

# PRINCE2 2009 Practitioner Hints & Tips Guide

## 1. General Guidance

There are 5 key elements to passing the exam: -

1. **Knowledge of PRINCE2 and content / Navigation of the manual** (*gained from the training and see the quick reference crib sheets*)
2. **Managing your time** (*see 'how should I manage my time in the exam'*)
3. **Understanding the scenario of the practitioner paper** (*See 'is there a good approach to reading the scenario'*)
4. **Understanding how the questions are being asked and what you are being tested on** (*see 'question styles'*)
5. **Understanding some common pitfalls** (*see 'what should I watch out for in the practitioner exam'*)

## 2. Quick Reference crib sheets

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#### 2.1.1 Organisation

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#### 2.2.3 Directing a Project, Managing a Stage Boundary and Closing a Project

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## 1. Knowledge of PRINCE2 and content / navigation of the manual

This should have already been gained through participation in the training itself and through following the suggested homework regime. A series of quick reference crib sheets are at the end of this guide to help you study. A reminder of how the PRINCE2 Manual is set up:

For each **Theme** chapter

- **Purpose** - Why it is important to the successful delivery of the project
- **Theme defined**
- **PRINCE2 approach to the theme** The specific treatment of the particular aspect of project management required for the PRINCE2 processes to be fully effective
- **Responsibilities** Specific to the key theme for each PRINCE2 role, always represented with a table.

For each **Process** chapter

- **Purpose**
- **Objective**
- **Context**
- **Activities overview diagram**
- **For each activity which makes up the process:**
  - details on the single actions to be performed
  - a summary diagram with inputs/outputs
  - a table summarising responsibilities for management products

**Appendix A: - Product Description Outlines**

**Appendix C - Roles and Responsibilities**

**Appendix D - Product Based Planning examples**


It is strongly recommended you tab up your manuals as directed by your trainer for ease of navigation during the exam.

## 2. How should I manage my time in the exam?

A general guideline is to spend 5 minutes reading the Scenario – and just the Scenario. DO NOT read the additional information (*see ‘is there a ‘good’ approach to reading the scenario?’ for more information*). Only read the additional information when directed to do so. DO NOT read the additional information at the start. Not only will you use up time but the information will only be relevant to one particular question and there is a danger you will refer to it and remember it as part of the scenario which could lead to incorrect answers to other questions which do not reference that particular additional information.

Then spend a MAXIMUM of 15 minutes on each question. There are 9 questions in total and each is worth 12 marks (a total of 108 marks for the whole paper available).

This will allow a 10 minute contingency at the end of the exam to go back over any answers you were unsure of or left out.

	<p><b>Be warned</b> – there is no extra reading time in the examination. Therefore, any reading of the scenario and additional information has to be done within the 2.5 hours allowed. When working out how much ‘answering’ time you have, remember to take into account any periods you will or have spent on this reading</p>
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A guide to timings based on a 09.30 start to the exam is given below: -

Activity	Timing
Scenario Reading	09.30 – 09.35
Question 1	09.35 – 09.50
Question 2	09.50 – 10.05
Question 3	10.05 – 10.20
Question 4	10.20 – 10.35
Question 5	10.35 – 10.50
Question 6	10.50 – 11.05
Question 7	11.05 – 11.20
Question 8	11.20 – 11.35
Question 9	11.35 – 11.50
Contingency	11.50 – 12.00

### 3. Is there a 'good' approach to reading the Scenario?

When reading the Scenario read it with the Project Brief headings in mind – Project Definition, Outline Business Case, Project Product Description, Project Approach, Project Management Team Structure.

You should also consider the following questions: -

- What are the objectives of the project?
- Why is the project being done? (reasons/background)
- What measures apply to 'success' (e.g. Customer Quality Expectations / Acceptance Criteria)
- What expectations are stated about time, cost, resources, tolerances, etc.?
- What is the project being asked to deliver? (e.g. Scope of project, Outline Deliverables)
- Constraints, interfaces to other work, concerns, risks etc.?
- The context of the project - what else is mentioned about peripheral activity, concerns, programmes, projects etc.?
- Where are we in time?
- Where are we in the process?
- Do I have a Scenario role?
- Have any events just happened or about to happen?
- Which stage are we in?

A really good idea when reading the scenario is to open the **Project Brief** Product Description Outline from Appendix A (page 253) of your PRINCE2 manual. Use the Composition headings as 'prompts' which will help provide answers when reading the scenario. For example, for the Background heading ask yourself "*for what reason has this project been considered? Is it a problem or opportunity or a bit of both? What would happen if the project wasn't done?*" For the Outline Business Case heading ask yourself "*Can I see in the scenario what benefits are expected?*" For the Outline Deliverables heading, "*Can I see what the project is going to deliver as products – at a high level?*", and so on.

Another really good idea when reading the scenario is to sketch out a rough timeline with any key information

## 4. Question Styles

There are 5 styles of question in the Practitioner Exam: -

1. Classic Multiple Choice Questions
2. Multiple Response Questions
3. Matching Questions
4. Sequencing Questions
5. Assertion Reason Questions

### 1. Classic Multiple Choice Questions

The correct answer is to be chosen from a list of 3 or 4 or very occasionally 5 options (very similar to Foundation) – ‘choose **one** from a list of possible options’

**Hint** - Make sure you only select one answer – if you change your mind then erase all evidence of the option you are not choosing!

### 2. Multiple Response Questions

This question style follows exactly the same format as the ‘Classic Multiple Choice’ questions but more than one answer is required – ‘choose **two** correct options from the list of 5 options’.

**Hint** - The 2 answers do not have to support each other and could be in contradiction but both must be true. DO NOT TRY AND SELECT TWO ANSWERS THROUGH A PROCESS OF ELIMINATION.

**Hint** - The suggested technique for this style of question is to ask the question once and select an answer. Read the question again (as if it were a separate question) and select an answer from the remaining options.

Remember - This is the only question style that requires 2 answers and both selections must be correct in order to gain 1 mark.

### 3. Matching Questions

There is only one correct response to each question but the options from column 2 can be used once, more than once or not at all.

**Hint** – there may be one option not used at all. You do not have to use all the options in column 2.

**Hint** - Watch out for column 2 options such as “Not appropriate” or “NOT included.” These are not red herrings and may be used appropriately.

#### 4. Sequencing Questions

There is only one correct order to this question. You will be deciding the order of each one of the statements in column 1 and then selecting the correct option (sequence) from column 2.

**Hint** – sequences can usually be found in the PRINCE2 Manuals. They can refer to the sequence of activities within a process (see the first diagram in each chapter) or the steps in a procedure or technique (e.g. the steps of risk management or the steps of the Product Based Planning Technique – see each theme)

#### 5. Assertion Reason Questions

There is only one correct answer for each of these questions – although for some you will need to answer 3 parts correctly to give you the correct answer.

**Hint** - The suggested technique for this question is broken down into steps below

- **STEP 1** – Go through all the REASONS and decide if each of these are True or False and mark appropriately on the 'Question Paper'. Most of these statements can be checked somewhere in the PRINCE2 manual as they are statements about 'pure' PRINCE2 Theory.
- **STEP 2** – Go through all the ASSERTIONS and decide if each of these are True or False and mark appropriately on the 'Question Paper'. Most of these statements can be derived from the scenario / additional information.
- **STEP 3** – Look at the answers you've written down for the REASONS and ASSERTIONS, for those that are not TRUE and TRUE you will be able to work the correct option out to be either C, D or E – depending on what the particular REASON and ASSERTION to be.

For those that you have answered as TRUE and TRUE go to step 4

- **STEP 4** – For those that you have marked TRUE and TRUE you need to establish if one supports the other, i.e. the ASSERTION is backed up by the REASON – Answer A  
or if they are both TRUE in their own right but are independent of each other – Answer B.  
A technique to help determine whether it is an A or B

First read the REASON then change the word 'BECAUSE' (on the question paper) to 'THEREFORE' and then read the ASSERTION.

Does it read well and make sense? Does one support the other?

OR are they true statements in their own right but one does not support the other?

To double check your thinking read the ASSERTION and then 'BECAUSE' and then the REASON just to be confident with your answer

**Example: -**

Lines 1 to 3 in the table below 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	I am wearing blue trousers	BECAUSE	It's a beautiful bright and sunny day
2	I am wearing a white shirt	BECAUSE	I only have white shirts in my wardrobe
3	I am wearing a purple tie	BECAUSE	The new Prince Manual has Purple on it

In this example the following are the correct answers: -

	Assertion		Reason
1	T I am wearing Blue Trousers	BECAUSE	F It's a beautiful bright and sunny day
2	T I am wearing a white shirt	BECAUSE	T I only have white shirts in my wardrobe
3	T I am wearing a purple tie	BECAUSE	T The new Prince Manual has Purple on it

Therefore the correct answers would be: -

1. C
2. A
3. B

## 5. What should I watch out for when tackling the Practitioner paper?

- Make sure you answer the question being asked not the one you think you're being asked... don't make assumptions and read the question carefully. Sometimes missing a key word can be the difference between getting the question right and getting the question wrong.
- Look out for 'Continued on next page' – make sure you read all the information supplied
- If you skip a question (with a view to going back to it later) make sure you skip that question on the answer sheets.
- True statements – take these as additional info, as part of the case scenario...it may be the first time you are seeing this information.
- Don't look for patterns in the answers – if your answers spell out ABBA or makes a pattern of AAABBBCCCDDD or any other combination it doesn't mean they are wrong – the APMG do not construct papers so that patterns or lack of patterns on answer sheets are meaningful.
- Read the questions very carefully – often the last few words can change the context of the question they are asking.
- The phrase 'Using the project scenario and additional information for this question...' – if it directs you to additional information for a question, use it, but use it just for that question
- Often the question sheet will show you management product (e.g. Project Product Description, Business Case etc). When it does, look out for '**Shown with errors**' and/or '**shown correctly**' and treat and keep in mind accordingly.

## 2. Quick Reference crib sheets

### 2.1 Themes

#### 2.1.1 - Organisation Theme

This is the 'who' in a PRINCE2 Project. The Organisation Theme is focused on the people who are working in and around the project, their roles, responsibilities and accountabilities.

When selecting individuals to Project Team Roles consider only the PRINCE2 reasons why that individual is best suited for that role.

Typical characteristics to look out for when appointing them:-

- **For Project Board** - the person must be a decision-maker and able to commit to the project, when required, resources they have agreed. (For more information see pages 34 and 269 of your manual)
- **Executive** – Represents the Business Interests. With the support of the Senior User(s) and Senior Supplier(s) is ultimately accountable for the project's success. Is the key decision maker – always has the casting vote. (for more information see pages 35 and 270 of your manual)
- **Senior User** - Represent the Users, is responsible for specifying the needs of those who will use the project's products and must be able to commit user resources (for more information see pages 35 and 270 of your manual)
- **Senior Supplier** – Represents interests of the suppliers, those who are designing, developing, facilitating, procuring and implementing the project products. (for more information see pages 35 and 270 of your manual)
- **Project Assurance** - a responsibility of every project board member. Assurance may be delegated by any board member to anyone else as long as they are independent of the project manager and project support. (for more information see pages 36 and 270 of your manual)
- **Change Authority** – A separate group or individual to whom the Project Board has delegated authority for approving requests for change or off specifications – this can be the Project Manager. (for more information see pages 36 and 274 of your manual)
- **Project Manager** – Has day-to-day control and management of the project, a stage at a time. Runs the project on behalf of the project board within the constraints they have laid down. (for more information see pages 38 and 271 of your manual)
- **Team Managers** - The use of team managers is possibly determined by the size and complexity of the project. Some projects may have many while in others, none are required. In this situation the Project Manager picks up the responsibilities of the Team Manager. (for more information see pages 38 and 272 of your manual)
- **Project Support** – Is not optional but the allocation of separate resource(s) is. If separate resource(s) are not available these tasks are picked up again by the Project Manager. (for more information see pages 38 and 274 of your manual)

Remember that roles can be combined: -

- The **Project Board** can do their own **Project Assurance**
- The **Executive** role can also be combined with either the **Senior User** OR **Senior Supplier** roles

- The **Project Manager** can also do the role of **Change Authority** but in this circumstance there would be strict limits. (see page 36)
- The **Project Manager** can do the roles of the **Team Manager** and/or **Project Support**

Equally some roles cannot be combined: -

- The roles of **Senior User** and **Senior Supplier** CANNOT BE COMBINED
- The roles of **Project Manager/Project Support** and **Project Assurance** CANNOT BE COMBINED
- The roles of **Project Manager** and **Executive** CANNOT BE COMBINED

**SOURCES: -**

- Chapter 5 – Organisation
- Appendix C – Roles and responsibilities
- The ‘Responsibility tables’ at the end of each Theme chapter

## 2.1.2 - Quality Theme

The Quality Theme impacts products, processes and roles in a PRINCE2 project. A project should, as primary purpose, deliver products of the right quality - otherwise there is little point in spending time, money, resources and exposing an organisation to risk by executing a project.

The Quality Theme is made up of 2 component parts – Planning and Control ([see page 49](#))

### SOURCES: -

- Chapter 6 – Quality
- Appendix A – A.17 Product Description (251), A.21 Project Product Description (P256), A.22 Quality Management Strategy (257)
- Appendix D – Product Based Planning example – specifically D4 Example of a Product Description (p282)

When being tested on what information would be recorded where, make sure you understand what product they are testing you on and open the relevant page in Appendix A to double check your thinking. For examples of a Project Product Description and a Product Description refer to Appendix D.

When being tested on who is responsible for a quality activity, open the last page of the Quality Theme chapter (page 58) and refer to the table. Additionally refer to the last page of each chapter for further information on responsibilities.

Quality starts with the '**Customer Quality Expectations**' – think of these as woolly and aspirational, warm and fuzzy. These '**Customer Quality Expectations**' lead to '**Acceptance Criteria**' - think of these as 'measurable'.

Remember **Quality Assurance** is an organisational function independent of projects –it is outside of PRINCE2. **Quality Assurance** seeks to create, maintain and monitor quality systems (from a corporate perspective) e.g. ISO9001. This could be a person or persons re-assuring corporate and programme management that corporate standards are being adhered to. ([for more information see Table 6.1 on page 48 of your manual](#))

### 2.1.3 - Plans Theme

The term 'plan' means a schedule of activities. There are 3 levels of Plans in a PRINCE2 project: -

LEVEL 1	Project Plan
LEVEL 2	Stage Plan and Exception Plan
LEVEL 3	Team Plan (optional)

It's important to remember that the Exception Plan can replace either the Stage Plan or Project Plan. When it does, it replaces the plan that has gone into exception at the point of exception through to the end of that original plan at the appropriate level of detail – Project Plans are high level, Stage Plans are more detailed lower level plans (see section 7.2.7 page 63)

Only 4 processes produce plans: -

Process	Plan
Starting up a project	Stage Plan (Initiation)
Initiating a Project	Project Plan
Managing Product Delivery	Team Plan
Managing Stage Boundaries	Next Stage Plan

When being tested on Plans and what information will be recorded where, it is suggested that you check the composition in Appendix A (page 250)

Remember the **Project Product Description** lists the major specialist products that the project will produce in order to realise the overall objective and realise the overall benefit(s). The quality elements contained within the **Project Product Description** relates to the overall project and the relevant quality aspects and not the individual products (the quality elements specific to the individual products are covered off in the **Product Descriptions**). (For examples of a **Project Product Description** and a **Product Descriptions** see Appendix D pages 280 and 282).

When tackling questions on the **Project Breakdown Structure** (remember a **Project Breakdown Structure** can be shown as either a hierarchy chart or a Mind Map) and/or the **Product Flow Diagram** treat them as a problem solving exercise- typically they require you to decide what products should go where. (For examples of **Project Breakdown Structure** and **Product Flow Diagram** see Appendix D pages 279, 281 and 283).

#### SOURCES: -

- Chapter 7 – Plans
- Appendix A – A.16 Plan (250), A.17 Product Description (251), A.21 Project Product Description (P256), A.22 Quality Management Strategy (257)
- Appendix D – Product Based Planning example – specifically D4 Example of a Product Description (p282)

## 2.1.4 - Business Case Theme

The Business Case is developed in 2 stages, Initially in 'Outline' during 'Starting up a Project' process; it is then 'refined' in 'Initiating a Project' process. The business case is reviewed and updated at the end of each stage during 'Managing a Stage Boundary' process. The Project Executive is responsible for the Business Case, ensuring that one is written and approved, but this doesn't necessarily mean that they write it! The writing of the Business Case could be delegated to the Project Manager or a Business Analyst.

It's important to be mindful that: -

- Project **Outputs** are the specialist products the project produces
- An **Outcome** is change created from using the projects **Outputs**
- A **Benefit** is the measurable improvement from an **Outcome** perceived as an advantage by one or more stakeholders.

It is important to be clear on what information should be recorded under each of the Business Case headings.

### Reasons

Typically there are 2 reasons: - take advantage of an opportunity or opportunities or/and fix a problem or problems.

### Business Options?

There are three basic Business Options considered in the Business Case: -

- Do nothing
- Do the minimum
- Do something

Doing nothing is always the starting option and acts as a quantifier for the other options. The difference between 'Do the minimum' and 'Do something' is the benefit that will be realised following the investment i.e. one requires more investment but will (should) realise greater benefits. ([see page 25 of your manual for further information](#)).

Be careful not to confuse these '**Business Options**' with '**Delivery Options**' which are basically the options available to you to deliver the project and are covered in the **Project Approach**.

### Expected Benefits

A list of all the benefits the project should achieve in measurable terms.

### Understanding what Expected Dis-benefits are.

A Dis-benefit is an actual consequence of an activity (an outcome) that is perceived by at least one stakeholder as being negative. There is no uncertainty around this outcome/consequence that it will happen. If there is any degree of uncertainty then it is a Risk.

For example: -

A decision to merge two elements of an organisation onto a new site may have benefits (e.g. better joint working, costs etc) and dis-benefits (e.g. A drop in productivity during the merger).

Source: - Managing Successful Projects with PRINCE2

### **Timescale & Costs**

These relate only to the project – only the costs associated with the delivery of the project and only the timeframes which relate to the development and delivery of the project i.e. the period the project costs will be incurred, the period on which the cost v benefit analysis has been based, earliest and latest start and completion dates. (see page 26 of your manual for more information)

### **Investment Appraisal**

While you need to know where this information is covered, you will not be tested on the techniques/methodology of calculating it in the exam.

### **Major Risks**

This section should include a summary of the aggregated risks of the project (it is suggested this would be presented in the form of a summary risk profile) and also highlight any ‘major’ risks that will affect the business objectives and benefits.

When being tested on Business Case it’s a good idea to have your manual open on [Business Case in Appendix A](#) (see page 237)

### **SOURCES: -**

- Chapter 4 – Business Case
- Appendix A – A.2 Business Case (237)

## 2.1.5 - Risk Theme

It's important to understand the difference between a **Risk** and an **Issue**.

A **Risk** is an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives (see page 311). For example *“there might be flooding during our construction work which would cause delays in the schedule”*.

An **Issue** is a relevant event that has happened that was not planned and requires management action. (see page 307). For example *“flooding has occurred on the construction site today”*.

Identifying the Risk cause, event and effect will help provide a clear, unambiguous view of the risk(s)

- **A Risk Cause** – is an event or situation that gives rise to the risk.
- **A Risk Event** – describes the area of uncertainty in terms of either an opportunity or threat
- **A Risk Effect** – describes the impacts the risk would have should it materialize on the project objectives.

(see page 81 for more information)

A Risk can be perceived as either: negative (a threat) or positive (an opportunity).

An example of a risk threat is launching a product that hasn't been sufficiently tested and it then having all sorts of technical and reliability issues.

An example of a risk opportunity is not recognising or acknowledging and considering the opportunity that when launching a new product it might be so successful that you struggle to keep up with demand – good examples of these are very popular (typically electronic) games launched/released at Christmas.

Threat Responses	Risk Responses
<b>Avoid</b> (typically drastic)	<b>Exploit</b> (Ensure opportunity will happen and will be realised)
<b>Reduce</b> (probability and/or impact) <b>Fallback</b> (reduces impact only) (Plan B, Contingency) <b>Transfer</b> (reduces impact only, and often only the financial impact) (Insurance or Penalty clauses in contracts)	<b>Enhance</b> (Proactive action to enhance probability and impact should the event occur)
<b>Share</b> (Pain and Gain sharing agreements)	<b>Share</b> (Pain and Gain sharing agreements)
<b>Accept</b> (Conscious and deliberate decision taken not to respond if the event occurs)	<b>Reject</b> (Conscious and deliberate decision taken not to exploit or enhance opportunity)

The Risk Management Procedure has five steps -

1. Identify (context and risks)
2. Assess (estimate and evaluate)
3. Plan
4. Implement
5. Communicate

The first four of these steps are sequential with the Communicate step being used continuously throughout the procedure – recognising that it's important to keep 'stakeholders' informed. Each of the steps is iterative as it may be necessary to revisit/repeat earlier steps when new information becomes available. (see pages 79 & 80)

When managing risks PRINCE2 suggests 2 specific roles: -

**Risk Owner** - a named person who is best placed to manage, monitor and control all aspects of a risk.

**Risk Actionee** - a person who supports and takes directions from the **Risk Owner** - they will carry out the risk response action(s).

The **Risk Owner** and **Risk Actionee** can be one and the same person. (see page 85)

**SOURCES: -**

- Chapter 8 – Risk

## 2.1.6 - Change Theme

Covers the elements of Issue and Change control.

Key areas to be mindful of are: -

Understanding the difference between an **Issue Report** and an **Exception Report**.

An **Issue Report** is raised if an issue occurs i.e. Change Requests, Off Specifications or problems/concerns. It covers description, impact assessment and recommendations and is the only report which is updated with the decision. (see Appendix A page 237)

An **Exception Report** is only required if the **Issue** will cause a forecast deviation outside of tolerance

**SOURCES: -**

- Chapter 9 – Change
- Appendix A – A.10 Exception Report (245), A.13 Issue Report

## 2.1.7 - Progress Theme

The focus of this theme is monitoring and controlling progress. PRINCE2 operates on a management by exception basis and so 'tolerance' is used and acts as wriggle room. PRINCE2 defines Tolerance as 'the permissible deviation below and above the plan's target for time and cost without escalating the deviation to the next level of management'.

Tolerance can be expressed in terms of: -

- Time
- Cost
- Scope
- Risk
- Quality
- Benefits

These can be used in isolation or jointly; as a general rule the Quality tolerances should be the last to be compromised.

(see page 102 for more information)

An **Exception Report** is raised when it is forecast that tolerances will be exceeded. This is produced by the Project Manager and sent to the Project Board for their consideration. The Project Board may request an Exception Plan – this would replace the plan that has gone into exception at the point of exception to the end of the plan. However raising an **Exception Report** does not always lead to an **Exception Plan**; the Project Board can take alternative action to make the exception go away. (see page 63, 96, 245 and 250 for more information)

For example, if a key member of the Project Team abandons their role the Project manager would raise an **Exception Report**. On receipt of this the Project Board may elect to speak directly to the individual in question and take the necessary action to get them back into work (this could include re-negotiating their contract), thus avoiding the need to produce an Exception Plan.

**SOURCES: -**

- Chapter 10 – Progress
- Appendix A – A.10 Exception Report (245), A.16 Plan

## 2.2 Processes

### 2.2.1 - Starting up a Project and Initiating a Project

**Starting up a Project** is the first process in the model but not the first stage. The first stage is the Initiation Stage which incorporates **Initiating a Project** and **Managing a Stage Boundary** processes.

Remember during **Starting up a Project**: -

- You haven't set any registers up, so risks can be recorded in the Daily Log.
- Usually only the Outline Business Case is set up which will include the major risks.
- You will appoint all the Project Management Team and write and issue the Role Descriptions for them.
- The Daily Log and Lesson Log, Project Product Description, Outline Business Case, Project Management Team and Role Descriptions and the Project Approach are all collated in the Project Brief ([see page 129 for more information](#))

Remember during **Initiating a Project**: -

- You can set up the Risk Management Strategy, Quality Management Strategy and the Configuration Management Strategy in any order but the Communications Management Strategy should always be set up last.
- In addition to everything that is set up during the **Initiating a Project** process the Project Product Description, refined Business Case, Project Management Team and Role Descriptions and the Project Approach are all transferred to the Project Initiation Documentation (PID). The Benefits Realisation Plan is usually set up and kept separate to the PID.

**SOURCES:** -

- Chapter 12 – Starting up a Project
- Chapter 14 – Initiating a Project
- Appendix A – for descriptions of the relevant Management Products

## 2.2.2 - Controlling a Stage and Managing Product Delivery

Remember during **Controlling a Stage Process**: -

- The format, frequency and content of the Checkpoint reports are detailed in the Work Package which is sent down to the Team Manager
- The Project Manager writes and issues the Highlight Report to the Project Board
- The Project Manager deals with any issues and risks by either taking corrective action or escalating issues as appropriate

Remember during **Managing Product Delivery Process**: -

- The Team Manager is responsible for ensuring the products of the project are produced
- The Team Manager writes the Checkpoint reports and sends them up to the Project Manager

**SOURCES:** -

- Chapter 15 – Controlling a Stage Quality
- Chapter 16 – Managing Product Delivery

## 2.2.3 - Directing a Project, Managing a Stage Boundary and Closing a Project

Remember during **Directing a Project Process**: -

- That it runs over the entire length of the project, right from **Starting up a Project process** through to **Closing a Project Process**.

Remember during **Managing a Stage Boundary Process**: -

- It is the gateway to the next stage, where all reporting on the current stage is completed, the relevant documents are updated with actuals and re-forecasts and the Next Stage Plan is written.
- There are two routes to this process. The normal route - when the work for that stage is nearing completion  
or - an exception occurs and an Exception Plan is requested from the Project Board.

Remember during **Closing a Project Process**: -

- Is NOT a stage in its own right
- The Benefits Review Plan can be used/updated before **Closing a Project Process**
- End Project Report can't be written before all activities and specialist Products have been completed.

**SOURCES:** -

- Chapter 13 – Directing a Project
- Chapter 17 – Managing a Stage Boundary
- Chapter 18 – Closing a Project

## 2.3 Tailoring

Remember: -

- You may get tested on Tailoring – but they won't specifically tell you – you will just be given information that details how the project has been tailored i.e. no Risk Register or Project Plan.
- You can Combine Starting up a Project and Initiating a Project processes.
- You can run everything off the daily log and so don't necessarily need registers.
- The Principles of PRINCE2 CANNOT be tailored.