



PRINCE2[®] Practitioner Resource Book

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Introduction

Welcome to the PRINCE2 Practitioner Resource book. This document is intended to support students studying the ILX e-learning PRINCE2 Practitioner course and as such, access to a copy of the e-learning should be considered a prerequisite.

The book reflects the structure and sequence of the e-learning course and where appropriate provides easy access to the relevant supporting information including:

- Project Scenarios
- Project information including, meeting transcripts, diagrams and project communications
- PRINCE2 Process Map
- PRINCE2 Practitioner exercises
- PRINCE2 Practitioner exam questions and answers

Students should work through each of the lessons completing all questions, exercises simulations and exam questions prior to sitting the Practitioner examination.

You should allow 25 – 40 hours to complete the full PRINCE2 Practitioner course.

There are three objectives that you need to achieve **prior** to attending the revision/exam workshop.

These are:

- Develop your basic knowledge of PRINCE2
- Convert from 'e-learning' to the 'PRINCE2 Manual'
- Complete Practitioner style exercises

➤ **Course prerequisites**

It is anticipated that students will have completed PRINCE2 Foundation level study prior to commencing this course.

ILX Group can provide Foundation level courses in the following format:

- E-learning
- Classroom based

If you would like to discuss your requirements further, please call **+44 (0)1270 611600**.

Course Introduction

Introduction

Welcome to the Practitioner section of this PRINCE2 e-learning course.

This section of the course is intended to help you apply your knowledge of PRINCE2 in practical terms using, amongst other things, activities, exercises and simulations.

By this point you should have completed all the lessons in the Foundation section of the course and you should be feeling confident about your knowledge of PRINCE2.

If you haven't already completed your Foundation exam, we recommend that you periodically practice in the Foundation Exam Simulator, to top up your knowledge and further familiarise yourself with the style of the Foundation exam questions.

You will have noticed that this section of the course contains several lessons intended to help you with your Practitioner studies.

We'll take a few moments to describe each in a little more detail.

➤ ***An Advanced PRINCE2 process model walkthrough***

This lesson takes a detailed step-by-step look at what is considered by many, as the heart of the PRINCE2 method, the Process Model. The lesson looks at the processes, sub processes, inputs, outputs and main decision points which form the cornerstones of the PRINCE2 method.

➤ ***PRINCE2 Practitioner Simulations***

Putting PRINCE2 in to practice is the subject here. This group of simulations shows how the method is applied in practical terms whilst testing your understanding.

Based on a typical project scenario, this suite of six simulation based exercises is intended to test and extend your knowledge of PRINCE2 and to provide a level of understanding required to pass the Practitioner exam.

The exercises are based on a variety of topics including PRINCE2 Processes, the preparation of a Business Case, Risk Analysis, Quality, Product Breakdown Structures and Product Descriptions. Each exercise is stand-alone, and once completed, provides useful feedback and pointers on further revision and study.

➤ ***Marking Up The Manual***

This lesson explains how to highlight all the key PRINCE2 manual references. Key information becomes easier to find, making the best use of your time in the Practitioner exam.

➤ ***Practical Practitioner Exercises***

This lesson consists of a suite of six exercises intended to test and extend your knowledge of PRINCE2 and to provide a level of understanding required to pass the Practitioner exam. The exercises are based on a variety of topics including PRINCE2 Processes, the preparation of a Business Case, Risk Analysis, Quality, Product Breakdown Structures and Product Descriptions.

Each exercise is stand-alone, and once completed, provides useful feedback and pointers on further revision and study.

➤ ***Practitioner Exam Technique***

This lesson begins by outlining the PRINCE2 qualification structure and the awarding bodies and associated accrediting organizations. It goes on to take a detailed look at the make up of the Practitioner examination questions, the paper based documents used in the examination and provides practical guidance on how to approach and answer the Practitioner level examination questions.

➤ ***PRINCE2 Practitioner Exam Simulator***

We've also included a full electronic version of the PRINCE2 Practitioner exam plus two further mini exams to help familiarise you with the style and nature of the Practitioner exam.

The Exam Simulator is timed and scored, just like the real exam, providing you with as near to exam conditions as possible.

PRINCE2 Walkthrough

Introduction

Welcome to this chronological walkthrough of a project managed using the PRINCE2 method.

This lesson starts by introducing the major processes identified in PRINCE2. The second part of the walkthrough will cover the main management products 'input to' and 'output from' each of the processes.

In a nutshell, this is a summary of the context diagrams of the sub processes in the PRINCE2 Manual. We call our map 'PRINCE2 on a Page!'

Although there is much more detail of the sub processes and the appropriate Management Products in the PRINCE2 manual, our process map is analogous to a jigsaw puzzle which could be printed on the front of the PRINCE2 Manual. It explains the individual pieces of the PRINCE2 method and how they link together as a composite picture when applied to running projects.

This lesson also explains the symbols used on the process map and the significance of the colour scheme.

PRINCE2 Project Simulation

Introduction

Welcome to the PRINCE2 Practitioner Simulation.

At the centre of this multifaceted simulation is a project scenario typical of those you'll encounter in the PRINCE2 Practitioner examination. The scenario introduces you to an organisation intent on improving its operational efficiency and increasing its range of customer services. You will take the role of a consultant project manager hired to advise the organisation on its facilities project.

The simulator also contains several complex activities on some key practitioner-level subject areas, including Business Case, Management of Risk, Organisation, Product Based Planning and Quality.

Each activity is stand-alone and provides valuable feedback on your given answers.

You should reference the scenario and any supporting documents whenever you see fit. Feel free to attempt the scenarios in any order.

Project Scenario

Recent changes to the lending criteria of an international bank have made it financially advantageous for one of its customers to make some strategic changes. The organisation intends to reduce its dependency on overdraft and capital loans services, improve its operating efficiency and increase its range of customer services.

Proposals by senior managers have resulted in a decision to use a programme to bring about these changes. Currently there are three projects in this programme:

These are project 1 – Accounts, project 2 – Facilities and project 3 – Staff.

- The objective of the Accounts project is the integration of the numerous accounting practices into one coherent process. This will use a software package now under development by an external software house.
- The Facilities project intends to bring about a reduction in the space utilisation and associated running costs by:
 - constructing an extension to the North West branch building
 - upgrading the facilities of the North West branch building
 - transferring all operations and necessary staff to the North West branch
 - and disposal of un-required assets
- Finally the Staff project involved the assessment of the staffing needs of the organisation for the next five years. This project closed a few days ago having produced the confidential document known as 'Proposed Staffing Needs' which was approved at the highest level.

You are a consultant Project Manager hired to advise the organisation on the second project - Facilities. It is your responsibility to help the organisation use PRINCE2 as its preferred project management method.

Several people have been trained to Foundation level and one has been successful at Practitioner level. However, most employees are unfamiliar with projects so you will need to mentor them in the best use of PRINCE2.

Whilst discussing the situation with the Chief Executive you touched on the company's growth predictions. She indicated that although they are realistic in the current economic climate it would not take much for demand to rise sharply.

The Project Mandate recommended that the project should be undertaken in three stages.

- Stage 1. This is the Initiation Stage for the development of the Project Initiation Document and the Stage Plan for Stage 2.
- Stage 2 – this stage will include the following:
 - Upgrading the facilities at the North West branch.
 - Inviting tenders from external construction companies for the extension to the North West branch and choosing the successful contractor.
 - Obtaining market values for the South East branch building and putting the building up for sale.

- Stage 3 – this stage will include the following:
 - Building the extension to the North West branch building.
 - Moving all necessary staff and operations to the North West site.
 - Closing the project.

Early estimates suggest that this project may take 15-18 months to complete.

Exercise 1 – Organisation Simulation

➤ *Summary Details of all Candidates*

Angela Brown (Chief Executive) – I've benefited from the organisation's growth over the past few years with promotion from Service Delivery Manager through Head of Operations to Chief Executive. I see it as my responsibility to ensure that the programme is a success so I can hand onto my successor a thriving and efficient organisation.

Debbie Davies (Head of Finance) – I joined the organisation a few months ago from a senior position in the finance sector and have been tasked with ensuring that the organisation spends every penny on projects and 'business as usual' in the most cost effective way.

George Goldman (Head of Services) – I've worked my way up from maintenance electrician and fully intend replacing Angela when she retires. This project is my chance to show what I can do and I'll push it through at all costs if need be. I fully understand the needs of external suppliers.

Steven Chang (Head of Operations) – After seven years in the job I have eventually got the Operations division into reasonable shape. I know it's not perfect and changes are still required. I have fully researched the services we deliver and have formed some business based views on how we might improve them.

Amrit Sond (Accountant) – I enjoy my job and don't want promotion as I have huge domestic responsibilities. Nonetheless there are times in my day when I could undertake investigative type work. I really enjoy analysing the actual state of things and recommending appropriate courses of action – especially in areas involving finance.

Joe Simmons (Book-keeper) – (A note handed to you by someone in Human Resources reads: "Joe is likeable and enthusiastic but makes costly mistakes. He is too focused on becoming Head of Finance and thinks that his move from Mechanical Services was a promotion. He may not last long in the organisation!").

Emily Duncan (Personal Assistant) – Now that I've organised Steven's office activities I have more time to devote to other aspects of the business which need someone to pay attention to detail. I would like to use the PRINCE2 understanding I gained on my Foundation course.

Brian Hardman (Buildings Manager) – I've got over twenty years' experience in building construction and maintenance. My company went into liquidation in the last downturn and I have decided to remain as an employed person. During the last five years in this position I have brought all the data on the buildings up to date.

Jeff Wall (Mechanical Services) – I'm keen to be involved with the refurbishment of the buildings we have. My team of people has the whole range of technical skills necessary for refurbishment work but we may have to employ some contract staff at peak workload times.

Monica Shapiro – I headed up the work to update the data on the electrical services for Brian and can now confidently organise my staff to alter any of the facilities to meet future needs.

Stacey Brewins (Service Designer) – I've designed all but one of the services we provide to clients. I know what our clients need and can translate that into proposals for service delivery. I have an impressive background in project work, have been released from the technical work of the organisation and recently passed my PRINCE2 Practitioner exam.

Michael Hanes (Service Delivery Manager) – I've made some improvements to the North West (NW) branch over the last few months and have made it the most efficient part of Service Delivery. We could do better but that would need some amalgamations – with all that implies.

Richard Gamble (Service Delivery Manager) – I look after the South East (SE) branch but don't agree with all the paperwork imposed on me. I take a few short cuts – but I get the work done. I usually answer to my nickname 'Risk'.

Exercise 2 – Business Case Simulation

➤ Interview Transcript

Interviewer “Hi Angela, It’s good of you to take the time to tell us about your vision for the company, especially your views on the Facilities Rationalisation project which is just getting underway.”

Angela “Thank you. As you know this project is part of a programme of initiatives I have sponsored to ensure that we are well placed to take advantage of the market over the next seven years. We have just completed a study into the possible ways we could move forward. One of the major problems facing us has been the time and money incurred between our two north west sites. It doesn’t seem to matter where you were located; the person you needed to talk to always seemed to be in the other building.

Additionally, the cost of running two buildings has escalated significantly in the last two years.”

Interviewer “Indeed I’ve noticed that extra travelling time myself – it can be very frustrating. Are there any other drivers for this initiative?”

Angela “Oh, yes. We have recently concluded a project looking at staffing needs and the consolidation of the accounts package will bring significant advantages.”

Interviewer “Can we be assured that redundancies are not part of the proposals?”

Angela “Oh yes, whilst there are significant advantages to be gained if we implement the recommendations of the staffing project, redundancies are not part of the equation.”

Interviewer “How much do you think the project will cost?”

Angela “Well it’s difficult to estimate it exactly at this stage, but we estimate building costs at £1,000 per square metre and we’re allowing for a 4,000 square metre extension, which will cater for 400 people. That’s 200 staff from the satellite building and allows for expansion in the future. So we’re allowing a total of £4m in the budget.”

Interviewer “I can see the rationale in that, but it seems like a lot of money. Did you consider any other solutions?”

Angela “Yes. The study considered a number of things. Firstly, moving location altogether, but as we own both the buildings this seemed excessively costly and very disruptive for staff.

Secondly we considered staying as we were, but re-organising into different work streams. However as we are a matrix type of organisation this seemed a backward step.

Or, by extending, we can co-locate all the staff for a modest investment in the building and sell off the satellite site. This provides us with cost savings almost from day one. This was documented as our preferred option.

We costed out a further option – which was ‘do nothing’. This ensured that the selected option was both cost effective and offered value for money.”

Interviewer “So when do you expect the extension to be ready?”

Angela “Assuming that the planning permission goes to plan in the next 4 months, I’m hoping that the build will be completed in 12 months and we’ve allowed a couple of months for moving and finalising the extension. So a total of 18 months.”

Interviewer “So how have you justified this expenditure to the board?”

Angela “Well there are a number of things I reported.

The consolidation of the accounts software will only cost £250,000 and we shall save approximately £100,000 p.a. in reconciliation activities. This includes the time wasted by my Accounts team.

Most importantly we will save £250,000 per annum on rent and rates.

We expect to realise £2.5m from the sale of the satellite building and the savings on expenses should amount to about £25,000 per annum. Saved time by integrating the work of both offices amounts to another £50,000 per annum, so we expect to get payback within 5 years.

Additionally, the general improvement in staff morale will provide a number of benefits to us.”

Interviewer “I understand that we are using PRINCE2. Will that ensure we deliver on time and on budget?”

Angela “It’ll certainly help. Assuming that everything goes to plan then we’ll be spot on. However, whilst the extension is relatively problem free we could have difficulties with selling the old site and it is very important that we address the communication with the staff so that they integrate and enjoy the new premises.”

Interviewer “How do you propose to address these issues?”

Angela “This interview is the first of a series of communication initiatives. We also intend to run a series of road shows that we hope all staff will attend to keep everyone informed of project progress and will encourage feedback from the staff.”

Interviewer “Thank you for your time Angela.”

Angela “Thank you.”

Exercise 3 – Product Based Planning Simulation

➤ *Planning Workshop Transcript*

- Stacey** “Welcome to this project planning workshop. As you know I’m the project manager and I’d like to discuss the requirements for the project with a view to establishing a product breakdown structure and flow diagram.
Before we start, Emily will take notes and just to make sure she knows who you all are can we just have a roll call for Emily, just for the record?”
- Brian** “Hi I’m Brian Hardman and my responsibility is to provide Assurance to George Goldman, the Senior Supplier.”
- Jeff** “Jeff Wall, Team Manager for the mechanical side of things.”
- Monica** “Hello, I’m Monica, Team Manager for electrical services.”
- Michael** “Mike Hanes, Service Delivery Manager, doing assurance for the Senior User. This is all a bit new to me Stacey, could you just explain what you mean by a Breakdown Structure?”
- Stacey** “No problem Mike. All I want to achieve today is to generate a list of products or deliverables that we need to create in order to complete the project. It’s a first pass to help us identify the scope of the project and the work involved. Because we’re dealing with products we call it a product breakdown structure and it’s basically a structured list of things to make, build or buy in.”
- Monica** “What’s the Flow diagram?”
- Stacey** “This is like a network of activities in MSProject, except that it’s a network of products. It shows the order that we’ll develop the products.”
- Michael** “Thanks Stacey, that’s cleared it up for me. How are we going to go about it then?”
- Stacey** “I’d like you just to think about the project for a few minutes and then shout out your products and I’ll draw them up on the flipchart.”

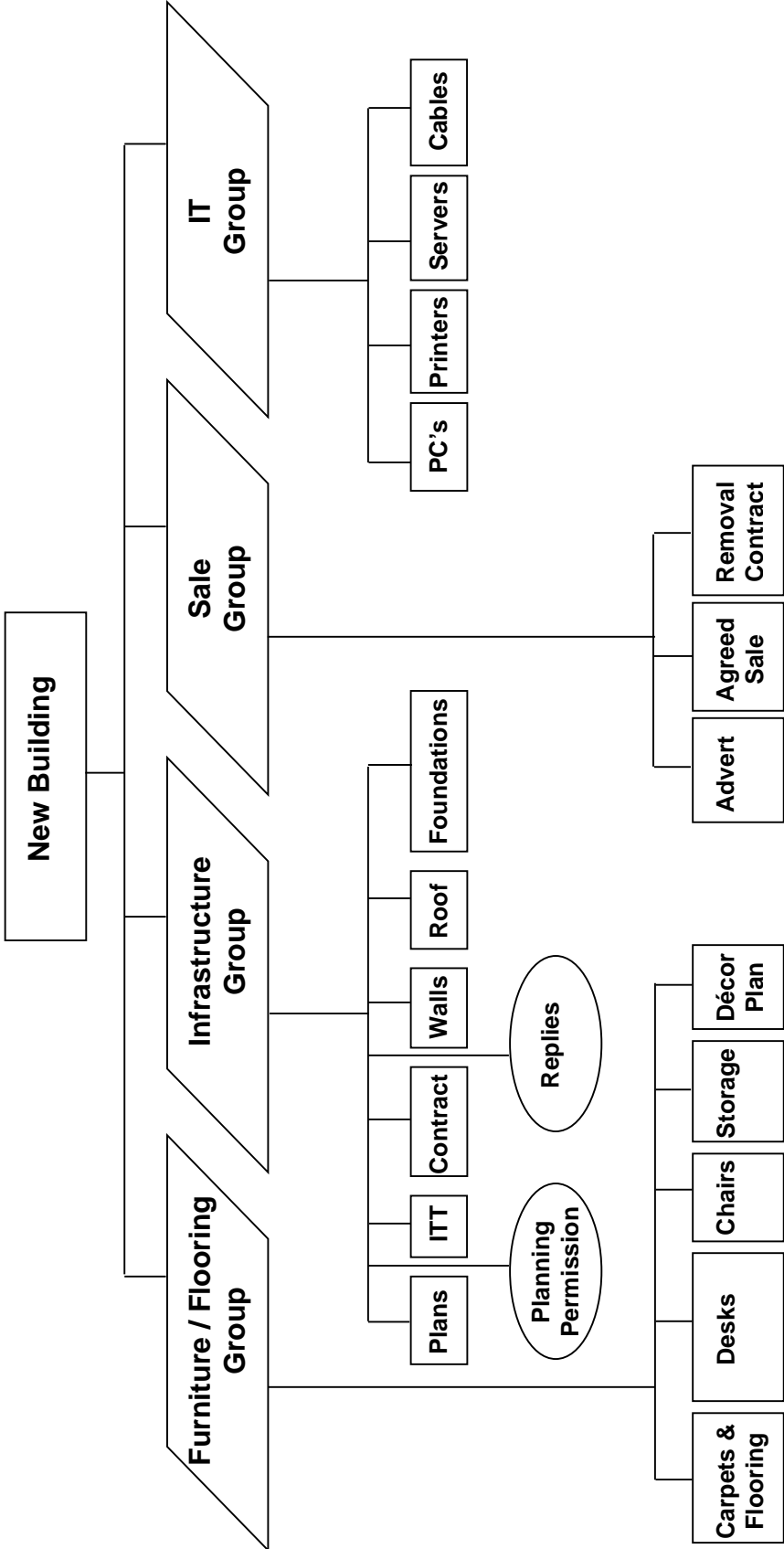
TIME PASSES

- Jeff** “I guess the first thing will be getting the plans sorted out and then there’ll be planning permission.”
- Monica** “Yes, and then there’s all the decorating to sort out.”
- Stacey** “What do you think that will entail?”
- Michael** “Well last time we had a décor plan. I need to make sure we get the right furniture items – flat-pack desks, chairs and storage units for example. And the carpets need to tie in with the colour scheme.”
- Jeff** “There’ll have to be a contract and that means an Invitation to Tender, we call it an ITT. We’ll have to evaluate the replies. The Contracts Manager normally does that.”

- Monica** "I'll need to get all the IT sorted out, Cables, PCs, Printers and the Servers."
- Michael** "Yes, that's very important. My lot will want to get involved in the testing."
- Stacey** "Don't forget the building works. There'll be foundations for a start, walls and the roof of course."
- Emily** "What about the old building, isn't that being sold?"
- Michael** "Yes, quite right, Angela wants it sold so we'll have to place an advert and get an agreed sale. Then when it's all done we can move the staff so we'll need a contract with a removal company."
- Stacey** "Thanks for that everybody, I think we've gone as far as we can for now. Perhaps you'll be thinking about the risks – opportunities and threats please before our next meeting. Emily will get this written up and out to you by close of play today. Bye for now."
- Jeff**
Monica
Michael
Emily "Bye everybody, see you later."

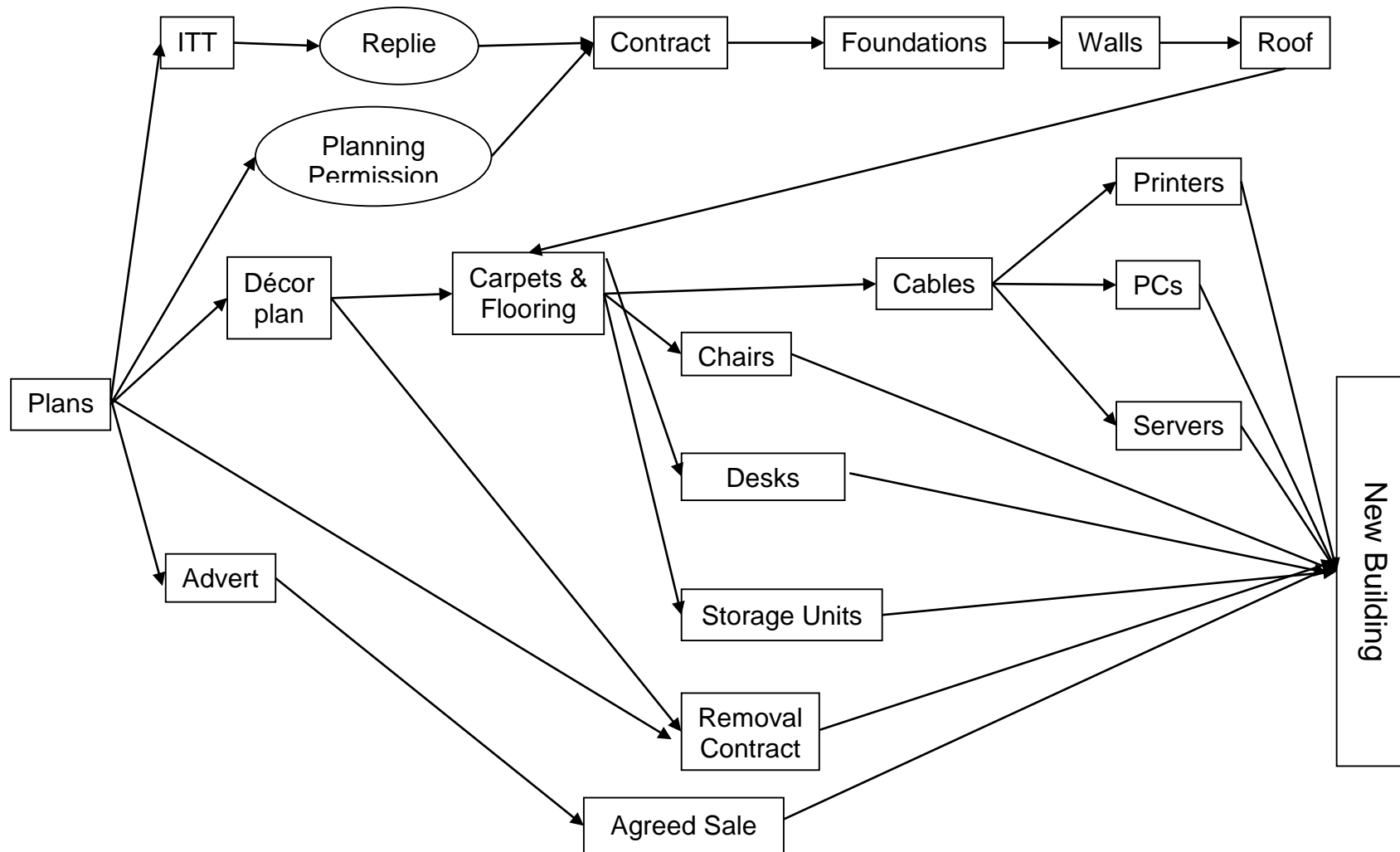
➤ **Sample Product Breakdown Structure**

Product Breakdown Structure



➤ **Sample Product Flow Diagram**

Product Flow Diagram



Exercise 4 – Management of Risk Simulation

➤ *Communication Transcript*

Communications to Stacey

No.	Method	Detail	From
1	Phone	<p>“Hi Stacey.</p> <p>Just a thought. There may be some objections to the planning application causing a delay to the project.”</p>	Brian Hardman
2	Email	<p>Dear Stacey.</p> <p>For your information. Due to the fall in property prices the sale of the old building has been postponed.</p> <p>Regards</p> <p>Angela</p>	Angela (CEO)
3	Email	<p>Hi Stacey,</p> <p>There may be problems with the foundation work for the extension resulting in delays and additional costs.</p> <p>Brian Hardman</p>	Brian Hardman
4	Phone	<p>“Hello Stacey, it’s Michael Hanes here.</p> <p>I was thinking about the buildings project and it occurred to me that the staff may not actually like the décor plan.”</p>	Michael Hanes
5	Email	<p>Dear Stacey,</p> <p>I had a meeting earlier today with some of the staff representatives. I thought I should let you know that the Unions are unhappy about the proposed move. This is something that we will have to address.</p> <p>Let me know your thoughts.</p> <p>Regards</p> <p>Michael</p>	Michael Hanes
6	Meeting	<p>We have discovered that the IT system hasn’t enough capacity to cater for the additional users.</p>	Monica Shapiro

7	Phone	<p>“Hi Stacey, Mike here.</p> <p>Following on from my earlier email and the meeting I had with the staff representatives...</p> <p>Well, have we considered involving the staff in discussions about the new extension – they might have some good ideas.</p> <p>I'd appreciate your thoughts.”</p>	Michael Hanes
8	Email	<p>Dear Stacey,</p> <p>I hope all is going well for you on the building extension project.</p> <p>If the cost savings have been exaggerated the project will not pay for itself as suggested in the Business Case. This will need to be considered.</p> <p>Best Regards</p> <p>Angela</p>	Angela (CEO)
9	Meeting	<p>The staff from the other building may not integrate and morale will suffer.</p>	Mike Hanes
10	Email	<p>Hi Stacey,</p> <p>I've just been informed that the structural engineers have found a problem with the architect's proposal. It concerns the access route into the extension.</p> <p>Could you get back to me when it's convenient?</p> <p>Thanks</p> <p>Brian.</p>	Brian Hardman

➤ **Risk Parameters**

Parameters for probability and impact have been identified as follows:

Probability:	Low – not very likely to happen Medium – it has a 50/50 chance of happening High – very likely to happen
Impact on Time:	Low – less than 3 weeks delay Medium – 3 to 7 weeks delay High – more than 7 weeks delay
Impact on Cost:	Low – increase less than 10% in cost Medium – 10 - 20% increase in cost High – more than 20% increase in cost
Impact on benefit:	Low – benefits reduced by less than 5% Medium – benefits reduced by 5 - 10% High – benefits reduced by more than 10%

Exercise 5 – Quality in a Project Environment Simulation

➤ Meeting Transcript

Stacey “Hi, Claire. Thanks for coming in this morning.”

Claire “No problem Stacey. We’re really looking forward to this job. I just want to make sure we get it right first time and that you’re pleased with the result.”

Stacey “That’s great. We’re starting the planning of the project and one of the most important things that PRINCE2 suggests we do is write Product Descriptions for each of the products we’re having delivered. One of the key aspects of each description is the quality criteria as this makes sure that what we get is what we wanted. Hence our meeting as I want to produce a Description for the Décor Plan, which is something that you will be doing for us.”

Claire “Sounds great to me. It sounds like it’ll save a lot of confusion to-ing and fro-ing between me and you as I try to get to grips with what you want. How can I help?”

Stacey “Well I know that the reason for having a décor plan is to make sure we can sign off your designs before you start work, but how does it help you?”

Claire “Well, it’ll make sure that I know what colours are going where and I’ll be able to order the right amount of materials, which should keep the costs to a minimum.”

Stacey “That’s great. I’m assuming that the architect will tell you what the colours will be?”

Claire “That’s correct. It would also be useful if he were to provide a set of drawings showing the relationships between the colours.”

Stacey “Is there anything else that would be useful?”

Claire “Yes, it would be useful to have a list of RAL colours and swatches so you can see exactly what the colours will look like. An artist’s impression of the main areas would also be good for you too.”

Stacey “Okay, let’s include those as well, although I guess we could do without the artist’s impression. Where will you get them from?”

Claire “The RAL numbers and artist’s impression from the architect, and I’ll provide the swatches.”

Stacey “When will you have completed the décor plan Claire?”

Claire “It won’t take me any longer than three weeks from now.”

Stacey "That's good news – it'll have to be in the standard format. How will we know that you've done it properly then Claire?"

Claire "Well I'm hoping that the architect will check it and also your Senior User and maybe some of the people within the departments. That's what usually happens with my clients and it makes sure that the end users have bought into the scheme."

Stacey "I guess they'll have to check that you've included everything and that the colours are correct. We'll use the quality review technique for this, I think."

Claire "Sounds good to me! Well, if that's all I'll be getting along – I'll hear from you in a couple of days then?"

Stacey "Yes you will. Thanks for your time."

Marking Up the PRINCE2 Manual

Marking up Exercise - Table of Contents

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Overview:

This document has been compiled to provide students who are using the ILX Group Computer based Training or On-line Study programme to gain the PRINCE2 Foundation qualification or in preparation for the PRINCE2 Practitioner Exam.

The purpose of the document is to provide students with an insight into the PRINCE2 manual and to identify many of the key statements in the manual; it also serves as an exercise for those going on to the Practitioner Exam to break them out of the CBT and into the manual.

Candidates may take a copy of the PRINCE2 manual into the Practitioner examination. If students are not familiar with the contents of the manual, valuable time may be lost, trying to find the appropriate information during the exam. Highlighting the manual will act as a reference to key statements and areas of the manual that are required for the Practitioner paper.

Task:

Work through the exercise reading and highlighting the PRINCE2 manual as suggested, annotating the margin with any notes you feel will assist you.

Hint:

It is suggested that the student refers to the e-learning material on a section at a time basis, and then refers to the manual and highlights the appropriate elements as suggested. This will help to emphasise the context of the information and, through reading the supporting text, facilitate further learning, familiarisation and appreciation of the PRINCE2 method.

Many of the suggested highlighted sections of the manual relate directly to Foundation Exam questions. In many cases, the context of the statement to be highlighted has been left deliberately vague in this document. This is to ensure that the student reads and understands the full text involved and also reads the text associated with the highlighted element.

It is suggested that, prior to undertaking the e-learning Foundation course and highlighting exercise, the manual chapters should be 'tabbed up' for ease of reference – this will be especially useful when progressing to the Practitioner Exam.

Walk Through Example:

The PRINCE2 manual is a bound guide, although the table of contents is very comprehensive, we have found that students who put tabs into the manual can find their way round much quicker. E.g. using small post-it-notes adding one per Process and one per Theme along the long edge, and one for the Tailoring chapter and Appendices along the short edge. Now, with a highlighter and pencil work through the exercise below.

Materials Required:

Highlighter Pen, Pencil/pen, small post-it-notes
PRINCE2 Manual.

Time Required:

Approx 4-5 hours in total.

It should be noted that the highlighting exercise is intended as a revision aide, and should not in itself be considered as a guide to passing either of the PRINCE2 exams. It should be used in conjunction with other learning materials to provide an all-round learning experience.

CHAPTER 1 – INTRODUCTION

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
3	1.3	TB	A project is a temporary organization..	
3	1.3	S	There are a number of ...	
3	1.3	B	Change	Word only
3	1.3	B	Temporary	Word only
3	1.3	B	Cross functional	Words only
4	1.3	B	Unique	Word only
4	1.3	B	Uncertainty	Word only
4	1.4	TB	Project management is the planning ..	
4	1.5.2	S	There are six variables involved ..	
5	1.1	D	Project Management	
5	1.5.2	B	Headings only : Costs, Timescales, Quality, Scope, Risk, Benefits	
6	1.6.1	P	It is not intended (or possible) ...	
6/7	1.6.1	B	Headings only : Specialist aspects, Detailed techniques, Leadership Capability	Words only
6	1.3	D	OGC best-practice guidance	
7	1.6.1	B	Detailed techniques	Words only
7	1.6.1	B	Leadership capability	Words only
7	1.7	H	BENEFITS OF PRINCE 2	
7	1.7	S	Before introducing the structure of the ...	
7	1.7	B	All fourteen bullet points	

CHAPTER 2 – PRINCIPLES

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
11	2	S	Principles are characterized as:	
11	2	B	All three bullet points	
11	2	S	The seven PRINCE2 principles can be summarised as:	
11	2	B	All seven bullet points	
11	2.1	TB	A PRINCE2 project ..	
11	2.1	S	A requirement for a PRINCE2 project ..	
11	2.1	B	All three bullet points	
11	2.1	P	In PRINCE2, the justification ...	
11	2.1	S	If, for whatever reason, the project ..	
12	2.2	TB	PRINCE2 project teams learn ..	
12	2.2	S	In PRINCE2, learning from ...	
12	2.2	B	When starting a project	Words only
12	2.2	B	As the project progresses	Words only
12	2.2	B	As the project closes	Words only
12	2.2	S	It is the responsibility ...	
12	2.3	TB	A PRINCE2 project ..	
12	2.3	P	To be successful, projects must have an ...	
12	2.3	S	All projects have the following primary ...	
12	2.3	B	Business sponsors	Words only
12	2.3	B	Users	Word only
12	2.3	B	Suppliers	Word only
13	2.4	TB	A PRINCE2 project is planned ..	
13	2.4	S	At the end of each stage, ...	
13	2.4	S	Planning can only be done to a level ...	
13	2.4	S	PRINCE2 overcomes the planning ...	
13	2.4	B	All three bullet points	
13	2.4	S	PRINCE2 requires there to be a minimum of ...	
13	2.5	TB	A PRINCE2 project has defined tolerances ..	
13	2.5	P	PRINCE2 enables appropriate governance ..	
13	2.5	B	Delegating authority from one management ..	
13	2.5	B	Time, Cost, Quality, Scope, Risk, Benefit	Headings of bullet points

CHAPTER 2 – PRINCIPLES (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
13	2.5	B	Setting up controls ...	
13	2.5	B	Putting an assurance mechanism in place ...	
14	2.6	TB	A PRINCE2 project focuses on ...	
14	2.6	S	A successful project is output-oriented ..	
14	2.6	S	The purpose of a project is to fulfil ...	
14	2.6	P	The 'product focus' supports almost ...	
14	2.7	TB	PRINCE2 is tailored to suit ..	
14	2.7	S	The value of PRINCE2 is that ...	
14	2.7	S	If PRINCE2 is not tailored, it is unlikely ...	
14	2.7	S	The purpose of tailoring is to:	
14	2.7	B	Both bullet points	
14	2.7	S	Tailoring requires the Project Manager ...	
14	2.7	P	To ensure that all those people involved ..	

CHAPTER 3 – INTRODUCTION TO PRINCE2 THEMES

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
17	3.1	S	The PRINCE2 themes describe aspects ..	
17	3.1	S	The PRINCE2 processes address ...	
17	3.1	D	The PRINCE2 themes	
17	3.1	D	Themes: Business Case to Progress	All Theme headings
17	3.1	D	Answers: Why to Should we carry on?	All Answer headings

CHAPTER 4 – BUSINESS CASE

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
21	4.1	TB	The purpose of the Business ..	
21	4.1	S	It is a PRINCE2 principle ...	
21	4.1	P	The business justification is ...	
21	4.1	S	The reasons for undertaking ...	
21	4.1	S	This is based on whether the project ...	
21	4.1	P	The Senior User(s) is responsible ..	
21	4.1	P	In PRINCE2, the Business Case is ..	
21	4.2.1	P	Since this viability question ..	
21	4.2.2	B	All three bullet points	
22	4.2.3	S	The reasons for undertaking projects	
22	4.1	D	Relationship between outputs, outcomes and benefits	
22	4.3	P	In PRINCE2, the Business Case ...	
22	4.3.1	S	In PRINCE2 the Executive ...	
23	4.2	D	The development path of the Business Case	
23	4.3.1	S	If not, then the Project ...	
23	4.3.1	S	Due to the inputs ...	
23	4.3.2	S	The Business Case drives ...	
23	4.3.2	S	To drive the decision making ..	
23	4.3.2	B	All eight bullet points	
23	4.3.2	S	It is the responsibility of the Executive ...	

CHAPTER 4 – BUSINESS CASE (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
24	4.3.3	S	The approach to confirming benefits is to:	
24	4.3.3	B	All four bullet points	
24	4.3.3	S	By default, the Executive is responsible ...	
24	4.3.3	S	The Benefits Review Plan is first created ...	
24	4.3.3	S	The benefits that can be measured during ...	
25	4.3.3	S	The post-project benefits review(s) will	
25	4.3.4	S	It typically contains:	
25	4.3.4	B	All nine bullet points	
25	4.3.4.1	H	Reasons	
25	4.3.4.1	S	The Business Case should explain ..	
25	4.3.4.2	H	Business options	
25	4.3.4.2	B	All three bullet points	
25	4.3.4.3	H	Expected benefits	
25	4.3.4.3	S	The Business Case should list each ...	
25	4.3.4.3	P	Benefits can be financial and non-financial ...	
25	4.3.4.3	B	All five bullet points	
26	4.3.4.3	S	If the project includes benefits that cannot ..	
26	4.3.4.3	B	All three bullet points	
26	4.3.4.4	H	Expected dis-benefits	
26	4.3.4.4	S	A dis-benefit is an ...	
26	4.3.4.5	H	Timescale	
26	4.3.4.5	S	Corporate and/or programme ...	
26	4.3.4.5	B	All five bullet points	
26	4.3.4.6	H	Costs	
27	4.3.4.7	H	Investment appraisal	
27	4.3.4.8	H	Major risks	
27	4.4	TB	Investment appraisal techniques	
28	4.1	D	Responsibilities relevant to the Business Case	

CHAPTER 5 - ORGANIZATION

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
31	5.1	TB	The purpose of the Organization theme ..	
31	5.1	S	PRINCE2 is based on a customer/supplier ..	
31	5.1	P	One of the principles of PRINCE2 is ...	
31	5.1	S	A successful project management ...	
31	5.1	B	All four bullet points	
31	5.2.1	H	Project	
31	5.2.1	S	PRINCE2 defines a project as ...	
31	5.2.2	S	A project which forms part of ...	
31	5.2.4	S	In order to be flexible ...	
31	5.2.4	S	It defines roles, each .	
31	5.2.5	H	Three project interests	
32	5.2.5	S	Figure 5.1 shows the three primary interests..	
32	5.1	D	The three project interests	
32	5.2.5	B	Business	Highlight heading
32	5.2.5	B	User	Highlight heading
32	5.2.5	B	Supplier	Highlight heading
32	5.2.5	S	'Customer' can usually be interpreted ...	
32	5.3.1	H	Levels of organization	
32/ 33	5.3.1	S	The project management structure has ...	
33	5.2	D	The four levels of management within the project management structure	
33	5.3.1	B	Corporate or programme management	Highlight heading
33	5.3.1	B	Directing	Highlight heading
33	5.3.1	B	Managing	Highlight heading
33	5.3	D	Project management team structure	
34	5.3.1	B	Delivering	Highlight heading
34	5.3.2.1	H	Project management team structure	
34	5.3.2.1	S	A project management team is a temporary structure	
34	5.3.2.1	S	The Executive (representing the ...	
34	5.3.2.1	S	Some of the PRINCE2 responsibilities ..	
34	5.3.2.1	S	For example:	
34	5.3.2.1	B	Highlight both bullet points	

CHAPTER 5 – ORGANIZATION (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
34	5.3.2.1	S	PRINCE2 provides role description outlines ...	
34	5.3.2.2	S	PRINCE2 defines the duties...	
34	5.3.2.2	B	All eight bullet points	
34	5.3.2.2	S	A good Project Board should ...	
34	5.3.2.2	B	Authority	Word only
35	5.3.2.2	B	Credibility	Word only
35	5.3.2.2	B	Ability to delegate	Words only
35	5.3.2.2	B	Availability	Word only
35	5.3.2.2	S	The frequency and detail ...	
35	5.3.2.2	H	Executive	
35	5.3.2.2	S	Although the Project Board is responsible ..	
35	5.3.2.2	S	The Executive's role is to ensure ...	
35	5.3.2.2	S	Throughout the project, the	
35	5.3.2.2	H	Senior User	
35	5.3.2.2	P	'The Senior User(s) is responsible for specifying ..	
35	5.3.2.2	S	The Senior User role commits user ...	
35	5.3.2.2	P	The Senior User(s) specifies the benefits and is held ...	
35	5.3.2.2	H	Senior Supplier	
35	5.3.2.2	S	The Senior Supplier(s) represents the interests ..	
36	5.3.2.2	S	If necessary, more than one person ...	
36	5.3.2.3	S	Project Board members are responsible ...	
36	5.3.2.4	H	Change Authority	
36	5.3.2.4	S	One consideration at project initiation ...	
36	5.3.2.4	S	To facilitate this, the Project Board ...	
36	5.3.2.4	B	All four bullet points	
37	5.4	D	Possible reporting structure using user and supplier groups	
38	5.3.2.6	H	Project Manager	
38	5.3.2.6	S	The Project Manager is the single focus ...	
38	5.3.2.6	S	The Project Manager manages the Team Managers	
38	5.5	D	The many facets of the Project Manager role	
38	5.3.2.7	H	Team Manager	
38	5.3.2.7	P	The Team Manager's primary responsibility ..	

CHAPTER 5 – ORGANIZATION (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
38	5.3.2.7	S	The Team Manager role may be assigned to the Project Manager...	
38	5.3.2.7	S	Among these are the size of the project ...	
39	5.3.2.7	S	If the Team Manager comes from ...	
39	5.3.2.8	H	Project Support	
39	5.3.2.8	S	Project Support is the responsibility ..	
39	5.3.2.8	S	It is important to stress that the role of Project ...	
39	5.3.2.8	S	Project Support and Project Assurance roles ...	
39	5.3.3	H	Working with the project team	
39	5.3.3.1	H	Balancing the project, team and individual	
40	5.3.3.2	H	Training needs for project teams	
40	5.3.3.3	H	Part-time teams	
40	5.3.4	H	Working with the corporate organization	
40	5.3.4.1	H	Line management/functional management	
41	5.3.4.2	H	Centre of excellence	
41	5.3.4.2	S	The concept of a centre of excellence is that ..	
41	5.3.4.2	S	A centre of excellence can be useful where :	
41	5.3.4.2	B	All four bullet points	
41	5.3.5	H	Working with stakeholders	
41	5.3.5.1	H	Types of stakeholder	
41	5.3.5.1	P	'There are likely to be individuals or groups ..	
41	5.3.5.1	B	All four bullet points	
41	5.3.5.2	H	Stakeholder engagement	
41	5.3.5.2	S	Stakeholder engagement is the process of ..	
42	5.3.5.3	H	The Communication Management Strategy	
42	5.3.5.3	S	The Communication Management Strategy contains ...	
43	5.1	D	Responsibilities relevant to the Organization theme	

CHAPTER 6 - QUALITY

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
47	6.1	TB	The purpose of the ...	
47	6.1	S	The Quality theme defines ..	
47	6.1	B	Both bullet points	
47	6.2	H	QUALITY DEFINED	
47	6.2.1	H	Quality	
47	6.2.1	P	Quality is generally defined as ...	
47	6.2.2	H	Scope	
47	6.2.2	S	The scope of a plan is ...	
47	6.2.3	H	Quality management and quality management systems	
47	6.2.3	S	Quality management is defined .	
48	6.2.4	H	Quality planning	
48	6.2.4	P	To control anything, including quality ..	
48	6.2.5	H	Quality control	
48	6.2.5	S	Quality control focuses on the ...	
48	6.2.5	B	Both bullet points	
48	6.2.6	S	Quality assurance provides a check ..	
48	6.2.6	S	Quality assurance activities are outside the ...	
48	6.2.6	S	The term 'quality assurance' ..	
48	6.2.6	B	Both bullet points	
48/49	6.2.6	S	Quality assurance should not be confused ...	
48	6.1	D	The relationship between Project Assurance and quality assurance	
49	6.2.6	S	However, Project Assurance and..	
49	6.3	B	All three bullet points	
49	6.3	S	The first two of these are covered ..	
49	6.1	D	The quality audit trail	
50	6,3,1	H	Quality planning	
50	6.3.1	S	The purpose of quality planning ...	
50	6.3.1	B	Project Board agreement	Words only
50	6.3.1	B	Communicating	Word only
50	6.3.1	B	Control	Word only
50	6.3.1	S	Quality planning comprises:	
50	6.3.1	B	All six bullet points	
50	6.3.1.1	H	The customer's quality expectations	

CHAPTER 6 – QUALITY (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
50	6.3.1.1	S	To avoid misinterpretations ...	
50	6.3.1.1	B	All three bullet points	
51	6.3.1.2	H	Acceptance criteria	
51	6.3.1.2	S	The project's acceptance criteria ..	
51	6.3.1.2	P	Acceptance criteria should be ..	
51	6.3.2.1	TB	Example of a prioritization technique – MoSCoW	This heading only
51	6.3.1.3	H	The Project Product Description	
51	6.3.1.3	S	The Project Product Description includes:	
51	6.3.1.3	B	All five bullet points	
52	6.3.1.4	H	The Quality Management Strategy	
52	6.3.1.4	S	The Quality Management Strategy is prepared ..	
52	6.3.1.4	S	The Quality Management Strategy is maintained, subject ..	
52	6.3.1.5	H	Product Descriptions	
52	6.3.1.5	P	Once detailed planning gets underway, ..	
52	6.3.1.5	P	The level of detail in a Product Description ..	
52	6.3.1.5	S	Care should be taken not to write ..	
52	6.3.1.5	H	Quality criteria	
52	6.3.1.5	S	The quality criteria should be of sufficient ...	
52	6.3.1.5	H	Quality tolerances	
52	6.3.1.5	S	Quality tolerances for a product can be ...	
53	6.3.1.5	H	Quality methods	
53	6.3.1.5	S	The quality methods section of the Product ..	
53	6.3.1.5	H	Quality responsibilities	
53	6.3.1.5	S	The responsibilities will fall ...	
53	6.3.1.5	B	Highlight headings in all three bullet points	
53	6.3.1.6	H	The Quality Register	
53	6.3.1.6	P	The Quality Register is effectively a diary ...	
53	6.2	D	Example of a Quality Register	
54	6.3.2	H	Quality control	
54	6.3.2	S	Quality control comprises:	
54	6.3.2	B	All three bullet points	
54	6.3.2.1	H	Quality methods	
54	6.3.2.1	B	In-process methods'	Bold heading only

CHAPTER 6 – QUALITY (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
54	6.3.2.1	B	Appraisal methods	Bold heading only
54	6.3.2.1	S	A systematic but flexible ...	
54	6.3.2.1	B	All three bullet points	
55	6.3.2.1	TB	All text box contents	
56	6.3.2.1	TB	All text box contents	
56	6.3.2.1	P	The formal approval of a product ..	
56	6.3.2.1	S	The PRINCE2 quality review ...	
56	6.3.2.1	H	Stakeholder engagement	Bold heading only
56	6.3.2.1	H	Leadership	Bold heading only
57	6.3.2.1	H	Team Building	Bold heading only
57	6.3.2.1	H	Developing individuals	Bold heading only
57	6.3.2.1	H	Quality documentation	Bold heading only
57	6.4.2.1	H	Quality culture	Bold heading only
57	6.3.2.2	H	Quality records	
57	6.3.2.2	S	The records support entries in the Quality ...	
57	6.3.2.2	B	All five bullet points	
57	6.3.2.3	H	Approval records	
57	6.3.2.3	P	While quality records provide ...	
57	6.3.2.4	H	Acceptance records	
57	6.3.2.4	S	But during the Closing a Project process ...	
57	6.3.2.4	S	PRINCE2 uses the term 'acceptance' to ...	
57	6.3.2.4	S	Acceptance may be qualified, and documented .	
58	6.3	D	Responsibilities relevant to the Quality theme	

CHAPTER 7 – PLANS

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
61	7.1	TB	The purpose of the ..	
61	7.1	S	Planning provides all personnel involved ...	
61	7.1	B	All four bullet points	
61	7.2.1	H	What is a plan?	

CHAPTER 7 – PLANS (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
61	7.2.1	P	A PRINCE2 plan is more comprehensive ...	
61	7.2.1	P	Plans are the backbone of the management ..	
61	7.2.2	H	What is planning?	
61	7.2.2	S	Planning is the act or process of ...	
61	7.2.3	H	Levels of plan	
61	7.2.3	S	PRINCE2 recommends three levels of plan ..	
62	7.1	D	PRINCE2's planning levels	
62	7.2.3	S	The Project Plan is created ..	
62	7.2.3	S	The Initiation Stage Plan is created ...	
62	7.2.3	S	Team Plans are created ...	
62	7.2.3	P	The only other plan in PRINCE2 is ..	
62	7.2.4	H	The Project Plan	
62	7.2.4	S	The Project Plan:	
62	7.2.4	B	All three bullet points	
62	7.2.5	H	Stage Plans	
62	7.2.5	S	The stage plan is similar ..	
62	7.2.5	S	This approach allows the Stage Plan to:	
62	7.2.5	B	All three bullet points	
62	7.2.6	H	Team Plans	
62	7.2.6	P	A Team Plan is produced ...	
62	7.2.6	S	Team Plans are optional;	These words only
63	7.2.6	S	PRINCE2 does not prescribe the format ..	
63	7.2.7	H	Exception Plans	
63	7.2.7	P	An Exception Plan is a plan prepared ..	
63	7.2.7	P	If a Stage Plan is being replaced, this ..	
63	7.2.7	S	It picks up from the current plan ..	
63	7.2	D	The PRINCE2 approach to plans	
64	7.3.1	P	The philosophy behind ...	
64	7.3.2	H	Prerequisites for planning – design the plan	
64	7.3.3	H	Define and analyse the products	
65	7.3.3	S	The benefits of product-based planning include:...	
65	7.3.3	B	All eight bullet points	
65	7.3.3.2	H	Create the product breakdown structure	
65	7.3.3.2	S	When creating a product breakdown structure..	

CHAPTER 7 – PLANS (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
65	7.3.3.2	B	First two bullets	
65	7.3.3.2	B	Fourth bullet starting 'It is useful ..	First two sentences only
66	7.3.3.2	B	When using product-based ...	First sentence of bullet
66	7.3.3.2	B	When presenting the product ..	First two sentences only
66	7.3.3.2	B	If the project is broken down ..	First sentence of bullet
66	7.3.3.2	B	In some cases, the organization's ..	First sentence of bullet
66	7.3.3.3	H	Write the Product Descriptions	
66	7.3.3.3	P	A Product Description is required...	
66	7.3.3.3	B	Product Descriptions should be written .	First sentence of bullet
66	7.3.3.3	B	A Product Description should be baselined .	First sentence of bullet
66	7.3.3.3	B	Although the responsibility ...	First sentence of bullet
66	7.3.3.3	B	Successful Product Descriptions ...	First sentence of bullet
66	7.3.3.3	B	If a detailed requirements specification ...	First sentence of bullet
67	7.3.3.3	B	For a small project ...	
67	7.3.3.3	B	Quality criteria, aimed at ...	First sentence of bullet
67	7.3.3.4	H	Create the product flow diagram	
67	7.3.3.4	P	A product flow diagram needs to ...	
67	7.3.3.4	S	When creating a product flow diagram ..	
67	7.3.3.4	B	All four bullet points	
67	7.3.4	H	Identify activities and dependencies	
67	7.3.4.1	H	Activities	
67	7.3.4.1	S	There are several ways ..	
67	7.3.4.1	B	Both bullet points	
67	7.3.4.2	H	Dependencies	
67	7.3.4.2	S	External dependencies may, for example, be	
67	7.3.4.2	B	All three bullet points	
68	7.3.4.2	TB	Examples of estimating techniques	All points
68	7.3.5	H	Prepare estimates	
68	7.3.5	S	A decision about how much time ...	
68	7.3.5	B	Both bullet points	
68/69	7.3.5	TB	Basic rules for estimating	
69	7.3.6	H	Prepare the schedule	
69	7.3.6.1	H	Define activity sequence	
69	7.3.6.1	S	Identifying a plan's critical path ..	

CHAPTER 7 – PLANS (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
69	7.3.6.1	B	Both bullet points	
69	7.4	D	Simple activity-on-node diagram	
70	7.3.6.2	H	Assess resource availability	
70	7.3.6.3	H	Assign resources	
70	7.3.6.4	H	Level resource usage	
70	7.3.6.4	TB	The critical chain technique	
70	7.3.6.5	H	Agree control points	
70	7.3.6.6	H	Define milestones	
71	7.3.6.7	H	Calculate total resource requirements and costs	
71	7.3.6.7	S	The budget should include:	
71	7.3.6.7	B	All four bullet points	
71	7.3.6.7	S	The use of risk budgets and ...	
71	7.3.6.8	H	Present the schedule	
71	7.3.7	H	Analyse the risks	
71	7.3.7	TB	Examples of presentation formats for the schedule	
72	7.3.7	TB	Examples of planning risks	
72	7.3.8	H	Document the plan	
73	7.1	D	Responsibilities relevant to the Plans theme	

CHAPTER 8 – RISK

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
77	8.1	H	PURPOSE	
77	8.1	TB	The purpose of the Risk ..	
77	8.2.1	H	What is a risk?	
77	8.2.1	S	A risk is an uncertain event ..	
77	8.2.1	B	Threat	Word only
77	8.2.1	B	Opportunity	Word only
77	8.2.3	H	What is risk management?	
77	8.2.3	S	The term risk management ..	
77	8.2.3	S	For risk management to be ...	

CHAPTER 8 – RISK (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
77	8.2.3	B	Identified	Word only
77	8.2.3	B	Assessed	Word only
77	8.2.3	B	Controlled	Word only
78	8.1	D	Organizational perspectives	
78	8.3.1	B	All nine bullet points	
78	8.3.2	B	An organization's risk management policy should...	First sentence only
78	8.3.2	B	An organization's risk management process ..	First sentence only
79	8.3.3	P	A key decision that needs to be recorded ...	
79	8.3.4	H	Risk Register	
79	8.3.4	B	All eleven bullet points	
79	8.3.5	H	Risk management procedure	
79	8.3.5	B	All five bullet points	
80	8.3.5.1	S	The following will have an influence ...	
80	8.3.5.1	B	All seven bullet points	
80	8.3.5.1	S	The Risk Management Strategy will include ..	
80	8.3.5.1	B	All twelve bullet points	
80	8.3.5.1	S	Early warning indicators could include ..	
80	8.3.5.1	B	All eight bullet points	
81	8.3.5.1	TB	Risk identification techniques	
81	8.3.5.1	H	Identify risks	
81	8.3.5.1	B	All three bullet points	
81	8.3.5.1	S	A useful way of expressing risk ..	
81	8.3.5.1	B	Risk cause	Words only
81	8.3.5.1	B	Risk event	Words only
81	8.3.5.1	B	Risk effect	Words only
82	8.3.5.2	H	Assess	
82	8.3.5.2	H	Estimate	
82/83	8.3.5.2	TB	Risk estimation techniques	
83	8.3.5.2	S	PRINCE2 recommends that the following ..	
83	8.3.5.2	B	All four bullet points	
83	8.3.5.2	TB	Risk evaluation techniques	
83	8.3.5.3	H	Plan	
84	8.5	D	Probability impact grid	
84	8.6	D	Summary risk profile	

CHAPTER 8 – RISK (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
85	8.7	D	Threat and opportunity responses	
85	8.3.5.4	H	Implement	
85	8.3.5.4	B	Risk owner	Words only
85	8.3.5.4	B	Risk actionee	Words only
86	8.2	D	Risk responses	
86	8.2	D	Avoid (threat)	Words only
86	8.2	D	Reduce (threat)	Words only
86	8.2	D	Fallback (threat)	Words only
86	8.2	D	Transfer (threat)	Words only
86	8.2	D	Accept (threat)	Words only
86	8.2	D	Share (threat or opportunity)	Words only
86	8.2	D	Exploit (opportunity)	Words only
87	8.2	D	Enhance (opportunity)	Words only
87	8.2	D	Reject (opportunity)	Words only
87	8.3.5.5	H	Communicate	
87	8.3.5.5	S	Risks are communicated as part of the ...	
87	8.3.5.5	B	All four bullet points	
87	8.3.5.5	B	A project's exposure to risk is never ...	First sentence only
87	8.3.5.5	B	Effective risk management is dependent on ..	
87	8.3.6	H	Risk budget	
87	8.3.6	P	A risk budget, if used, is a sum of money ..	
88	8.3	D	Responsibilities relevant to the Risk theme	

CHAPTER 9 – CHANGE

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
91	9.1	TB	The purpose of ..	
91	9.1	P	Change is inevitable during the life ..	
91	9.1	S	Issue and change control is a continual ..	
91	9.1	S	The aim of issue and change control ..	
91	9.2.3	H	Issues	
91	9.2.3	P	PRINCE2 uses the term 'issue' to ...	
92	9.1	D	Types of issue	
92	9.1	H	Request for change	Words only
92	9.1	H	Off-specification	Words only
92	9.1	H	Problem/concern	Words only
92	9.3.1	H	Establish controls	
92	9.3.1	S	The following management products are ...	
92	9.3.1	B	All six bullet points	
92	9.3.1.1	H	Configuration Management Strategy	
92	9.3.1.1	B	All seven and three bullet points	
93	9.3.1.1	TB	Example of priority and severity	Also highlight inside box MoSCoW
93	9.3.1.1	B	Change Authority	Words only
93	9.3.1.1	V	Change budget	Words only
93	9.3.1.2	H	Configuration Item Records	
93	9.3.1.3	H	Product Status Account	
93	9.3.1.4	H	Daily Log	
94	9.3.1.5	H	Issue Register	
94	9.3.1.6	H	Issue Report	
94	9.3.2	H	Configuration management procedure	
94	9.3.2	B	Planning	Word only
94	9.3.2	B	Identification	Word only
94	9.3.2	B	Control	Word only
94	9.3.2	B	Status accounting	Words only
94	9.3.2	B	Verification and audit	Words only
94	9.3.3	H	Issue and change control procedure	
95	9.1	D	Issue and change control procedure	Also all five headings
95	9.3.3.1	H	Capture	
95	9.3.3.1	S	The purpose of distinguishing between ...	

CHAPTER 9 – CHANGE (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
95	9.3.3.1	B	All three bullet points	
95	9.3.3.2	H	Examine	
95	9.3.3.2	S	The impact analysis should ...	
95	9.3.3.2	B	All three bullet points	
96	9.3.3.2	P	The Issue Register and Issue Report ..	
96	9.3.3.3	H	Propose	
96	9.2	D	Options analysis	
96	9.3.3.4	H	Decide	
96	9.3.3.4	S	The escalation could be in the form of an Issue ..	
96	9.3.3.5	H	Implement	
96	9.3.3.5	B	Both bullet points	
96	9.4	H	RESPONSIBILITIES	
97	9.2	D	Project Board decisions	
97	9.3	D	Responsibilities relevant to the Change theme	

CHAPTER 10 – PROGRESS

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
101	10.1	TB	The purpose of the ..	
101	10.2	H	PROGRESS DEFINED	
101	10.2.1	H	What is progress?	
101	10.2.1	P	Progress is the measure of the ...	
101	10.2.2	H	What are progress controls?	
101	10.2.2	S	Progress controls ensure that for ...	
101	10.2.2	B	All six bullet points	
101	10.2.3	H	Exceptions and tolerances	
101	10.2.3	P	An exception is a situation where ..	
101	10.2.3	P	Tolerances are the permissible deviation ..	
102	10.1	D	The six tolerance areas by level	
102	10.3	H	THE PRINCE2 APPROACH TO PROGRESS	

CHAPTER 10 – PROGRESS (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
102	10.3	S	PRINCE2 provides progress ...	
102	10.3	B	All four bullet points	
102	10.3.1	H	Delegating authority	
102	10.3.1.1	H	The four levels of management	
103	10.3.1.1	B	All four bullet points	
103	10.3.1.2	H	Project Board controls	
103/ 104	10.3.1.2	B	All bullet points	
103	10.1	D	Delegating tolerance and reporting actual and forecast progress	
104	10.3.1.3	H	Project Manager controls	
104	10.3.1.3	B	Authorizations	Word only
104	10.3.1.3	B	Progress updates	Words only
104	10.3.1.3	B	Exceptions and changes	Words only
104	10.3.2	H	Use of management stages for control	
104	10.3.2	S	Management stages:	
104	10.3.2	B	All four bullet points	
104	10.3.2.1	H	Number of stages	
104	10.3.2.1	S	The use of management stages in a PRINCE2 ..	
104	10.3.2.1	S	Defining management stages is ...	
104/ 105	10.3.2.1	B	All bullet points	
105	10.3.2.2	H	Length of stages	
105	10.3.2.2	B	The planning horizon at any point in time	These words only
105	10.3.2.2	B	The technical stages within the project	These words only
105	10.3.2.2	B	Alignment with programme activities	These words only
105	10.3.2.2	B	The level of risk	These words only
105	10.3.2.3	H	Technical stages	
105	10.3.2.3	S	Technical stages often overlap	
106	10.2	D	Specialist work defined in technical stages	
106	10.3	D	Specialist work crossing management stage boundary	
106	10.4	D	Specialist work aligned to management stages	
106	10.3.3	H	Event-driven and time-driven controls	
106	10.3.3	B	Event-driven controls	These words only

CHAPTER 10 - PROGRESS (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
106	10.3.3	B	Time-driven controls	These words only
106	10.3.3.1	H	Baselines for progress control	
106/ 107	10.3.3.1	B	Headings: Project Plan, Stage Plans, Exception Plan, Work Packages	
107	10.3.3.2	H	Reviewing progress	
107	10.3.3.2	S	The following management products assist ...	
107	10.3.3.2	B	Headings : Daily Log, Issue Register, Product Status Account, Quality Register, Risk Register	
108	10.3.3.3	H	Capturing and reporting lessons	
108	10.3.3.3	B	Headings : Lessons Log and Lessons Report	
108	10.3.3.4	H	Reporting progress	
108	10.3.3.4	S	The following management products are used ..	
108/ 109	10.3.3.4	B	Headings : Checkpoint Report, Highlight Report, End Stage Report, End Project Report	
109	10.3.4	H	Raising exceptions	
109	10.3.4	B	Headings : Work-Package-level exceptions, Stage-level exceptions, Project-level exceptions	
110	10.2	D	Responsibilities relevant to the Progress theme	

CHAPTER 11 – INTRODUCTION TO PROCESSES

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
113	11.1	S	PRINCE2 is a process based ..	
113	11.1	S	Figure 11.1 shows ...	
113	11.1	D	The PRINCE2 processes	
115	11.2	D	PRINCE2 process model – Notes 1 and 2	
115	11.4.1	H	Purpose	
115	11.4.1	S	This section ...	
115	11.4.2	H	Objective	
115	11.4.2	S	This section ..	
115	11.4.4	H	Activities	
115	11.4.4	P	PRINCE2 processes comprise ...	
115	11.4.4	S	The relationship between ..	
116	11.3	D	Relationship between processes, activities and actions	
116	11.4.4	S	Each activity is concluded ..	
116	11.4.4	P	Note that management products ...	
116	11.1	D	An example of a table of responsibilities	
117	11.2	D	Key to process diagrams	

CHAPTER 12 – STARTING UP A PROJECT

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
121	12.1	S	The purpose of the Starting ...	
121	12.1	S	The aim is to do the minimum ...	
121	12.2	S	The objective of the Starting up ..	
121	12.2	B	All seven bullet points	
121	12.1	D	Overview of Starting up a Project	
122	12.3	S	PRINCE2 calls the trigger ..	
122	12.3	S	The term project mandate ...	
122	12.3	S	The project mandate should provide the ...	
122	12.3	P	The preparation of the outline Business Case .	

CHAPTER 12 – STARTING UP A PROJECT (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
122	12.3	P	The contents of the Project Brief ..	
122	12.4	P	The activities within the Starting up ..	
122	12.4	B	All six bullet points	
123	12.4.1	H	Appoint the Executive and the Project Manager	
123	12.4.1	S	To get anything done in the project ..	
123	12.4.1	S	The appointment of a Project Manager ..	
123	12.1	D	Appoint the Executive and the Project Manager : responsibilities	
124	12.4.2	H	Capture previous lessons	
124	12.4.2	P	A number of lessons may have ...	
124	12.4.2	S	It may be useful ...	
124	12.4.2	S	Attendees could include any interested ...	
124	12.4.3	H	Design and appoint the project management team	
124	12.4.3	S	The project needs the right ..	
124	12.3	D	Capture previous lessons: activity summary	
125	12.2	D	Capture previous lessons: responsibilities	
125	12.4	D	Design and appoint the project management team: activity summary	
126	12.4.4	H	Prepare the outline Business Case	
126	12.4.4	P	When setting up, and particularly ..	
126	12.3	D	Design and appoint the project management team: responsibilities	
127	12.5	D	Prepare the outline Business Case : activity summary	
127	12.4	D	Prepare the outline Business Case : responsibilities	
128	12.4.5	H	Select the project approach and assemble the Project Brief	
128	12.4.5	S	Before any planning of the project ..	
128	12.4.5	S	For example, will ..	
128	12.4.5	S	An agreed Project Brief ..	
129	12.6	D	Select the project approach and assemble the Project Brief: activity summary	
129	12.5	D	Select the project approach and assemble the Project Brief: responsibilities	

CHAPTER 12 – STARTING UP A PROJECT (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
130	12.4.6	H	Plan the initiation stage	
130	12.4.6	P	Initiating a Project takes ..	
130	12.7	D	Plan the initiation stage: activity summary	
131	12.6	D	Plan the initiation stage: responsibilities	

CHAPTER 13 – DIRECTING A PROJECT

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
135	13.1	H	PURPOSE	
135	13.1	P	The purpose of the ...	
135	13.2	S	The objective of the Directing ..	
135	13.2	B	All six bullet points	
135	13.3	S	The Directing a Project process ..	
135	13.3	S	The Project Board manages by exception.	
135	13.3	S	There should be no need for other ..	
135	13.3	S	There needs to be a two-way flow ..	
135	13.3	S	This need, and how it is ...	
135	13.1	D	Overview of Directing a Project	
136	13.3	S	The Project Board is responsible ...	
136	13.4	H	ACTIVITIES	
136	13.4	S	The activities within the Directing ..	
136	13.4	B	All five bullet points	
136	13.4.1	H	Authorize initiation	
136	13.4.1	P	Projects take time and cost ..	
136	13.2	D	Authorize initiation: activity summary	
137	13.4.2	P	This activity will be triggered by a ...	
137	13.1	D	Authorize initiation: responsibilities	
138	13.3	D	Authorize the project: activity summary	
139	13.2	D	Authorize the project: responsibilities	

CHAPTER 13 – DIRECTING A PROJECT (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
139	13.4.3	H	Authorize a Stage or Exception Plan	
139	13.4.3	S	It is important that ...	
139	13.4.3	S	Approval of Stage Plans occurs ..	
139	13.4.3	P	If an exception has occurred during ...	
140	13.4	D	Authorize a Stage or Exception Plan: activity summary	
141	13.4.4	H	Give ad hoc direction	
141	13.4.4	S	Project Board members may offer .	
141	13.4.4	S	Ad hoc direction may be ..	
141	13.3	D	Authorize a Stage or Exception Plan: responsibilities	
142	13.5	D	Give ad hoc direction: activity summary	
143	13.4.5	H	Authorize project closure	
143	13.4.5	P	The controlled close of a project ..	
143	13.4.5	B	All three bullet points	
143	13.4	D	Give ad hoc direction: responsibilities	
144	13.6	D	Authorize project closure: activity summary	
145	13.5	D	Authorize project closure: responsibilities	

CHAPTER 14 – INITIATING A PROJECT

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
149	14.1	H	PURPOSE	
149	14.1	P	The purpose of the Initiating ..	
149	14.2	S	The objective of the Initiating ...	
149/ 150	14.2	B	All ten bullet points	
149	14.1	D	Overview of initiating a Project	
150	14.3	H	CONTEXT	
150	14.3	S	Initiating a Project is aimed ..	
150	14.4	S	The activities within the Initiating ..	
150	14.4	B	All eight bullet points	
150	14.4.1	H	Prepare the Risk Management Strategy	
150	14.4.1	P	The Risk Management Strategy ..	
151	14.2	D	Prepare the Risk management Strategy: activity summary	
151	14.1	D	Prepare the Risk Management Strategy: responsibilities	
152	14.4.2	H	Prepare the Configuration Management Strategy	
152	14.4.2	S	Configuration management is essential ..	
152	14.3	D	Prepare the Configuration Management Strategy: activity summary	
153	14.4.3	H	Prepare the Quality Management Strategy	
153	14.4.3	S	A key success factor of any ..	
153	14.2	D	Prepare the Configuration Management Strategy: responsibilities	
154	14.4	D	Prepare the Quality Management Strategy: activity summary	
154	14.3	D	Prepare the Quality Management Strategy: responsibilities	
155	14.4.4	H	Prepare the Communication Management Strategy	
155	14.4.4	P	The Communication Management Strategy ..	
155	14.5	D	Prepare the Communication Management Strategy: activity summary	
156	14.4.5	H	Set up the project controls	
156/ 157	14.4.5	P	The level of control required ...	

CHAPTER 14 – INITIATING A PROJECT (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
156	14.4	D	Prepare the Communication Management Strategy: responsibilities	
157	14.6	D	Set up the project controls: activity summary	
158	14.5	D	Set up the project controls: responsibilities	
159	14.4.6	H	Create the Project Plan	
159	14.4.6	P	Before committing to major ..	
159	14.7	D	Create the Project Plan: activity summary	
160	14.6	D	Create the Project Plan: responsibilities	
161	14.8	D	Refine the Business Case: activity summary	
161	14.4.7	H	Refine the Business Case	
161	14.4.7	P	The outline Business Case ..	
162	14.7	D	Refine the Business Case: responsibilities	
162	14.4.8	H	Assemble the Project Initiation Documentation	
162	14.4.8	S	There needs to be a focal point ..	
162	14.4.8	B	Both bullet points	
163	14.9	D	Assemble the Project Initiation Documentation: activity summary	
164	14.8	D	Assemble the Project Initiation Documentation: responsibilities	

CHAPTER 15 – CONTROLLING A STAGE

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
167	15.1	H	PURPOSE	
167	15.1	S	The purpose of the Controlling a Stage ..	
167	15.2	H	OBJECTIVE	
167	15.2	S	The objective of the Controlling a Stage ..	
167/ 168	15.2	B	All five bullet points	
167	15.1	D	Overview of Controlling a Stage	
168	15.3	S	The Controlling a Stage process ..	
168	15.3	S	Towards the end of each stage ..	
168	15.3	S	Work Packages are used to ..	
168	15.4	H	ACTIVITIES	
168	15.4	S	Controlling a Stage activities are ..	
168	15.4	B	All three bullet points	
168	15.4.1	H	Authorize a Work Package	
168	15.4.1	S	It would be chaotic to ..	
168	15.4.1	S	It is therefore important that ..	
169	15.2	D	Authorize a Work Package: activity summary	
170	15.4.2	H	Review Work Package status	
170	15.4.2	S	This activity provides the means ..	
170	15.1	D	Authorize a Work Package: responsibilities	
171	15.3	D	Review Work Package status: activity summary	
171	15.2	D	Review Work Package status: responsibilities	
172	15.4.3	H	Receive completed Work Packages	
172	15.4.3	S	Where work has been allocated ..	
172	15.4	D	Receive completed Work Packages: activity summary	
173	15.3	D	Receive completed Work Packages: responsibilities	
173	15.4.4	H	Review the stage status	
173	15.4.4	P	If the project is not checked ..	
174	15.5	D	Review the stage status: activity summary	
175	15.4	D	Review the stage status: responsibilities	
175	15.4.5	H	Report highlights	
175	15.4.5	P	The Project Manager must provide ..	

CHAPTER 15 – CONTROLLING A STAGE (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
176	15.6	D	Report highlights: activity summary	
176	15.4.6	H	Capture and examine issues and risks	
176	15.4.6	S	In the course of managing ..	
177	15.5	D	Report highlights: responsibilities	
178	15.7	D	Capture and examine issues and risks: activity summary	
178	15.6	D	Capture and examine issues and risks: responsibilities	
179	15.4.7	H	Escalate issues and risks	
179	15.4.7	P	A stage should not exceed the tolerances ..	
179	15.8	D	Escalate issues and risks: activity summary	
180	15.4.8	H	Take corrective action	
180	15.4.8	S	Changes and adjustments ..	
180	15.7	D	Escalate issues and risks: responsibilities	
181	15.9	D	Take corrective action: activity summary	
182	15.8	D	Take corrective action: responsibilities	

CHAPTER 16 – MANAGING PRODUCT DELIVERY

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
185	16.1	H	PURPOSE	
185	16.1	P	The purpose of the Managing Product ..	
185	16.2	H	OBJECTIVE	
185	16.2	S	The objective of the Managing ..	
185	16.2	B	All four bullet points	
185	16.3	H	CONTEXT	
185	16.3	P	Managing Product Delivery ...	
185	16.1	D	Overview of Managing Product Delivery	
186	16.2	D	Accept a Work Package: activity summary	
186	16.1	D	Accept a Work Package: responsibilities	
186	16.4	H	ACTIVITIES	
186	16.4	S	The activities within ..	
186	16.4	B	All three bullet points	
187	16.4.1	H	Accept a Work Package	
187	16.4.1	P	The fundamental principle is that ..	
187	16.3	D	Execute a Work Package: activity summary	
188	16.4.2	H	Execute a Work Package	
188	16.4.2	S	The work has to be executed ..	
188	16.2	D	Execute a Work Package: responsibilities	
189	16.4	D	Deliver a Work Package: activity summary	
189	16.3	D	Deliver a Work Package: responsibilities	
190	16.4.3	H	Deliver a Work Package	
190	16.4.3	S	Just as the Work Package was accepted ..	

CHAPTER 17 – MANAGING A STAGE BOUNDARY

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
193	17.1	H	PURPOSE	
193	17.1	P	The purpose of the Managing a Stage ..	
193/194	17.1	P	Projects do not always go to plan ..	
193	17.1	D	Overview of Managing a Stage Boundary	
194	17.2	H	OBJECTIVE	
194	17.2	S	The objective of the Managing a Stage ..	
194	17.2	B	All eight bullet points	
194	17.3	H	CONTEXT	
194	17.3	S	A project, whether large or small, ..	
194	17.3	S	A positive decision not to ..	
194	17.4	H	ACTIVITIES	
194	17.4	S	The activities within the Managing a Stage ..	
194	17.4	B	All five bullet points	
194	17.4.1	H	Plan the next stage	
194	17.4.1	P	The Stage Plan for the next ...	
195	17.2	D	Plan the next stage: activity summary	
195	17.1	D	Plan the next stage: responsibilities	
196	17.4.2	H	Update the Project Plan	
196	17.4.2	P	The Project Plan is updated ..	
196	17.3/ 17.2	D	Update the Project Plan: activity summary and Update the Project Plan: responsibilities	
197	17.4.3	H	Update the Business Case	
197	17.4.3	P	The Project Board is ordinarily ...	
198	17.4	D	Update the Business Case: activity summary	
198	17.3	D	Update the Business Case: responsibilities	
199	17.4.4	H	Report stage end	
199	17.4.4	S	The results of a stage should ..	
199	17.5	D	Report stage end: activity summary	
200	17.4.5	H	Produce an Exception Plan	
200	17.4.5	S	If a stage or the project is forecast ..	
200	17.4	D	Report stage end: responsibilities	
201	17.6	D	Produce an Exception Plan: activity summary	
201	17.4.5	S	Exception Plans are requested ..	
202	17.5	D	Produce an Exception Plan: responsibilities	

CHAPTER 18 – CLOSING A PROJECT

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
205	18.1	H	PURPOSE	
205	18.1	P	The purpose of the Closing a Project ..	
205	18.2	H	OBJECTIVE	
205	18.2	S	The objective of the Closing a ..	
205	18.2	B	All five bullet points	
205	18.3	S	A clear end to a project:	
205	18.1	D	Overview of Closing a Project	
206	18.3	B	All three bullet points	
206	18.4	S	The activities within the Closing ...	
206	18.4	B	All five bullet points	
206	18.4.1	H	Prepare planned closure	
206	18.4.1	S	Before closure of the project ..	
206	18.2	D	Prepare planned closure: activity summary	
207	18.1	D	Prepare planned closure: responsibilities	
207	18.4.2	H	Prepare premature closure	
207	18.4.2	P	In some situations, the .	
207	18.3	D	Prepare premature closure: activity summary	
208	18.4.3	H	Hand over products	
208	18.4.3	P	The project's products must ...	
208	18.2	D	Prepare premature closure: responsibilities	
209	18.4	D	Hand over products: activity summary	
209	18.3	D	Hand over products: responsibilities	
210	18.4.4	H	Evaluate the project	
210	18.4.4	P	Successful organizations learn from ..	
210	18.5	D	Evaluate the project: activity summary	
211	18.4	D	Evaluate the project: responsibilities	
211	18.4.5	H	Recommend project closure	
211	18.4.5	S	Once the Project Manager ..	
212	18.6	D	Recommend project closure: activity summary	
212	18.5	D	Recommend project closure: responsibilities	

CHAPTER 19 – TAILORING PRINCE2 TO THE PROJECT ENVIRONMENT

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
215	19.1	H	WHAT IS TAILORING	
215	19.1	P	PRINCE2 can be used ..	
215	19.1	P	Tailoring refers to the appropriate ..	

APPENDIX A – PRODUCT DESCRIPTION OUTLINES

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
235	A.1	H	BENEFITS REVIEW PLAN	
237	A.2	H	BUSINESS CASE	
238	A.3	H	CHECKPOINT REPORT	
239	A.4	H	COMMUNICATION MANAGEMENT STRATEGY	
240	A.5	H	CONFIGURATION ITEM RECORD	
241	A.6	H	CONFIGURATION MANAGEMENT STRATEGY	
242	A.7	H	DAILY LOG	
243	A.8	H	END PROJECT REPORT	
244	A.9	H	END STAGE REPORT	
245	A.10	H	EXCEPTION REPORT	
245	A.11	H	HIGHLIGHT REPORT	
246	A.12	H	ISSUE REGISTER	
247	A.13	H	ISSUE REPORT	
248	A.14	H	LESSONS LOG	
249	A.15	H	LESSONS REPORT	
250	A.16	H	PLAN	
251	A.17	H	PRODUCT DESCRIPTION	
253	A.18	H	PRODUCT STATUS ACCOUNT	
253	A.19	H	PROJECT BRIEF	
254	A.20	H	PROJECT INITIATION DOCUMENTATION	
256	A.21	H	PROJECT PRODUCT DESCRIPTION	
257	A.22	H	QUALITY MANAGEMENT STRATEGY	

APPENDIX A – PRODUCT DESCRIPTION OUTLINES (continued)

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
258	A.23	H	QUALITY REGISTER	
259	A.24	H	RISK MANAGEMENT STRATEGY	
260	A.25	H	RISK REGISTER	
261	A.26	H	WORK PACKAGE	

APPENDIX C – ROLES AND RESPONSIBILITIES

Page	Section Heading	S P B D H TB	Sentence beginning Paragraph beginning Bullets Diagram Heading Text Box	NOTES
269	C.1	H	PROJECT BOARD	
270	C.2	H	EXECUTIVE	
270	C.3	H	SENIOR USER	
271	C.4	H	SENIOR SUPPLIER	
271	C.5	H	PROJECT MANAGER	
272	C.6	H	TEAM MANAGER	
273	C.7	H	PROJECT ASSURANCE	
274	C.8	H	CHANGE AUTHORITY	
274	C.9	H	PROJECT SUPPORT	

Practical Practitioner Exercises

Introduction

This section of the course contains a selection of Practitioner based exercises. These are intended to extend your ability to apply PRINCE2 in a practical manner.

Each exercise is stand-alone and is intended to increase your knowledge of the PRINCE2 manual in specific areas. Subjects include Risk Analysis, Organisation and the Business Case.

Feel free to attempt the exercises in any order. You may find they provide a useful departure from the e-learning course.

Suggested answers to each exercise are provided towards the end of this lesson. The suggested answers are intended to provide you with valuable feedback on how you should have approached each activity and why.

Exercise 1

PRINCE2® Processes

Overview: Success in the Foundation Exam requires a good understanding of what makes up the PRINCE2® method and the flows of documents, i.e. Management Products, within it.

Task: For this exercise you are to produce an overall process map for the seven PRINCE2® processes showing the main products and information flows.

Hints: a) You do not need to produce a detailed map showing each individual activity within a given process. Your map should show in which process where the important Management Products are created and their subsequent flow into further processes. In other words, a good 'high level overview' of the method is required.

b) Start your map by drawing the seven PRINCE2 Processes on an A4 sheet splitting them into the three management levels in a project structure prior to adding what you think are the important Management Products.

The main benefits from this exercise will be knowledge gained from the research you will need to do into each process. You should feel confident when dealing with PRINCE2 by gaining a clear understanding of the relationships between the processes and information flow, expressed on a single page.

Answer/Notes:

Exercise 2

Business Case

Scenario:

The Government has brought in a great deal of new Social Services legislation. The local council has realised belatedly that their current Social Services information systems (SSIS) will not cope with this legislation. Central Government has given councils one more year to meet the new requirements, after which failure to provide the necessary returns could result in substantial fines. A new system to meet the requirements will also automatically collate data that currently requires three administration staff to do manually.

Up to now the different Social Services functions have held their own records on small computers, offering only basic facilities. Duplications and omissions are a big problem. This has led to many costly mistakes in payments in the past. These records will have to be corrected by Social Workers before transferring to the new system when the latter has been installed.

It has been decided to place a contract with an external supplier for hardware and software. This will replace all the current small computers with one powerful machine, which offers many extra facilities plus operating economies. The supplier is already part way through the design of a system, based on specifications agreed with two other councils. The purchase order will be signed as soon as the Project Initiation Document is approved. The supplier also uses PRINCE2®.

The old and new programs use the same database software, so no major conversion work will be needed.

Five computer operators and seven other SSIS staff will need training in the new hardware and software. There will then be further significant work by SSIS staff to prepare the new system for operational use.

The supplier, in the tender, has offered to make small adjustments at no cost at certain points in the new software to fit in with local practices. From the supplier's point of view these have to be carefully monitored in order to stay within a very tight timescale and budget if the supplier is to make a profit. The Council must specify these changes within three months of the contract being signed. Two hundred Social Services staff need to be trained to use the new software.

- a) Based on the above scenario, give the information that you would expect to see in the Customer's Business Case under the headings of Reasons, Costs, Timescale and Expected benefits.
- b) Identify the PRINCE2® activities and products that create, modify or use the Business Case.

Answer/Notes:



Answer/Notes:

The page contains a series of horizontal lines, approximately 40 in total, starting from the line following the 'Answer/Notes:' header and extending to the bottom of the page. These lines are evenly spaced and intended for handwritten answers or notes.

Exercise 3

Organisation

Scenario:

Sunny View Caravans Limited is a small but successful specialist firm producing very high quality static caravans. They have been producing the caravans for over 30 years at a factory unit that has been rented from a property company.

They have been given warning that the property company has sold the land on which the factory is based for housing development and that they must have vacated the property by 1st July.

Since receiving notice of termination, the owner of the business has identified new premises, which are located some 10 miles away. The new factory is a brand new unit on a small industrial estate which is being developed by the local authority. At present, the roadways onto the estate are not completed, so access is restricted to light vehicles. The local authority expects the roadways to be finished by 31st May.

The unit is just a shell at the moment and it will be necessary to partition off offices within the shell – this work will be done by the workers who build the caravans and the production manager estimates that six of his workers will be able to complete the work within 10 days of the drawing office completing the designs. It is planned that a sub-contractor will be brought in to fit the services, computer network and decorate the offices.

All the factory machinery will require moving to the new site during the month of June (ie. after the roads have been completed, but before the deadline for vacating the old premises). A three-phase electricity supply will also have to be installed by special arrangement with the local electricity company.

A further complicating factor is that there are twelve caravans in the process of construction – these will have to be transported in their part-finished condition from the old to the new factory. A suitable transport contractor with a large enough low-loader and crane has already been identified. The firm estimates that each caravan will take one day to transport and they only have one low-loader and crane capable of doing the job.

The owner of the business is concerned that they do not have the necessary skills to manage such an important project and they have retained your services, as a professional Project Manager, to manage the whole re-location. Today is your first day of work on the project and the date is 1st May.

- a) Draw an Organisation Structure for the project, identifying the people who would fill each role.
- b) Briefly explain any other project organisation options that you might consider.
- c)

Answer/Notes:



Answer/Notes:

A series of horizontal lines for writing answers or notes.

Exercise 1 - Suggested Answer

In order to check your finished map, please compare it with the Process Model diagram printed in Session 2 of the e-learning. Apart from the triggers shown on the Process Model, your map should be similar. The three levels of management in a PRINCE2 project team are Direction, Management and Delivery, represented by the Project Board, Project Manager and Team Managers respectively.

Exercise 2 - Suggested Answer

a) Reasons:

New SS legislation
Government mandating compliant systems (avoid fines)
Operational economies and improvements

Cost:

Hardware & software costs
Project Management costs
Correcting existing duplications & omissions
Training operators (5+7)
Training 200 staff to use the new software
Preparing new system for use

Timescale:

System changes to be specified within three months
System must be fully operational within one year

Expected benefits:

Avoidance of fines
Ability to cope with new legislation
Additional facilities
Operational economies
Proven solution (with two other councils)
Improvement to quality of data

b) PRINCE2® Activities within Processes that create, modify or use the Business Case:

Starting Up a Project process:

- Prepare the outline Business Case
- Select the project approach and assemble the Project Brief

Directing a Project:

- Authorize initiation
- Authorize the project
- Authorize a Stage or Exception Plan
- Give ad-hoc direction
- Authorize project closure

Initiating a Project:

- Refine the Business Case – create the Benefits Review Plan
- Assemble the Project Initiation Documentation

Controlling a Stage:

- Review Stage status
- Capture and examine issues and risks
- Escalate issues and risks

Exercise 2 - Suggested Answer (continued)

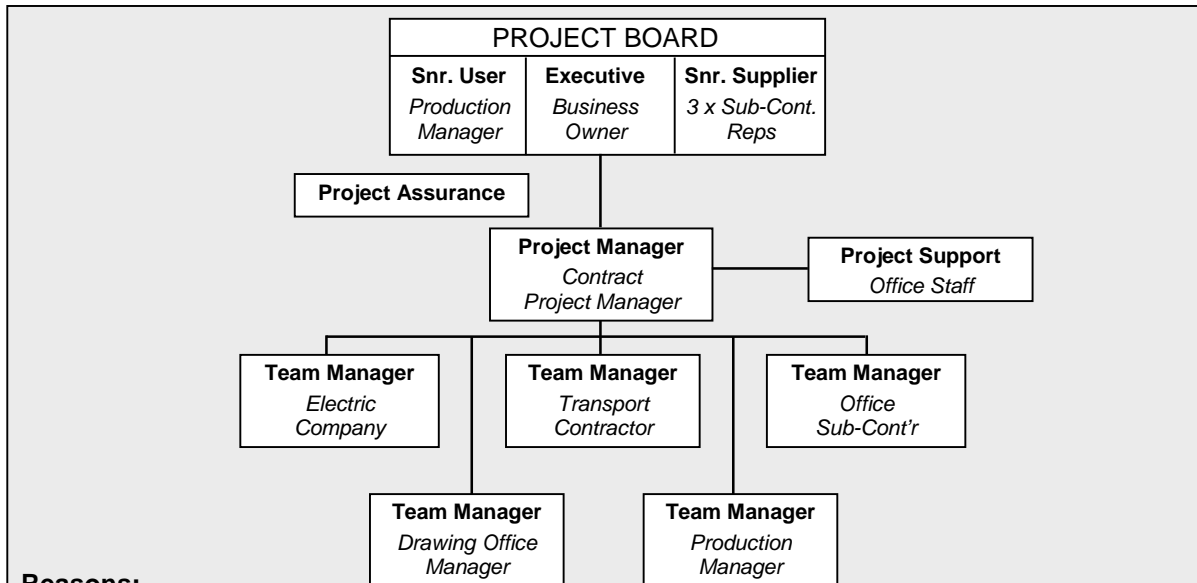
Managing a Stage Boundary:

- Update the Business Case – update the Benefits Review Plan
- Report Stage End

Closing a Project:

- Hand over products and Benefits Review Plan
- Evaluate the project

Exercise 3 - Suggested Answer



Reasons:

Senior User:	The Production Manager has been chosen because he/she will be most affected by the outcome of the project.
Senior Supplier:	The three major contractors for this project are the electricity company, the transportation company and the office fitters. A representative from each of these has been chosen.
Executive & Change Authority:	The owner had the main business interest in the outcome and carries full accountability for the project. With such a small project as this it is likely that the first choice for the Change Authority would be the Executive. However, some limited delegation may be made to the Project Manager.
Project Assurance:	No suitable candidate is mentioned within the scenario, so as this is a small project, it is recommended that the Project Board fulfil their own PA role.
Project Support:	The contract Project Manager should be able to use existing office staff to maintain project files and organize configuration management.
Team Managers:	Several Team Managers will be needed for this project, some external to the company, some internal. The Production Manager, who also acts as Senior User, will act as Team Manager for the team of workers who he has nominated to build the offices. The Team Managers chosen are representative of the main discrete Work Packages that can be identified from the scenario.

b) It would not be unreasonable for the owner of the business to act as both Executive and Senior User – thus combining those roles.

Consideration has been given to nominating a single Senior Supplier to represent the three main sub-contractors. However, no suitable candidate is obvious and the three suppliers are so disparate that it is unlikely they would be able to agree on a single person.

The Project Manager could do the Project Support function if resources were not readily available. The Project Manager could also act as Team Manager for some or all of the internal Work Packages. It would not be a good idea for the Project Manager to Team Manage external Work Packages.

No reference is made within the scenario to the company's Quality Management System. If a formally accredited system exists then the use of PRINCE2® to manage projects would be referenced within that system. It is therefore possible that someone from the QA function could act in a Project Assurance role for this project.

Exercise 4 - Suggested Answer

a) Three identified risks in this project are shown in the Risk Register below:

Risk identifier	Risk author	Date registered	Risk category	Risk description	Probability, impact and expected value	Proximity	Risk response categories	Risk response	Risk status	Risk owner	Risk actionee
R1	PM	Date	Schedule	The completion of the roadway may be delayed resulting in a delay to transporting machinery and work in progress	Probability 2 Impact 2 Expected value not used	Close	Fallback	Maintain contact with the Local Authority and plan for work to continue in old factory until road is completed	Active	Executive	PM
R2	PM	Date	Schedule	The transport contractor has only one crane and low-loader capable of moving the “work in progress” caravans. If either of these were unavailable there would be a delay in transporting the WIP	Probability 2 Impact 2 Expected value not used	When machinery due to move	1. Fallback 2. Transfer 3. Fallback	1. Negotiate weekend working if needed 2. Negotiate compensation with the contractor in the contract 3. Identify alternative contractor that could be considered in the event of a major failure	Active	PM	1. PM 2. PM to negotiate the Contractor to take action 3. PM
R3	PM	Date	Financial	The part-completed caravans may be damaged during transportation - serious damage which may result in expensive re-work or even the scrapping of the unit	Probability 3 Impact 1 Expected value not used	During transport	Fallback	Negotiate compensation with the contractor in the contract	Active	Production manager	PM to negotiate then contractor to take action.

The Risk Register shown is based on the Product Description outline given in the PRINCE2® Manual. The scores are 1=Low, 2=Medium and 3=High. Any contingency actions should have a contingency budget allocated.

Answer/Notes:

Reasons:

Risk 1: Local authority road projects are often delayed, although the indication on this fairly small development is good – so probability has been assessed at 2. The impact has also been assessed at 2 since while a delay could cause serious problems there are about two weeks' worth of float on the activity before it would actually delay completion.

The Executive (Owner of the business) has been nominated the owner because he/she would be affected by the outcome and has also been the primary contact with the local authority regarding the lease of the new factory. The PM has been chosen to take the action.

Risk 2: The transport equipment is relatively new and reliable so probability has only been assessed as 2 (Medium). The impact will also be medium since there is float on this activity.

The Project Manager has been chosen as the owner because he/she is best positioned to monitor the risk. The PM will also take the actions. For the second action, once the action has been implemented the Contractor will be responsible for making sure the work is completed.

Risk 3: Whilst the probability of this risk occurring is low (1) the impact, in terms of cost, if it does could be considerable, so impact has been assessed at 3.

Work in progress is the responsibility of the Production Manager who has therefore been chosen to own this risk. The PM and the contractor will take the actions as described above in risk 2.

- b) Implementing the response involves adding appropriate actions into the Plan and monitoring the new situation for any change in the risk status and to check that the actions are having the desired effect..

Risk 1: The Project Plan should make allowance for the fact that the roadways may be completed later than expected and contingency resources must be assigned if, for example weekend working is required to catch up on the schedule. The PB Executive must allow time in his/her schedule for maintaining pressure on the local council to ensure completion on time. Responsibility for monitoring the progress of the roads will rest with the owner of the risk (The PB Executive) who will inform the Project Manager of any problems.

Risk 2: The Stage Plan covering the movement of the caravans and machinery needs to include provision for weekend working of that becomes necessary and also should specify the back-up transportation company. All the response activities associated with this risk can be resourced by the Project Manager. The Project Manager will keep the Project Board informed of the status of this risk via Highlight Reports, or an Exception Report if the risk materialises.

Risk 3: The PM will be responsible for negotiating the contract and the Executive should check that the actions have been included. Once implemented the Production manager will keep in contact with the contractors and advise the PM of any problems.

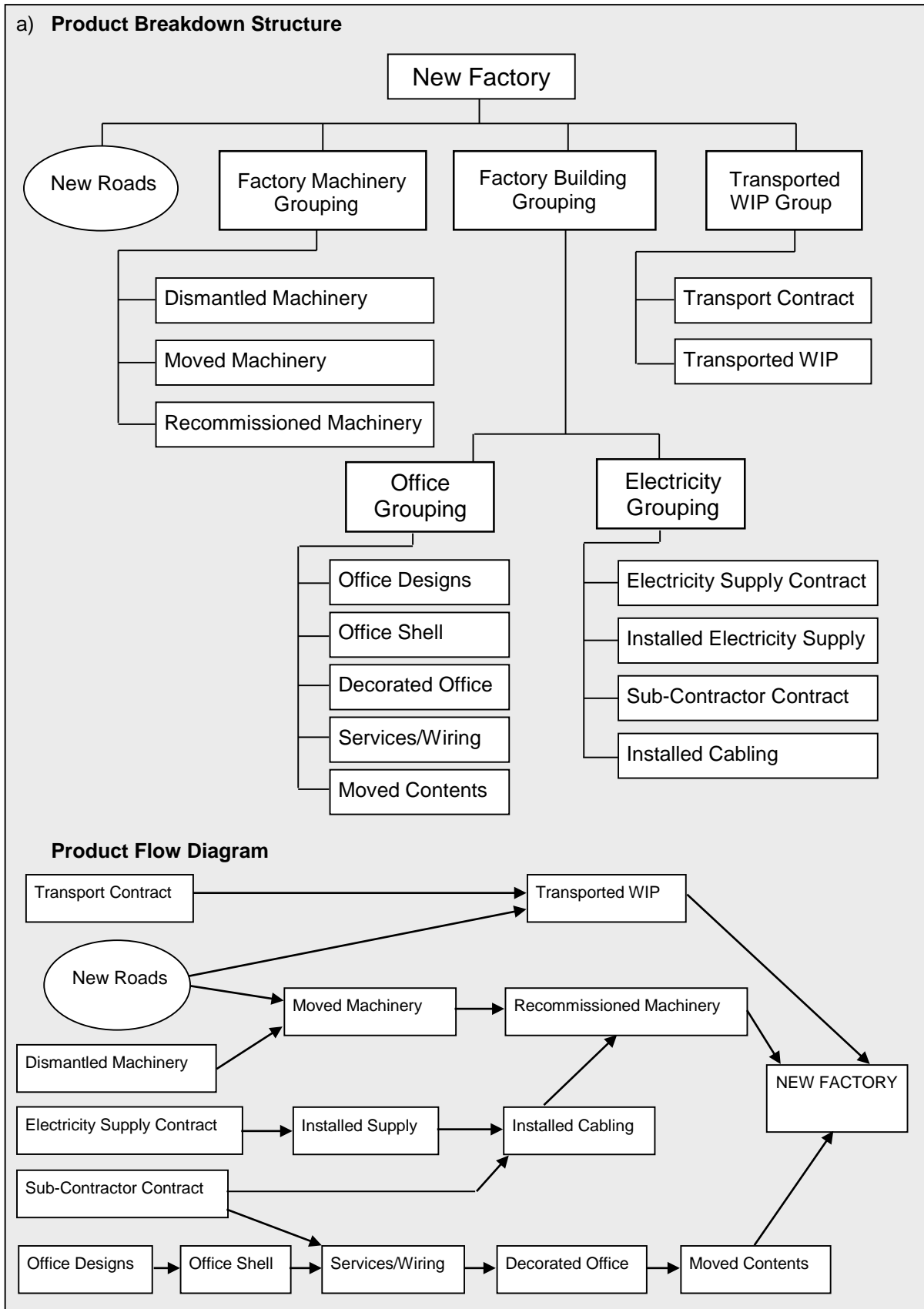
During a project risks are considered:

1. During Starting Up a Project when early risks are recorded in the Daily Log
2. During the Initiation Stage when the Risk Management Strategy and Risk Register are created.
3. As the Plans are produced risks are identified, assessed, responses planned and implemented.
4. Risks are considered when work packages are authorised, reviewed during Controlling a Stage.
5. Checkpoint, Highlight, End Stage, End Project and Lessons Reports all contain useful information about risks, their management and status.

Exercise 5 - Suggested Answer

- a) Theme: Quality
 Is there a customer/supplier QMS?
 The quality audit trail, Chapter 6.3, figure 6.1
 Organisation (Project Board check on quality at each End Stage Assessment)
 Table of responsibilities Chapter 6.4, Table 6.3
- Configuration Management
- Techniques: Quality Review
- Product-Based Planning:
 Helps identify quality products
 Product Descriptions demand quality criteria, tolerance, method skills and responsibilities
- Change Control (use of Issue Reports to record quality problems)
- Processes:
 & Products Customer Quality Expectations identified in SU
 Acceptance Criteria (SU)
 Project Product Description (SU)
 Quality Management Strategy (IP)
 Product Descriptions (PL)
 Quality Register (IP)
- During Controlling a Stage
 Update Quality Register in Authorize a Work Package
 Check the Quality register in Review Work Package status, Receive completed Work Packages, Review the stage status, Report highlights.
- Quality checks in Managing Product Delivery, Quality Register updated
- b) The establishment of Product Descriptions with good quality criteria and defined quality checking methods.
- The use of Work Packages to ensure that quality requirements and reporting were clearly identified.
- The use of a Quality Register that the sub-contractor has to complete for all products.
- Project Assurance planning the involvement of the correct reviewers to check the quality of the sub-contractor's deliverables.
- Ensuring the correct use of the issue and change procedure by the sub-contractor. The insistence on the use of team plans and the need to inspect these at draft time in order to check the suitability and adequacy of quality checking procedures.

Exercise 6 - Suggested Answer



Exercise 7 - Suggested Answer**b) Product Description**

Title: Office Designs

Identifier: SC/00234

Purpose:

To document the proposed layout and structure of the new offices so that they can be agreed by all project stakeholders.

Composition:

The designs will be made up drawing of the physical layout, wiring diagrams, furniture positioning diagrams and technical specifications for materials to be used.

Derivation:

The designs will be produced by the Drawing Office staff under the supervision of the Production Manager.

Format & presentation:

The main drawing will be on A0 "blue-prints" and the technical specifications will be in accompanying A4 Ring Binders.

Development skills required: Drawing and design skills.

Quality criteria:

- 1) Design must be acceptable to and agreed by project stakeholders
- 2) Must satisfy all workplace Health & Safety legislation
- 3) Designs must comply with current Government Planning Standards

Quality tolerance:

Layouts may be indicative. Actuals can be refined on site.

Quality method:

The designs will be subjected to Quality Review before being submitted to the business owner for final sign-off.

Quality skills required: Attention to detail. Ability to comment on behalf of the users of the offices.

Quality responsibilities: To be advised - but will include the Production Manager as a reviewer.

Practitioner Exam Technique

Introduction

Welcome to the lesson on PRINCE2 Exam Technique.

The objective of this lesson is to provide you with a thorough understanding of:

- the structure of the PRINCE2 Practitioner examination
- the level of competence required to pass the Practitioner exam

This lesson looks at the nature of the practitioner examination itself and takes a detailed look at the documents you'll encounter in the examination, including the Scenario, Question and Answer booklets.

Finally, this lesson looks at the format of the examination itself and looks in some detail at the format of the questions. The lesson concludes by looking at the guidelines provided to candidates when answering questions and how best to manage your time in the exam.

Practitioner Exam Simulator

Introduction

Welcome to the PRINCE2 Practitioner Exam Simulator.

In order to help with your study and provide you with the best chance of passing the Practitioner examination, the course includes an electronic version of the Practitioner exam.

a) Question Types

Introduction

The objectives of the examination are to enable a candidate to demonstrate an understanding of PRINCE2 and an ability to apply the methodology in an appropriate way in a given set of circumstances described in a scenario. The Practitioner exam uses objective test questions which require a candidate to choose a response to a question from a set of choices for which the correct answer is pre-determined.

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

➤ **Structure of the Paper**

The examination paper consists of three booklets.

The Scenario Booklet will contain one scenario providing a description of the organization, the business rationale for the project and the project objectives. The Scenario Booklet may also provide additional information for one or more of the eight questions. Where additional information is to be used, this is clearly stated in bold within the question. **Additional information is only to be used for the question to which it relates.**

If there is no reference to additional information or the Project Scenario within a question, then you should answer the question using only the information contained within the question. **In this case the Project Scenario provides the background and context to the overall project but not the facts required to answer the question.**

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

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

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

➤ **PRINCE2 Syllabus Areas Addressed**

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

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

The Overview, Principles and Tailoring PRINCE2 to the project environment syllabus area will not be examined separately but details from this syllabus section may be included in the questions on each of the other syllabus areas. The full PRINCE2 syllabus is available from the APM Group or from an Accredited Training Organization.

➤ **Types of Question**

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

The test types are:

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

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

- | | |
|---|--|
| 1 | <p>Which statement correctly describes the relationship between the Communication Management Strategy and the Organization theme?</p> <p>A The Communication Management Strategy is approved by the Project Manager.</p> <p>B The Communication Management Strategy includes the information flow both to the interested stakeholders from the project, and from the interested stakeholders to the project.</p> <p>C All identified stakeholders should review the Communication Management Strategy.</p> |
|---|--|

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

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

Remember to select 2 answers to each question.

- | | |
|---|--|
| 1 | <p>Verification and audit: Which 2 areas would be reviewed when doing a configuration audit?</p> <p>A The entries in the Project Product Description are correctly specified.</p> <p>B Specialist products are identified correctly.</p> <p>C A product matches the state recorded in its Configuration Item Record.</p> <p>D The retrieval of products is following the configuration management procedure.</p> <p>E Risks to products are being assessed according to the Risk Management Strategy.</p> |
|---|--|

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

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

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

- **Sequencing** – ‘position events in a sequence’. The example below demonstrates a Sequencing question based on the Matching type question.

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

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

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

Using the Project Scenario, answer the following question.

Lines 1 to 2 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

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

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

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

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

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

A useful tip when tackling this type of question is to cover up the Reason column and go down the Assertions individually, as standalone statements, marking each as True or False.

Similarly, do the same for the Reasons statements by covering up the Assertion column.

Having established whether each statement is true or false, it is easy to see if a numbered pair is option C, D or E, as these contain false statements.

You only have to think about the pairs that are both true by deciding if the reason explains the assertion or both statements are independent of each other.