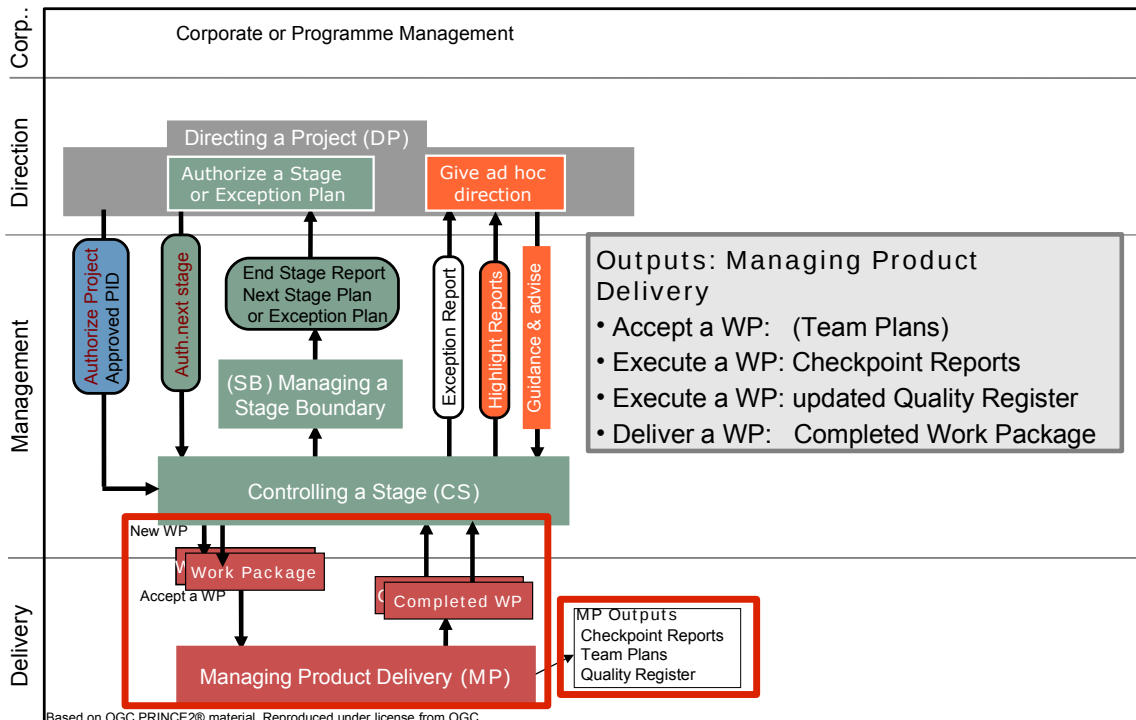


Fig 4.13 Managing Product Delivery outputs

4.14 CS: Controlling a Stage – Give ad hoc direction

The Controlling a Stage process has two main outputs which are inputs to the Project Board Activity “Give ad hoc direction”. Those two outputs are the **Highlight Report** and the **Exception Report**. There is also one input from the Give ad hoc direction activity which is “Guidance and Advice”. Here is a bit more these.

The Highlight Report

- This is a regular report on the stage progress. It is created by the Project Manager and sent to the Project Board on a time driven frequency, eg: each two weeks
- The report provides summary of the stage versus the stage plan and also information on tolerances, potential issues, products completed, next work packages, corrective actions, etc...

The Exception Report

- This report is only created if the current stage will not finish according to the plan and within tolerances, so the Project Manager must alert the Project Board.
- The Exception Report provides an overview of why the stage will most likely go out of tolerance and then includes different options to get the project back on track and assesses the impact on the business case as this issue will most likely increase the costs of the project

- The Project Manager recommends one of the options in the Exception Report to the Project Board.

Note: If the Project Board agree with the Exception Report (if they agree with the recommended options or one of the other options) they will request an **Exception Plan** which will replace the current Stage Plan and therefore allow the Project Manager to complete the current stage.

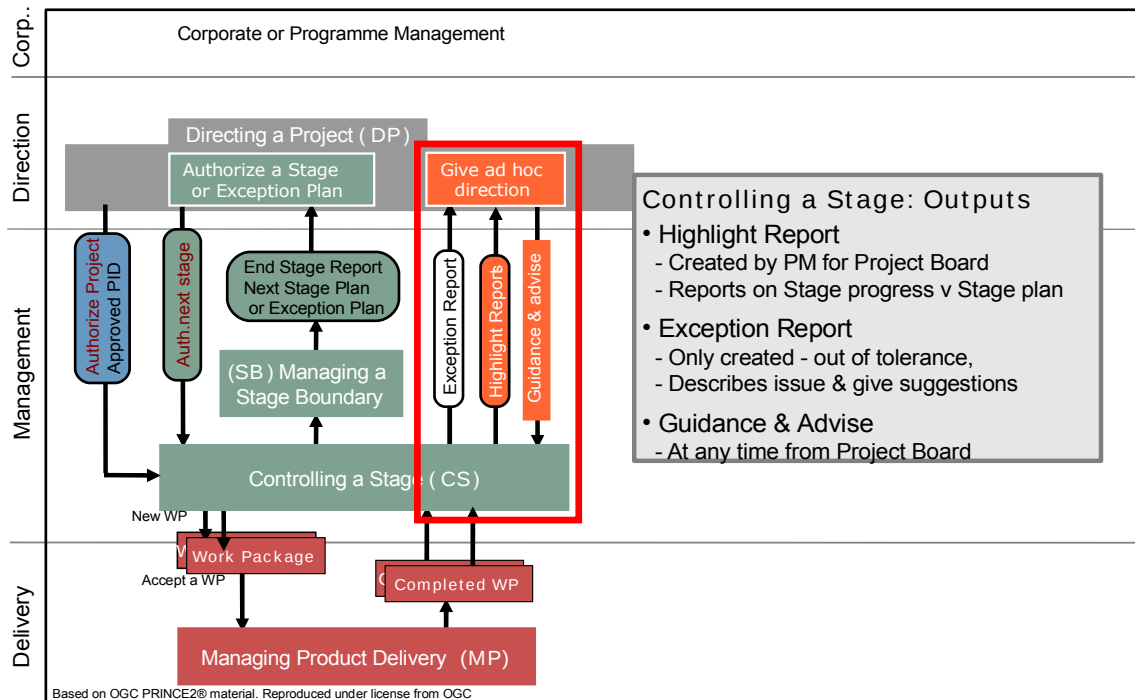


Fig 4.14 Controlling a Stage outputs

Guidance and Advice

- The project board can provide guidance and advice at any time during the project
- This can also be an answer to an issue/question that was perhaps raised by the Project Manager in the Highlight Report.

4.15 CS: Project Manager day to day activities

Before we move to the Managing a Stage Boundary process, let us look at the different activities that are done by the Project Manager in the Controlling a Stage process.

There are eight activities within the Controlling a Stage and they are divided into three parts which also describe what the Project Manager does:

1. Deal with Work Packages
2. Do Monitoring and Report
3. Deal with Issues and risks

- The Work Package activities are:
 - **Authorize a Work Package** – meaning assign and agree with the Team Manager, so the Team Manager knows what to do, creates their team plan, etc...
 - **Review Work Package Status** – check on work package progress so read Checkpoint reports and check the Quality Register
 - **Receive Completed Work Packages** – which is to receive the completed products back from the Team Manager and confirm they have been quality checked and stored as described in the configuration management document
- The Monitoring and Reporting activities are:
 - **Review the stage status** - continually compare the stage status to the stage plan – so checking if the stage is still on track and if anything is likely to effect this

- **Report Highlights** – Create Regular reports to the Project Board to let them know how well the stage is going according to the plan

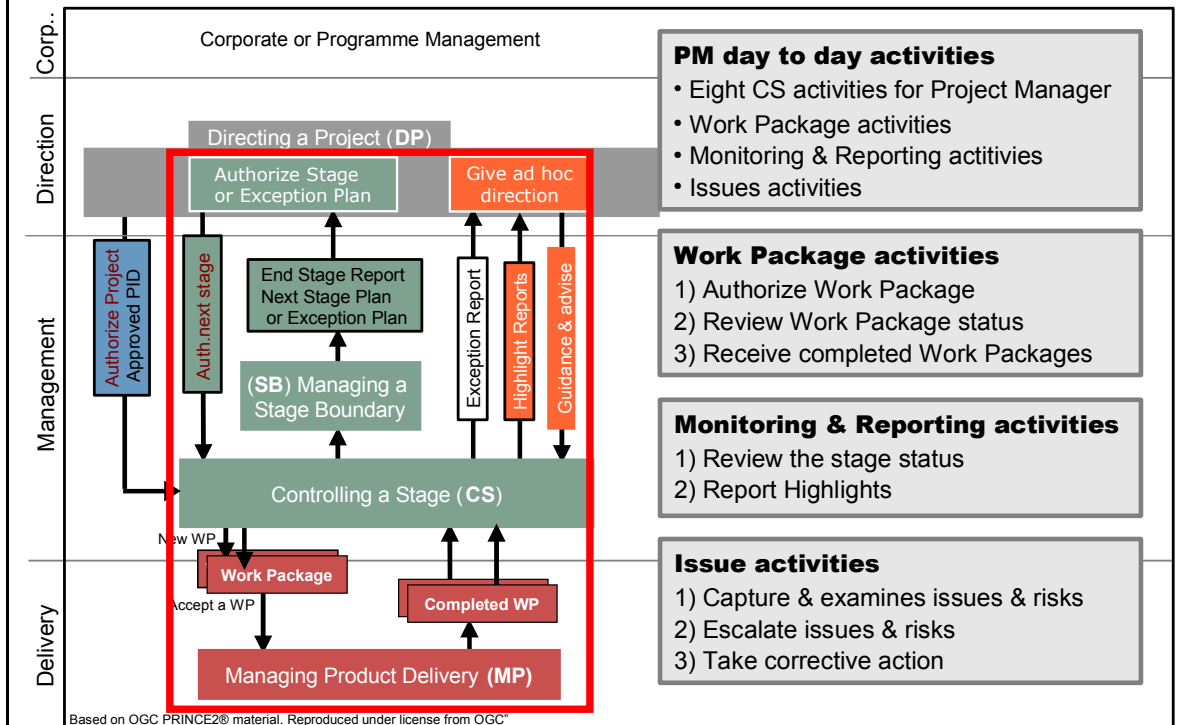


Fig 4.15 CS: Project Manager day to day activities

- The Issues and risks activities are:
 - **Capture and examine issues and risks:** Any person can raise an issue and the Project Manager must gather and review them. Reviewing also includes categorizing and assessing the impact of each issue
 - **Escalate issues and risks:** – If there are issues to report or if the stage is expected to go out of tolerance then create an Exception Report and send to the Project Board
 - **Take corrective action** – Normally Taking Corrective Action is used when extra work has to be done to solve an issue and the stage can stay within tolerance.

As you can see we have already covered four of these in the previous slides. One final comment, these activities can be done numerous times by the Project Manager and there is no set order.

4.16 SB: Managing a Stage Boundary

4.16.1 Managing a Stage Boundary and Objectives

The Managing a Stage Boundary process provides the information to the Project Board about the current status of the project at the end of **each** stage. This process happens after all the work in the current **stage plan** has been completed and before the next stage can begin.

The Stage Boundary Objectives

The objectives of the Managing a Stage Boundary process are:

- To confirm to the Project Board which products have been produced in the current stage as documented in the stage plan and also update the **Project Plan** to show what has been done so far and forecast the planning for the next stage
 - So you see the Project Plan is a living document (kept up to date)
- To provide the Project Board with information so they can:
 - Assess the viability of the project – meaning checking that it still worth doing
 - Approve Stage Completion – which is to approve the stage (that was just done)
 - And Authorize the start of the next Stage

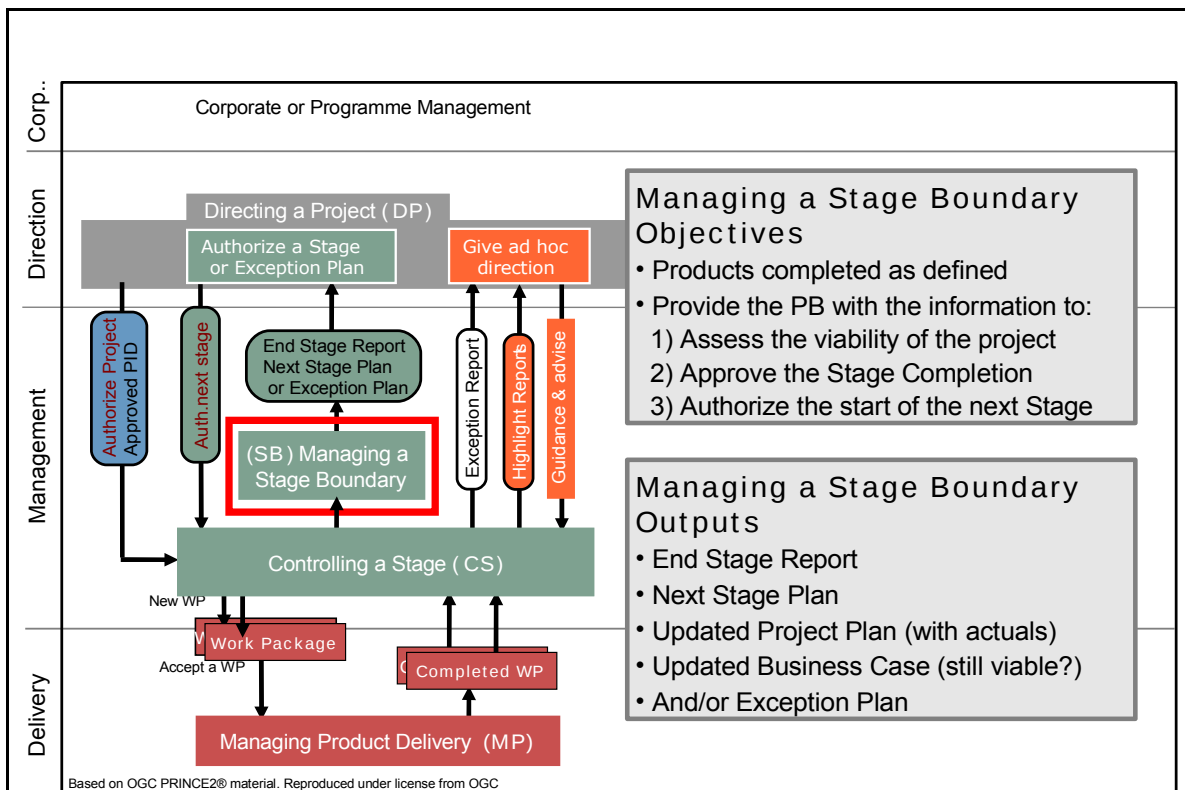


Fig 4.16 Managing a Stage Boundary objectives and outputs

It is also necessary to record any information or lessons that can help in later stages of the project or other projects and update what we refer to as the dynamic documents such as Business Case, Risk Register, Issue Register and the Project Plan.

If the stage is expected to go out of tolerance then create an **Exception Plan** and give it to the Project Board.

4.16.2 Managing a Stage Boundary Outputs

The main outputs of Managing a Stage Boundary are the **End Stage Report**, the **Next Stage Plan** and the update to the **Project Plan** and **Business Case**. And as you now know, the **Exception Plan** will be created instead of the Next Stage Plan.

I will now briefly explain these:

- **The End Stage Report** provides a detailed report on the results of the current stage by comparing the performance of the stage to the original stage plan used at the beginning of the stage
- The **Next Stage Plan** is a detailed day to day plan for the next stage and needs to be approved by the Project Board
- The stage plan for next stage is created near the end of the current stage so this means that the Managing a Stage Boundary process starts before the end of the Controlling a Stage process.
- The Project Plan is updated to incorporate the actual progress from the current stage and it should also include the forecast planning for the next stage and should update time and cost data

The Business Case: The end of each stage is a good time to update the Business Case and check if the project is still viable and worth doing. The Project Board is also interested to know that the benefits of the project can still be realized within the agreed parameters which are time, cost, quality, risk and scope.

The Exception Plan: This plan is only created when the current stage goes beyond its tolerance level (eg: taking 15% longer than planned) and the Project Manager must therefore get authorization to complete the current stage.

4.17 DP: Authorize a Stage or Exception Plan

4.17.1 Authorize a Stage or Exception plan

The Authorize a Stage or Exception plan activity is another important control point for the Project Board. They will review the data provided by the Project Manager and decide if the project should continue to the next stage.

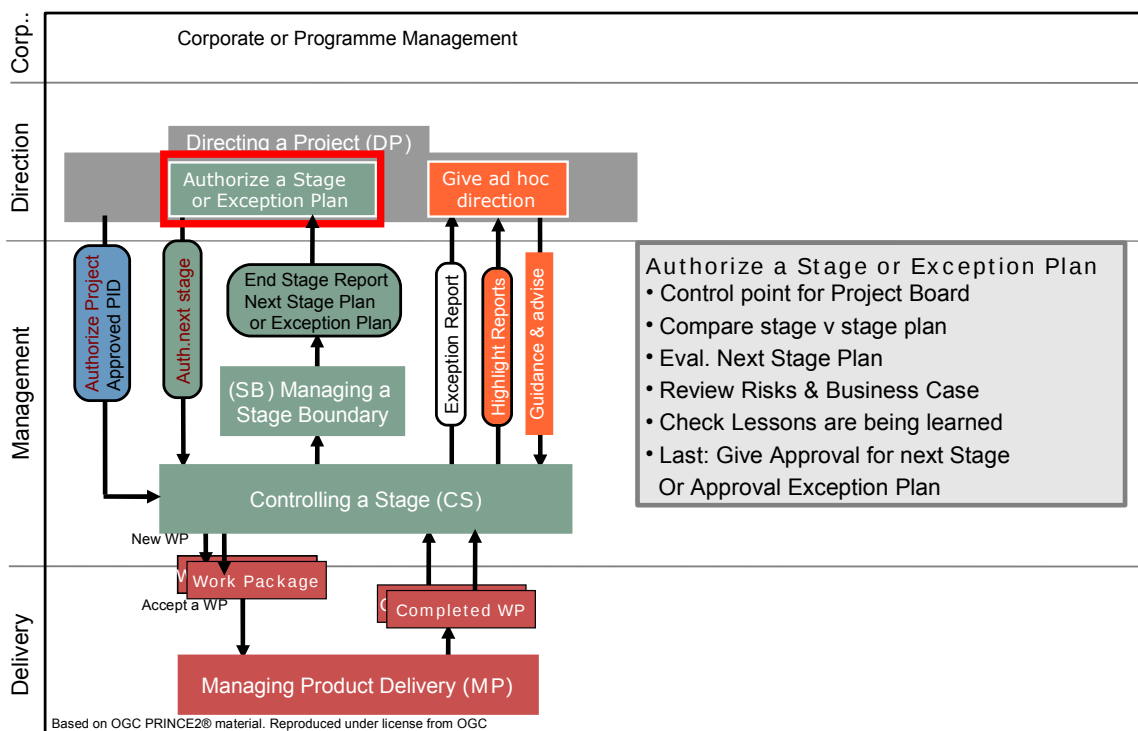


Fig 4.17 Authorize a Stage or Exception Plan

The Project Board will therefore do the following:

- Compare actual results of the current stage against the Stage Plan
- Check performance of project to date. They can use the baselined Project Plan for this
- Evaluate the next Stage Plan
- Check the risk summary
- Review the Business Case, they will check if the Business Case is still valid
- Check that lessons are being learned and they are used in future stages
- And lastly they can choose to give approval for the next Stage Plan, this is the Authorization for the next stage to begin or approve the Exception Plan.

Tip: Smaller Projects

For smaller projects this process can be a lot less formal. Example: The Project Manager can arrange a meeting with the Executive and the above activities will be carried out during the meeting.

4.17.2 Exception Plans - Authorize a Stage or Exception Plan Activity

If the plan submitted to the Project Board is an **Exception Plan** and not a Next Stage Plan, then the Project Board will do the normal tasks in the “Authorize a Stage or Exception Plan” activity, but **the plan** they will approve will be the **Exception Plan** if they wish for the current stage to be completed. The Project Manager can then go back and complete the current stage.

4.17.3 Last Controlling a Stage Process

Normally the project would continue to the next stage and this cycle would continue until all stages have been completed and the necessary products have been produced.

So lets assume that we have done a number of stages and the project will go from Controlling a Stage to the Closing a Project process, as the Managing a Stage Boundary process is normally not used at the end of the last stage (except if an Exception Plan needs to be created).

4.18 CP: Closing a Project: Introduction and Objectives

4.18.1 Closing a Project and premature close

Normally a Project closes after all the products have been produced and delivered.

The Closing a Project process becomes part of the last stage and the Project Manager will take the necessary action to prepare for project closure but only the Project Board can actually close a project.

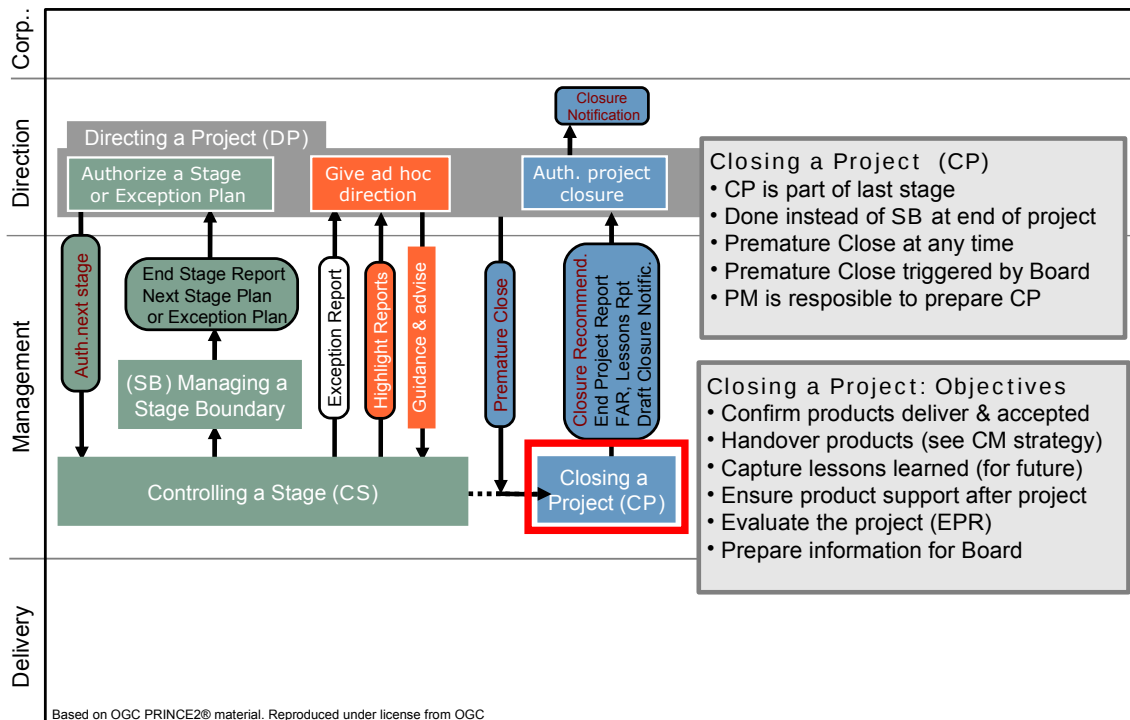


Fig 4.18 Closing a Project

It's also important to note that the Project Board can decide to shut down the project before its expected end. This is referred to as a **premature close**. This can happen at any time during the project, for example the Project Board might see that the Business Case is no longer valid as the market price for such a product has reduced by 30% or there has been a change in government legislation which would reduce the future lifetime of the product.

A clear project end is necessary to avoid wasted resources and not to allow the project to drag on. It also provides the opportunity for the Project Board to review the project against the Initial Project Plan.

4.18.2 Closing a Project objectives

The Project Manager carries out the work in Closing a Project and the objectives are:

- Check that all required products have been delivered and accepted
- Capture lessons learned in the Lesson Report as this can be valuable for future projects
- Ensure that the products can be supported after the project is disbanded
- Handover products to the customer as described in the Configuration Management Strategy document
- Evaluate the project, by comparing project objectives with actuals and write the End Project Report
- Assess the benefits already realized and plan a review of benefits that will be realized after the project is complete.

4.19 CP: Closing a Project outputs

4.19.1 Closing a Project outputs

The Closing a Project diagram shows that the Project Manager provides some **documents** to the Project Board and other documents to the Operations/Maintenance group who will support the products once the Project is complete.

The documents given to the Project Board are:

- The **End Project Report (EPR)**, this is written by the Project Manager and compares the project with the Project Initiation Documentation
- The **Lessons Report (LR)**, this records useful lessons that were learned during the project and can be applied to future projects
- Other documents given to the project board are: Project Plan (PP) which has been kept up to date during the project, Benefits Review Plan (BRP) and draft Project Closure Notification

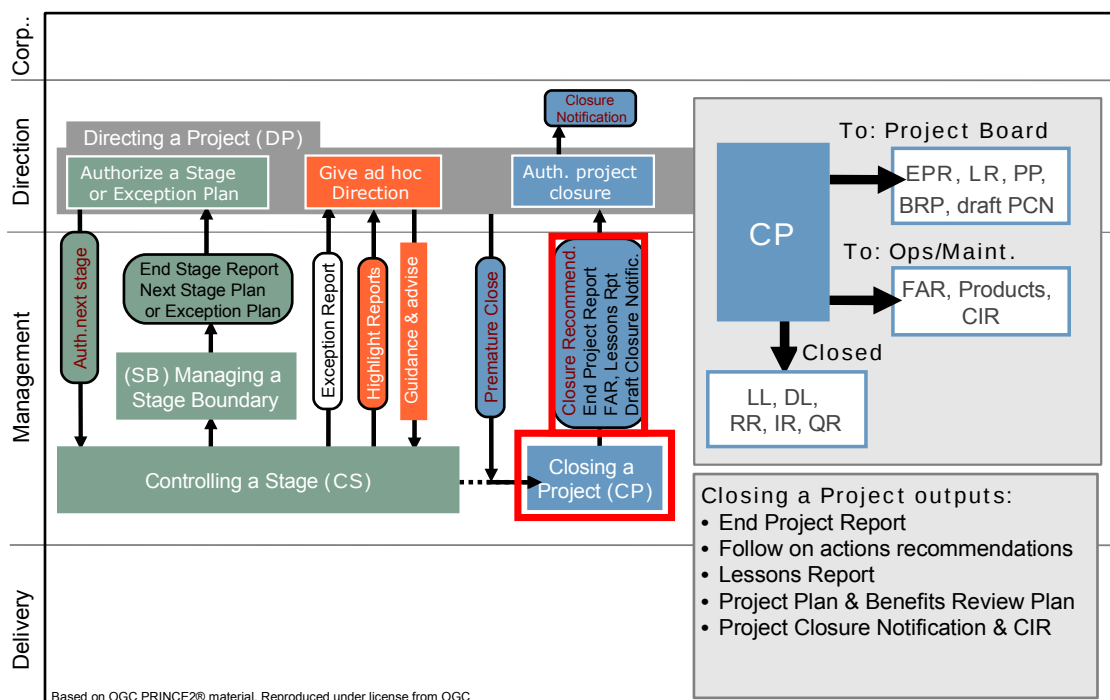


Fig 4.19 Closing a Project outputs

The Project Manager provides the Operations / Maintenance group with

- **The Follow on actions recommendations (FAR)**, this is a document that includes information on outstanding issues that are taken from the **Issue and Risk** Logs and requires follow up action after the project has ended
- The Project Manager also hands product information including the Configuration Item Records (**CIR**) for each product to the operations and Maintenance Group.

4.19.2 Last actions for Project Manager in Closing a Project

The Project Manager may first close the three register files and the daily log

The Project Manager also create a draft Project Closure Notification for the Project Board, this will be the notification document that will be sent out later to stakeholders by the Project Board once they have decided to close the project.

The last thing the Project Manager does is to **Recommend Project Closure** to the Project Board, this can only be done once all other activities in Closing a Project have been done.

4.20 DP: Authorize project closure

4.20.1 Project Board activities in “Authorize project closure”

Closing a Project correctly is the responsibility of the Project Board, while the Project Manager will prepare and provide the Project Board with the majority of the information required.

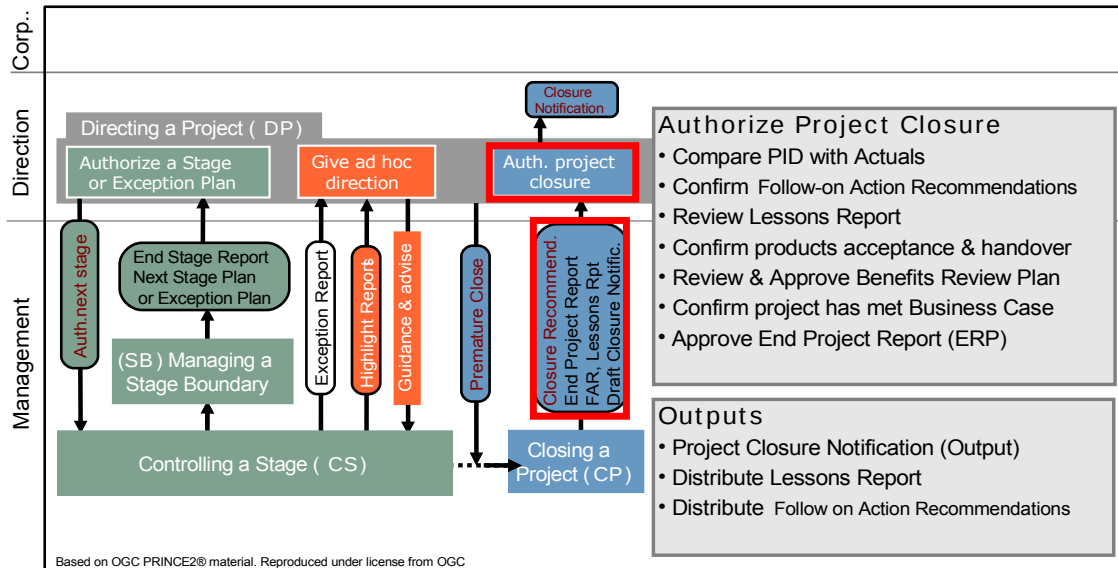


Fig 4.20 Authorize project closure

PRINCE2 recommends the following actions for the Project Board:

1. Review the End Project Report, and compare it to the original plan
2. Confirm who should receive the **Follow on the Action Recommendations**, eg: the persons responsible for the maintenance
3. Review the **Lessons Report** and pass it on so it can benefit future projects
4. Confirm that products have been handed over, confirm user acceptance and maintenance for each product
5. Review and approve the **Benefits Review Plan** as reviewing the benefits will continue to be done after the project shuts down
6. Confirm that the project has met the Business Case by comparing the current Business Case to the original by comparing the Benefits, Costs, Risks, Return on Investment etc.

4.20.2 “Authorize project closure” activity **outputs**

There are three outputs to the Authorize project closure activity, these are:

1. Distribute the Lessons Report to the appropriate persons so it is available for future projects: eg: give it to the Project Office
2. Distribute the Follow on Recommendations to the persons who will maintain the products after the project
3. And the very last thing the Project Board does is to issue the Project Closure Notification which will announce to all stakeholders that the project will end on a certain date. This is the same Project Closure Notification that was drafted by the Project Manager

That's it, the project is now closed.

5 Summary

5.1 Course Summary

We have just completed the PRINCE2 Process Model Podcast. The goal of this course was to show the following:

- Provide a high level overview of the PRINCE2 Process Model in other words a helicopter view of how a PRINCE2 project works
- Use colors to show which activities are done just once in the project, once in each stage, many times in each stage, etc.
- Show how a project starts and the next steps in the project
- Show when and which documents need to be created and by who
- Show how the project moves from Startup to Initiation, on to the Stages
- Show relationship between processes (eg: the **outputs** from one process are the inputs to another)
- Show the typical Project Manager activities, this was mainly covered in the Controlling a Stage process
- Show how the Managing Products Delivery process interacts with the Controlling a Stage Process
- Show How the Project Board interacts with and controls the project
- And lastly show how a projects closes

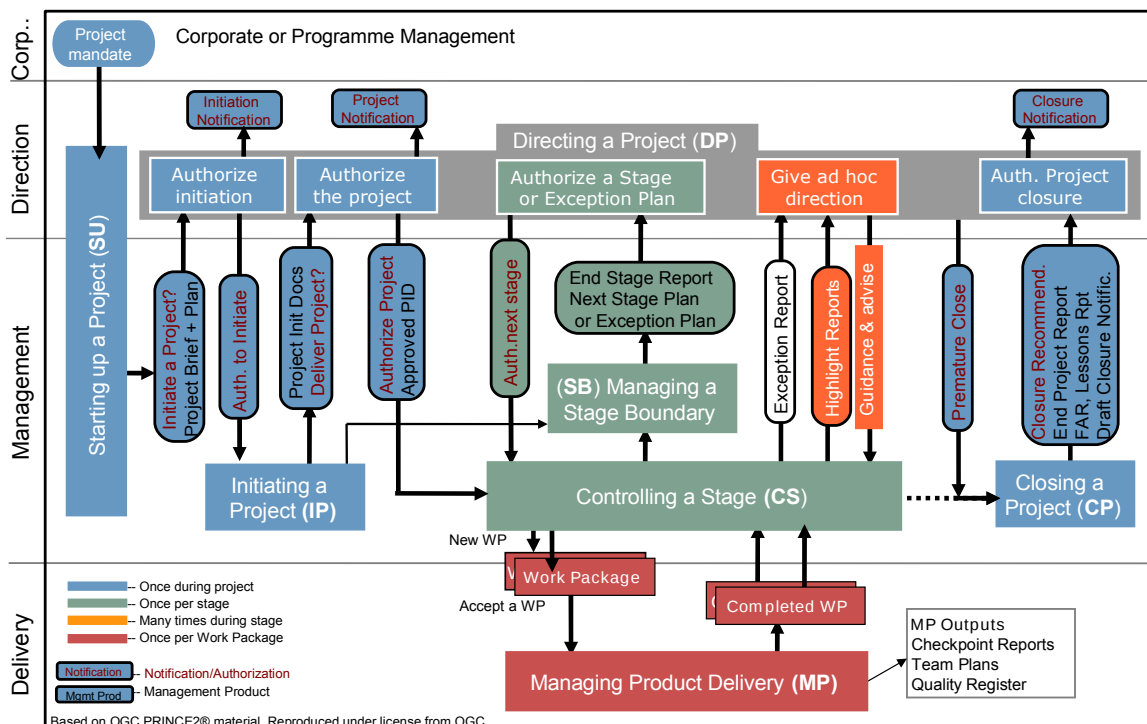


Fig 4.21 The PRINCE2 Process Model diagram

I suggest you to read this book a few times or you can listen to the podcast version. If you wish to test your knowledge then try some of the questions in the next section "Learn Through Questions". This is also available as a podcast or you can also try to fill in the exercise sheets.

6 Learn Through Questions Introduction

6.1 Introduction

Welcome to this Learn the PRINCE2 Process Model Through questions section of the course. It provides questions and answers on the PRINCE2 Process Model and you can find all of the answers in the above text.

This is a good way to check your knowledge of the PRINCE2 Process Model, in fact if you have a good understanding of the PRINCE2 process model, you can easily follow a 2 day Foundation classroom training instead of a 3 day training which should be about 30% cheaper. See our website for a list of companies where you can get a 2 day foundation course.

We offer this course, the “PRINCE2 Process Model”, in a number of formats and you can get these from the website. www.ezyBao.com. The other formats are:

- The podcast
- The Learn Through Questions podcast
- The computer based training format or CBT

If you have any questions then you can contact me at frank@businessacademy.com

6.2 About Learn Through Questions

We use the Learn Through Questions technique in our training as its the best way to check your knowledge, get ready for an PRINCE2 exam and learn at the same time.

The Learn Through Question approach asks questions, allows you to click pause so you can think about the answer and then click play to listen to the answer and compare it to yours. Depending on the question, we also provide extra information to explain the answer, this ensures that you continue to learn using this Learn Through Questions technique.

Most people who are familiar with podcast training or want to practice questions to prepare for exams find this Learn Through Questions approach a great way to do this.

Suggestion: We suggest that you have a color copy of the Process Model Diagram with you when you listen to or read these questions for the first time as many of the answers can be seen in the Process Model Diagram.

So enjoy this Learn Through Questions approach.

7 Learn Through Questions

Q01: How many levels has the PRINCE2 Project Organization and how many levels has the PRINCE2 Project Management Team?

A01: The Project Organization has four levels and the Project Management Team has three levels. The difference is the Corporate or Programme Management level is the top level in the Project Organization but the top level in the Project Team in the Project Board. Take a Look at the Organization diagram.

Q02: What happens to the Project Team once the project is complete?

A02: The Project Team is a temporary structure that is created for the project, so once the project is complete the Project Team is disbanded.

Q03: What is the difference between the Project Management Structure and Project Management Team?

A03: The Project Management Structure refers to the PRINCE2 organization itself and shows four levels while the Project Management Team refers to the team in the project which has just three levels.

Q04: Name the four levels in a Project Management Structure which is also referred to as the PRINCE2 Organization

A04: The four levels in a Project Management Structure are:

- Corporate or Programme Management
- Project Board,
- Project Manager
- Team Manager

Q05: Name the three levels in a Project Management Team and which level is not mandatory?

A05: The three levels are, the Project Board, the Project Manager, and the Team Manager. Some smaller projects may not have Team Managers, therefore the Team Members will report directly to the Project Manager. So we can say that a project team can have two or three levels.

Q06: What does PMO stand for?

A06: PMO stands for Programme Management Office or Project Management Office. Other names are Project Office, Program Office.

Q07: Finish sentence: "A programme is a group of related"

Q07: "A programme is a group of related **projects**"

Q08: Name the three roles in the Project Board

A08: The three roles in the Project Board are: 1) The Executive, 2) Senior User and 3) Senior Supplier.

Q09: Who is responsible for the success of the project and have the necessary authority to take decisions and approve all major plans for the project? They also approve the completion of each stage and authorize the start of the next.

A09: The Project Board.

Q10: Who represents the Business interests of the project and Owns the Business Case?

A10: The Executive represents the business interests of the project and owns the business case.

Q11: Who is usually responsible for designing and appointing the Project Management team?

A11: The Executive is usually responsible for designing and appointing the Project Management Team including the rest of the Project Board.

Q12: Which level of the organization sits outside the Project Team and is responsible for commissioning the project?

A12: The Corporate or Programme Management level is responsible for commissioning the project and is also responsible for identifying the Executive.

Q13: Who represents the **user interests in the Project Board** and is responsible for the specification of the required products?

A13: This is the Senior User and they are also responsible to check that the final products meet the required specification.

Q14: Who specifies the expected benefits at the start of the project and reports to the project board on the benefits that are being realized during the project?

A14: The Senior User specifies the expected benefits and reports on the benefits to the Project Board during the project. The Benefits Review Plan is maintained by the Project Manager but the Senior User is responsible for keeping the Project Board up to date.

Q15: Who represents the interests of those designing, developing, facilitating and implementing the projects products?

A15: This is the Senior Supplier, this can be an internal person in the company or from an outside company.

Q16: Which two roles in the Project Board can be assigned to one person?

A16: The Executive and the Senior User can be assigned to one person. eg: The head of a department that will use the end product may decide to be both the Executive and the Senior User. This means that a Project Board can have a minimum of two persons

Q17: Who runs the project on behalf of the Project Board?

A17: The Project Manager runs the project on behalf of the Project Board. They have the responsibility to produce the required products to the required quality within the specified times and costs.

Q18: Name some of the skills that the Project Manager should have and which of these skills are used most often. Tip: Think of the PRINCE2 Themes.

A18: The Project Manager is required to have many skills such as: Communication, Cost Management, Quality, Change Management, Requirements Analysis or User Needs, Planning, Monitoring, Facilitating, Risk Analysis, etc.. Communications is said to take more the 70% of the Project Managers time.

Q19: Which of the following Roles in a Project Team may not be required, the Executive, the Senior User, the Senior Supplier, the Project Manager or the Team Manager?

A19: On smaller projects the Team Manager may not be required. So the Team Members who create the products can report directly to the Project Manager. The other four roles are all mandatory.

Q20: Can the Project Manager be a member of the Project Board?

A20: The Project Manager cannot be the a member of the Project Board.

Q21: Who has the responsibility to produce the products that were assigned in Work Packages by the Project Manager?

A21: The Team Manager has this responsibility and also to provide regular status reports on their progress. This allows the Project Manager to monitor their work.

Q22: Can the Team Manager create their own Team Plans for their Team or do these have to be created by the Project Manager?

A22: Team Plans are created by the Team Manager. The Project Manager can review the plans.

Q23: Look at the Process Model Diagram: How many times can the items in **blue** be executed or done in the project?

A23: All blue items are executed once.

Q24: Look at the Process Model Diagram: How many times can the items in **Green** be executed or done in the project?

A24: All green items are executed once for each stage: So if a project has four stages after the Initiation stage, the items in green are mostly executed four times.

Q25: Look at the Process Model Diagram: How many times can the items in Orange be executed or done in the project?

A25: Orange items can be executed multiple times in a stage: eg: The Highlight report is what we call a Time Driven report. It can be sent each week during a stage to the Project Board and the Project Board can give Guidance and Instructions to the Project Manager at any time.

Q26: Which process am I referring to? This process is for Senior Management and shows how the Senior management control the project.

A26: This is the Directing a Project Process, it is where the Project Board sits.

Q27: Which process am I referring to? This is a very short pre-project process that gathers the necessary data to start the project.

A27: This is the Starting Up a Project Process, can also be referred to as SU process.

Q28: Which process am I referring to? This process examines the justification of the project and creates the Project Initiation documents.

A28: This is the Initiating a Project process, it can also be referred to as the IP or Initiation Process.

Q29: Which process am I referring to? This process describes the PM's day to day monitoring and control activities.

A29: This is the Controlling a Stage Process and its where the Project Manager does most of their work.

Q30: Which process am I referring to? This process provides a controlled way to complete a stage and plan the next one.

A30: This is the Managing a Stage Boundaries process, also referred to as the SB process.

Q31: Which process am I referring to? This process delivers the products, it is where the products get produced by the team members.

A31: This is the Managing Product Delivery process, also referred to as the MP process. Its where the Team Manager works.

Q32: Which process am I referring to? This process confirms delivery of the products and prepares the project for closure.

A32: This is the Closing a Project Process or the CP process. Note: The Project Manager prepares the project for closure but it is closed by the Project Board.

Q33: What is the name of the document that is written outside the project before the project starts?

A33: This is the project mandate and its usually written by a senior person in the organization.

Q34: What does the project mandate document consist of? Name the one item that the product mandate should contain and one other item.

A34: According to PRINCE2, the project mandate only has to suggest the Executive and the Project manager: Other information that can be added can be:

- The Main objective of the Project
- The Business Case which describe the reasons for the project
- Project Scope in high level terms
- Customers quality expectations
- If you know two parts, then this is good

Q35: What is known to be the trigger to start the project?

A35: The project mandate document is known to be the trigger to start the project.

Q36: Which process has the project mandate as an input?

A36: The Starting Up a Project process has the project mandate document as an input.

Q37: Name two of the main deliverables of the Starting Up a Project process, meaning what are the main outputs of this process?: Tip: one of these is to do with the Project Team.

A37: The Starting up a Project process has three main deliverables:

1. The Project Brief which includes a outline of the Business Case
2. The Design and Appointing of the Project Management Team
3. The Initiation Stage Plan

Q38: Why do you think that Capture Previous Lessons is an activity in the Starting Up a Project process? Just answer in your own words why you think this is important.

A38: The organization and the project manager wants to avoid making the same mistakes as other projects, just imagine how red faced the Project Manager would be if he made the same three mistakes as a previous project that was done just six months earlier in the same company. So the project must learn from previous projects, other people and other sources. This is a very important point in PRINCE2 and its even one of the 7 principles.

Q39: Which document is created by the Executive in Starting Up a Project process and addresses the following:

1. Business value for the organization,
2. Company objectives,
3. Funding and
4. Risk Information.

This document is then expanded in a lot more detail in the next process.

A39: This is the Outline Business Case, it is a light version of the Business Case and it will be included in the Project Brief document.

Q40: Why do you think the Outline of the Business Case document is written by the Executive and not by the Project Manager?

A40: The Executive is responsible for and owns the Business Case, he will also know much more about the value of the project for the organization and how to measure the value of the expected benefits of the project. The Project Manager's main concern is to run the project as professional as possible and deliver the required products on behalf of the Project Board. The Project Manager therefore may know very little about the business side of the organization and will get this information from the Business Case document.

Q41: List three or four of the questions that the Project Manager will ask while creating the Project Approach?

A41: First, the objective of the **Project Approach** is to gather the necessary data which will allow the Project Manager to determine such things as the timescale, the cost of the project, how the project can be controlled and how to manage quality. So some of the questions they will ask are:

- are there similar projects to learn from?
- what other knowledge and skills are required for the project and who has this knowledge?
- are their standards to use and if so what are they?
- what training will be required by the team who will build the products?
- should we develop parts of the project in house or outsource?
- should we build from scratch or update an existing product?
- how will maintenance will be done in the future?
- what are the quality expectations?

As you can see the answers to the questions will give important information to the Project Manager so they will know best how to approach the project.

Q42: The Project Approach becomes part of which document?

A42: The Project Approach becomes part of the Project Brief.

Q43: Which document am I referring to? This document is the main document used to provide the necessary information to the Project Board about the project so far. The Project Board will decide if the project will proceed to the **Initiation** Stage.

A43: The Project Brief provides this information and it is a collection of most of the information gathered in the Starting Up a Project process.

Q44: Who assembles the Project Brief?

A44: The Project Manager assembles the Project Brief

Q45: Name two of the parts that make up the Project Brief that were created in the Starting Up a Project process. So just think of what was produced in the Starting Up a Project process

A45: The Project Brief contains the following information:

1. A detailed Project Product Description which includes quality expectations

2. Outline of the Business Case which includes a summary of the known risks
3. The Project Approach
4. Overview of Team Structure and Role Descriptions
5. And the Project Objectives and Scope which are updated from the project mandate document.

Q46: In which PRINCE2 process is the first check to see if there is a business reason to start the project and which other process is the Project Plan created in?

A46: The first check to see if there is a business reason to do the project is done in the Starting Up a Project process as the Outline of the Business Case is created in the Starting Up a Project process. The Project Plan is created in the Initiation a Project Process.

Q47: Who creates the Stage Plan for the Initiation Stage?

A47: The Project Manager creates the plan for the Initiation Stage, this plan is also referred to as the Initiation Stage Plan.

Q48: If the command to start the project came from a programme as opposed to corporate management, then what effect would this have on the Starting Up a Project process?

A48: Remember a programme is setup to guide and control a **group** of similar projects, therefore a lot of the work that is done in the Starting Up a Project process, such as how to structure best the project management team, which resources to use, lessons from other projects, which approach to take, the business reasons behind the project, will have already been done. To summarize, the programme will supply most of the information required by the Project Brief so there will be a lot less work to do in the Starting Up a project process.

Q49: What is the first decision taken by the Project Board, when they receive the Project Brief and the Initiation Stage Plan as an input?

A49: They will decide if the project is worthwhile for the organization, therefore they will decide if the project can proceed to the Initiation Stage. They do not give permission to start the project, only to start the Initiation Stage which will plan the project in detail and present much more detailed information on the objectives, cost, plan, what exactly will be developed, expected quality level, etc.

Q50: Looking at the diagram, what is the trigger for the Initiation Stage?

A50: The trigger for the Initiation Stage is the decision or authorization by the Project Board in "Authorize initiation" activity. So if the Project Board do not give this authorization then the Initiation Stage cannot start.

Q51: Which process am I referring to? The purpose of this process is to understand the work that needs to be done to deliver the required products and to produce the project plan.

A51: This is the Initiating a Project process or also referred to as the IP process.

Q52: Name five of the eight activities in the IP process? Tip: Think of the four related documents and the main documents that make up the Project Initiation Documentation.

A52: The first four activities are to create the strategy documents which are:

- The Risk Management Strategy
- The Configuration Management Strategy
- The Quality Management Strategy
- The Communication Management Strategy

Then the 5th is Setup project controls, the 6th Create the project plan, the 7th Refine the Business Case and the 8th is Assemble the Project Initiation documentation. You are doing well if you know five of these.

Q53: Which document defines how and when the project will communicate to stakeholders? Tip: this is one of the strategy documents.

A53: This is the Communications Management Strategy document.

Q54: Which document defines how products will be managed during the project? Who will own the products, where products will be stored, naming convention to use, identification, how to track issue, records to keep for each product, etc.

A54: This is the Configuration Management Document and it also defines how the issues will be handled in a project.

Q55: What happens to the Outline Business Case document in the IP process that was created in the SU process?

A55: This document is refined, meaning that it is updated and becomes a full Business Case document. It also uses the information from the project plan which is created in the IP process as the Business Case needs to know the cost of the project and how long it will take.

Q56: What do you think is the last thing that the Project Manager does in the IP process after they have assembled the Project Initiation Documentation? If they don't do this then the project cannot continue.

A56: The very last thing a Project Manager will do in the IP process is to give the Project Initiation Documentation to the Project Board and then issue a Request to continue with the project. You can see this in the Process Model diagram.

Note: The Project Board will also receive a copy of the next Stage Plan from the first Managing a Stage Boundary process.

Q57: Name four or five documents that make up the Project Initiation Documentation. Tip: remember that the Project Initiation Documentation is a collection of all documents produced in the SU and IP processes. If you can name five you are doing well.

A57: First of all we have the Project Definition, the Project Approach and The Project Management Team Structure which were originally created in SU process

From the IP process we have the Business Case, the Four Management Strategy documents which are Quality, Configuration Management, Risk and Communications.

The Project Plan, the Project Controls, information on how PRINCE2 will be tailored to suit the project.

Q58: Which document contains the following information: This document describes how the project will be monitored and controlled, tolerances between the different management levels and number of stages and the frequency of reporting between the Project Manager and Project Board

A58: This is the Project Controls document

Q59: Which document contains the following: A plan that describes each benefit and defines how and when a benefit will be available and how to measure

A59: This is the Benefits Review Plan

Q60: Which process normally happens after the Controlling a Stage process and can also happen after the IP process.

A60: This is the **Managing a Stage Boundary** process, also known as the SB process

Q61: Which process am I referring to?. The outputs of this process are the End Stage Report and the Next Stage Plan

A61: The main outputs of the SB process are normally the End Stage Report and the Next Stage Plan otherwise it's the Exception Plan

Q62: What is 2nd Control point for the Project Board. You can see this by looking at the Process Model Diagram

A62: Authorize a project the 2nd Control Point and 2nd Activity for the Project Board. So this is where they evaluate the information in the Project Initiation Documentation and decide if the project can continue or not

Q63: Who gives authorization for the project to start and for the first stage after the IP stage to begin?

A63: The Project Board give two authorizations, these are: 1) **Authorize the project** so the project can start, and 2) **Authorize Stage or Exception Plan**. They also approve the Project Initiation Documentation and give a Notification to the Corporate or Programme Management that the project has started.

Q64: Who does most of the work in the Controlling a Stage process?

A64: Most of the work performed in the Controlling a Stage process is performed by the Project Manager. You can see from the diagram that the Controlling a Stage process is in the Management level.

Q65: How many times does the Controlling a Stage Process process normally happen in a project.
A65: This is a trick question as each project will be different and can have from two to many stages. The number of stages depends on a number of factors including the complexity of the products to be produced

Q66: What other process does the Controlling a Stage process work with to deliver the specialist products?
A66: The controlling a stage process works with the Managing Product Delivery process to create and deliver the specialist products. The project was started to create the specialist products which are the products that users want from the project.

Q67: What contains information on one or more products to be developed which includes such information as product descriptions, planning data, constraints etc.. and this becomes the agreement between the Project Manager and the Team Manager.
A67: This is the Work Package

Q68: Who creates the Team Plan to create the products in the Managing Product Delivery process?
A68: The Team Manager creates the Team Plan and the Project Manager can review them.

Q69: What is the name of the report created by the Team Manager on a regular basis to keep the Project Manager up to date on the progress of the product development
A69: This is the Checkpoint Report. Its a progress report of the information gathered at a Checkpoint meeting

Q70: For smaller projects where there is no Team Managers, who do the Team Members report to?
A70: The Team Members will then report directly to the Project Manager

Q71: Name two if the four outputs from the MP process?
A71: The four main outputs of the MP process which are:

- Team Plan: This plan is prepared by the Team Manager and is the first output .
- The Check Point Reports: these are regular reports from the Team Manager to PM
- The Quality Register: The Quality Register is updated as each product is tested after development by the testers. The Quality Register is also used by the Project Manager to check on progress.
- The Completed Work Package, this is the name given to the group of completed products that are handed back to the Project Manager

Q72: What is the name of the report that is sent by the Project Manager on a regular basis to the Project Board during the Controlling a Stage process?
A72: This is the Highlight Report, it provides a summary of the stage versus the stage plan and also information on tolerances, potential issues, products completed, next work packages, corrective actions, etc...

Q73: What is the name of the report created by the Project Manager and sent to the Project Board only if the current stage is forecasted to go out of focus, so there is an issue to report
A73: The name of this report is the Exception Report. It provides an overview of why the stage will most likely go out out of tolerance and then includes different options to get the project back on track and asses the impact on the business case, as this issue will most likely increase the costs of the project

Q74: If the Project Board agree with the recommended option in the Exception Report, what will they request next?
A74: The Project Board will request an **Exception Plan** which will replace the current Stage Plan and therefore allow the Project Manager to complete the current stage

Q75: Why do you think the Project Plan is updated in the Stage Boundary process?
A75: The Project Plan should always be updated during the project to show the true status or actual progress of the project and the best time to this is at the end of each stage which is the Stage Boundary process. So if you look at the Project Plan at the end of the Stage Boundary process you will see:

- Exactly what products have been developed to date
- and a forecast for the rest of the project including a forecast for the next stage.

Q76: What is the name of the report from the Managing a Stage Boundary process that provides a detailed report on the results of the Current Stage and compares the stage performance to the Stage Plan

A76: This is the End Stage Report

Q77: Why is the Business Case updated in the SB process?

A77: At the end of a stage it is a good time to update the Business Case and check if the project is still viable and worth doing. From a business case point of view, you are interested to know if the project costs will increase or decrease and how this will effect the business case. So its a good time to evaluate the Business Case after updating the Project Plan which is also updated in the SB process as the timescale and costs information may have changed

Q78: What do we mean by the “**or Exception Plan**” in the Directing a Project activity “Authorize a Stage or Exception Plan”?

A78: The Project Board can do one of two things in this activity

1. They can **Authorize the Next Stage** and this happens if the current stage has been done correctly and if they agree with the next Stage Plan
2. Or they have to **Authorize an Exception Plan**, to allow the Project Manager to complete the current stage

Q79: In small projects, can the “Authorization a Stage or Exception Plan” activity be less formal?

A79: Yes, in small project this activity can be a lot less formal. In fact the Project Manager can just arrange a meeting with the Executive to discuss the necessary topics

Q80: Which 3 documents that are continually updated during the project would the Project Board also view and consider during the “Authorization Stage or Exception Plan” activity?. Tip: These are updated during the Stage Boundary process by the Project Manager and one of these is a register.

A80: The 1st is the Project Plan, so the Board can compare where they are in the project compared to the original planning. The 2nd is the Business Case as the Executive needs to know that the project is still worth doing. And the 3rd is the Risk Register as these will change throughout the project and therefore will effect the project.

Q81: If the Project Board approves the Exception Plan, will the Project Manager start a new Stage or complete the current stage?

A81: The objective of the Exception Plan is to complete the current stage. The Exception plan was necessary as the stage project went out of tolerance (eg: 20 % extra billable days than expected) and the Project Manager has to get permission from the Project Board to complete the current stage.

Q82: What process follows the Controlling a Stage process in the final stage after all products have been delivered?

A82: The last Controlling a Stage process in the final stage is followed by the Closing a Project process instead of the Managing a Stage Boundary process.

Q83: Does the Project Manager close the Project or Prepare the Project for closure in the Closing a Project process?

A83: The Project Manager will take the necessary actions to prepare for project closure. Only the Project Board can actually close a project

Q84: What is the name given to the instruction from the Project Board to shutdown the project before its expected end date?

A84: This is referred to as a Premature Closure, its a notification sent by the Project Board to the Project Manager to prepare the project for closure and this can happen at anytime in a project.

Q85: Can you think of an example where the Project Board might issue an Premature Closure

A85: There is no one answer to this question: However you can compare your answer to the examples to confirm that you are on the right track :

eg: An important point of the Business Case was to be the first company on the market with a new product but the Project Board found out that a competitor will release a similar product 3 months earlier, so they will stop the project.

eg: The EC have may have passed a new environment law that will become active in 6 months and a large environment tax will be placed upon all products that don't meet these specifications.

eg: A civil war has broken out in the main country where the raw material comes from and therefore prices have more than doubled. The price is not expected to drop for at least two years

So hope you like these examples .

Q86: In the Closing a Project Process, what does the Project Manager do with all the Lessons that have been learned in the project and have been documented in Lessons Log.

A86: These lessons are placed in the Lesson Report document, so they can be passed on and shared with future projects

Q87: Which report is created by the Project Manager in the Closing a Project process and compares the project performance or project actuals with the original project objectives that are listed the Project Initiation Documentation

A87: This is the End Project Report, it is shown as the ERP document in the diagram

Q88: Why is the benefits review plan updated in the Closing a Project process?

A88: The expected benefits are listed in the Business Case and confirming that the Benefits have been meet during the project in an important control for the Project Board. The Senior User has the task of confirming that benefits have been delivered to the Project Board during the project but what happens to the Benefits that wont be realized until after the project have been put into production?

eg: the project could have been to create a new Sales application for the company and one of the benefits would be to have 20% of the orders via the web. This will not be realized until the project is complete and the product is in production for sometime.

So the project manager or the Senior User can update the Benefits Review plan so show what benefits have already been realized and plan when the benefit review actions will take place after the project has completed: eg: in 6 months or 1 years time

Q89: What is the name of the document that is created in the Closing a Project process and includes information on outstanding issues that are taken from the **Issue and Risk** Log and require follow up action after the project has ended

A89: This is the Follow on Actions recommendations and it is given given to the group who will provide support or maintenance to the products after the project is complete.

Q90: What documents do you think the Project Board review or approve in the final activity "Authorize a Project Closure": Tip; Just think of the documents that the Project Manager gives them at the end of the Closing a Project process.

A90: The Project Board does the following:

1. The review the End Project Report, and compare the to the original plan
2. Review the **Lessons Report** and pass it on so it can benefit future projects
3. Review and approve the **Benefits Review plan** as reviewing the benefits will continue to be done after the project shuts down
4. Confirm that the project has meet the Business Case by comparing the current Business Case to the original one and compare: Benefits, Costs, Risks, Return on Investment etc.

Q91: What is the very last think that the Project Board does during the activity "Authorize a Project Closure"

A91: The Project Board issue the Project Closure Notification which will announce to all stakeholders that the project will end on a certain date.

Appendix A

Exercise Sheets

- A number of exercise sheets have been provided
- You can get these exercise sheets from the www.ezyBao.com website
- See the The PRINCE2 Process Model Page
- You will see a link for “PRINCE2 Process Model Exercise Sheets”

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