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Introduction to Projects and the PRINCE2® Methodology

PRINCE2 (Projects IN Controlled Environments). It is a process-based method used for managing a project. It is most commonly used by the government in the United Kingdom, however it is also used in the private sector in the United Kingdom and other places across the world.

The PRINCE2 Methodology

The main aim of PRINCE2 methodology is to answer and structure the basic questions of project management, such as:

- What are you trying to do?
- When will you start it?
- What do you need to execute it?
- Do you need help?
- How long will it take?
- How much will it cost?

By arranging the project into logical steps, PRINCE2 demands for a structure that has a pre-start organised and controlled plan that retains its organisation through the project’s middle stages and through its conclusion.

“A project is a temporary organisation created for the purpose of delivering one or more business products according to an agreed Business Case”
PRINCE2 Principles

The PRINCE2 methodology is based upon a collection of 7 principles. The principles are the foundations on which everything else in the methodology depends upon.

There are 7 principles in PRINCE2:

1. Continued business justification
2. Learn from experience
3. Defined roles and responsibilities
4. Manage by stages
5. Manage by exception
6. Focus on products
7. Tailor to suit the environment

I. Continued business justification

PRINCE2's first principle implies that the project must always remain feasible, viable, and realistic, otherwise it must be terminated. Desirable corresponds to the balance of costs, benefits and risks; feasible refers to the capacity to produce the goods; and realistic refers to whether the performance of the goods of the project is likely to result in the anticipated results and benefits. The word 'continued' in this principle stresses on the questions that not only need to be answered when the project begins, but must be continually answered during the project.

II. Business case

The business case is revised during the project and used at project start-up

- Applies to compulsory projects
- Benefits tolerance
- Update stage-by-stage
- Checking ongoing viability
- Premature closure
- Benefits are not always financial
III. Learn from experience

As human beings we are likely to replicate our mistakes. PRINCE2 addresses this tendency with its reporting provision of the lessons we learn from projects. This requirement is so important it is elevated within the method to that of a principle.

IV. Defined roles and responsibilities

The principle named ‘defined roles and responsibilities’ stresses upon the fact that each and every individual person included in a project should be aware of the specific contribution that he/she is expected to make to that project.

V. Manage by stages

Every stage of a project has to be properly planned, monitored and managed according to this principle. A PRINCE2 project includes a minimum of two stages: the first of which is called the 'initiation' stage (when the project is planned), and then at least one more that covers the delivery of the specialist products of the project.

VI. Manage by exception

Tolerances for each project objective (time, expense, efficiency, scope, benefits, and risk) are defined on a PRINCE2 project. Delegated authority limits are often described, so that where tolerances are exceeded, it is clear who has authority to take a decision on corrective action. The activities associated with directing, managing, and delivering the project must be carried out within agreed tolerance levels.

VII. Focus on products

PRINCE2 recognises the importance of delivering products that meet their agreed quality criteria, hence the 'focus on products' principle. They result in project benefits when the products are delivered successfully, and so it is extremely important that they are efficiently planned and delivered. If the needs of the stakeholders are to be met in accordance with the business logic, everyone involved in the project must agree on and fully understand the essence of its products. Otherwise the project's target will be open to interpretation-so there is likely to be significant uncertainty that will hinder the progress of the project.

VIII. Tailor to suit the project

The final principle ‘tailor to suit the project’ highlights a key advantage of using PRINCE2 - its adaptability. The verb to "tailor" relates to the proper use of PRINCE2 to fit the needs of each project. PRINCE2 recognises that all projects vary in terms of their cultural context, geographic location, complexity level, size and risk. This principle helps you to customise the PRINCE2 technique to suit your project's needs-and yet comply with the PRINCE2 projection approach towards project management.
Multiple Choice Questions - 1

1. Which of the following principles of PRINCE2 make use of tolerances to establish the limits of delegated authority?
   - Tailor to suit the project
   - Learn from experience
   - Manage by stages
   - Manage by exception

2. A project is always?
   - Permanent
   - Stable
   - Temporary
   - Unstable

3. Principle uses the term ‘deliverables’ to define what is to be included and what to be excluded from a project?
   - Focus on products
   - Tailor to suit the project
   - Manage by stages
   - Learn from experience

4. As per the principle “Manage by stages”, a PRINCE2 project includes a minimum of _____ stages
   - Two
   - Four
   - One
   - Three

5. Which principle implies that the project must always remain feasible, viable, and achievable, otherwise it must be terminated?
   - Tailor to suit the project
   - Manage by stages
   - Learn from experience
   - Continued business justification
Starting up a Project Process

The first PRINCE2 process is starting-up a project that takes place before the project, structured to ensure that it will be a reasonable and rewarding undertaking for the key stakeholders. The initiating trigger for a project is the project mandate, a document issued by the commissioning organisation (often corporate / program management) to clarify the project's reasons and objectives, as well as, in some cases, high-level estimations of time and cost.

There are six activities involved in starting up a project:

I. **Appoint the Executive and the Project Manager**

The very first project function is the appointment of both a Manager, who will be responsible for maintaining business reasoning on the project and representing the company stakeholder interests on the Project Board, and a Project Manager, to which the Executive assigns day-to-day project management.

II. **Capture previous lessons**

A Lessons Log includes lessons learned on this project and on others. Having a specific Lessons Log is important, and keeping it up-to-date during the project, to promote project success. When a project is started up, it is populated with lessons that we can implement from previous projects on this project.

III. **Design and appoint the project management team**

It is important to create role descriptions for the project management team to ensure that every appropriate role on the project management team is properly filled, and that everyone knows who is responsible for every position. This is mainly the responsibility of the Project Manager, while the Executive carries out the selection of individuals to meet each role.

IV. **Prepare the outline Business Case**

The Executive is responsible for developing a Business Case outline which includes the description why the project is important or useful. The sources used during this development are the project mandate and the Lessons Log. Following the development of the Business Case outline, a Project Product Description is written which documents the customers' quality expectations of what should be delivered from the project i.e. What products to supply. Wherever feasible, acceptance criteria are recorded, i.e. the project (end) product's measurable characteristics which will make it acceptable to the client.

V. **Select the project approach and assemble the project brief**

It is the responsibility of the Project Manager to develop the project plan and the Project Brief, and send them for approval to the Project Board. The project method articulates how the project will be implemented (e.g., whether goods will be designed from scratch or bought off the shelf, etc.)
VI. Plan the initiation stage

The Project Manager will create an Initiation Stage Plan before the project can be started, to be sent to the Project Board along with the Project Brief. If the project board has given permission to such management products, the initiation of a project phase will start.

Directing a Project Process

The purpose of the directing a project process is to enable the project board to be accountable for the project’s success by making key decisions and exercising overall control while delegating day-to-day management of the project to the Project Manager.

Directing a project is a critical process for PRINCE2 in so many ways. Since the project board uses the process to direct the project. The project manager basically searches for product delivery management. In the case of deviations, only the project board would need to really get engaged. For each of those things within directing a project.

The purpose of directing a project process is to assure that there is an authorisation to start the project, there is an authorisation to provide the direction and control of the product management of the project over the life of the project, and that the project remains viable. The project is interfaced with corporate or program management.

Directing a Project process does not include daily activities of the project manager, however the activities are those of the management level above the project manager which is the project board. The Project Board handles fire reports and regulates by a limited number of decision points. The Project Manager must inform the board of any circumstance of exceptions that must be a two-way flow of information during the project between the project board and the program management.
Multiple Choice Questions - 2

1. Directing a project process does not include
   Exercising overall control while delegating day-to-day management of the project to the Project Manager Mandate is
   - An initial investigation as to whether it is necessary to form a project
   - The trigger for a project
   - A document containing lessons learned on the project
   - None of these

2. Which of the following is the very first step during starting up a project process?
   - Design and appoint the project management team
   - Appoint the Executive and the Project Manager
   - Preparation of business case
   - Planning the initiation stage

3. Which of the below process provides the Project Board with adequate information to enable it to commit important financial resources to the implementation of a project?
   - Controlling a project
   - Directing a project
   - Starting a project
   - Initiating a project

4. What according to you is a purpose of starting up a project process?
   - Decide if it is reasonable to initiate the project
   - Lessons learned from the project
   - Make sure the communication requirements of stakeholders are documented
   - None of these
Business Case theme

The main aim of the Business Case theme is to implement the approaches in order to identify that whether the project is (and remains) desirable, viable and achievable as a means to support decision making in its (continued) investment.

In other terms, the Business Case's purpose is to ensure that work on the project is justified, spending money on the project is justified and the resulting project output is worth the investment and related risks.

At any point, if it is noticed that the resulting output of the project is not sufficiently profitable, and not as according to plan then project work will be stopped. This is why it specifies that Project is and remains desirable, viable and achievable. Price, benefits and risk associated with the project means desirable.

For instance, for little profit, one should not end up wasting too much money and vice versa. Likewise, the risk related to the project is worth the benefits the project expects to offer. Viable means the project is realistic.

A project is only practical if it can actually deliver the output which the project intends to deliver. To put it another way, project is practical. Achievable means the benefits will come from the products. Every project is initiated with some expected benefits and those benefits should be provided by the current project.
Initiating a Project Process

When the project has gone through the starting up a project and directing a project processes, then the project is ready to move into initiating a project process.

The main purpose of initiating a project is to set up solid foundations for the project which will allow an organisation to understand the work which needs to be done for delivering the products of project prior committing to a significant spend. The main outcome from the process is the Project Initiation Documentation or PID.

This document is created to outline project’s expected time, benefits and scope. It has to be created before the starting of the project and the project board must approve it by using the directing a project process. However, to create an effective PID, the objectives of the project must be clearly understood by the project management team. During initiating a project process, it is crucial to recognise the reasons, cost, scope, time scale, major products, expected advantages and disadvantages and any risks that are associated with the project. The quality standards and requirements which will be employed in the project have to be recognised. Also, the specifications for the baseline product and the way the change management will be controlled is documented in the PID.

Finally, documentation of communication plan is done inside the PID for ensuring that the communication needs of each stakeholder will be met properly by the project management team. During the initiating a project process, many of themes and principles from across PRINCE2® methodology are brought together and are considered as part of the PID. This document consists of the project plan with the number and types of stages recognised and a detailed business case. Also, a risk management approach is included in the document to organise the risk theme. Though PID is an important output of initiating a project process, it is not the only product, a benefits management approach is also created during this process. The senior user is liable for the creation of this document and it is used to define the way in which the benefits of the project will be measured by both frequency and the roles which are responsible for taking those measurements. Also, the senior user makes sure that the benefits management approach is updated at the end of project.

The main activities during this process are:

1. Prepare the Risk Management Strategy - This will define the way to manage risk during the project.
2. Prepare the Configuration Management Strategy - This will define the way to manage the products produced during the project.
3. Prepare the Quality Management Strategy - This will define the way to ensure quality during the project.
4. Prepare the Communication Management Strategy - This will define how and when the project will communicate to stakeholders
5. Set Up Project Controls - This will define how the Project Board can manage the project and how the Project Manager can control the work done by the teams
6. Create the Project Plan - This covers cost, timescale, risks, quality plan and deliverables.
7. Refine the Business Case - This means to complete the Business Case document.
8. Assemble the PID - This is to gather and assemble information and documents from the documents created so far
**Organisation theme**

The main aim of the organisation theme is to define as well as establish the structure of accountability and responsibilities across the project.

PRINCE2 is a customer / supplier environment. It suggests that there will be a customer specifying the desired outcome and probably paying for the project, and a supplier providing the resources and skills to provide that outcome.

Each project requires effective guidance, management, control and communication. Establishing and sustaining an efficient project management team structure and communication plan at the outset of a project over the life of a project are important elements of the success of a project.

One of PRINCE2's principles is that all projects need a clear organisational framework to unite the various parties in the project's common objectives and allow efficient decision-making and project governance.

**Risk Theme**

The risk theme seeks to recognise, evaluate and manage the uncertainty for improving the likelihood of success of the project. By considering the uncertain events which may influence the objectives and products of the product, the project manager can work for minimising negative outcomes and the chance that the project need to be cancelled because of the unexpected situations. There are two major components to risk: the event and the effect.

The first component, the effect has a causal link to the event and is occurred when the risk is realised. While taking a specific risk into consideration, people immediately think of the negative impacts such as, injury during a car accident. However, while dealing with the risk in the PRINCE2® methodology, it must be kept in. Positive risks should be addressed properly.

If a positive risk occurs and the project was not prepared, it could cause a negative output to occur. Both positive and negative risk involved in a project must be weighed and considered for minimising any negative impacts and maximising the possible benefits for the projects. This can be done by mapping out threats and opportunities, threats are the causes which creates a negative impact while the opportunities are the causes which create a positive impact.

**Quality Theme**

The quality theme describes and implements the mechanisms in the project for determining that the products will be fit for purpose or not and also for determining if the project can provide the benefits that are expected by the customer.

The expected quality is not met if the product does not meet the agreed on requirements.

**Plans Theme**

The plan theme helps in facilitating communication and control by defining the means of delivering products.

To conduct the work and for achieving a final outcome, plans are developed.

These plans define how, when, how much, by whom and where of the project for ensuring the successful achievement of the final products and outcomes.

There are three levels of plans:
The project plan is used by the project board for describing the timescale, level costs and control points of the project. This plan outlines the number of stages that the project consists of, when those stages must occur, and the plan is updated at the end of each stage for reflecting the actual progress accomplished by the project till date.

After a project plan, a stage plan is created. A unique stage plan must be created for every stage of the project as defined in the project plan. The project manager uses the stage plan for everyday management of the project. It also consists of the budget and tolerance of the project manager for the current stage.

The team plan is created after the stage plan. In some organisations, the team plan is also known as a work package. This plan is used by the team managers to manage everyday tasks. The team plan describes the work which is required to be done by the team. More than one team plan can exist simultaneously.

**Progress Theme**

The progress theme establishes mechanisms to monitor and compare the actual versus planned achievement within a project. By measuring the progress accurately, the project manager is capable of providing a forecast for the objectives of the project and its continued viability. Progress also makes sure that the project manager can manage any intolerable deviations for the planned activities within the project. Controls are put into place for monitoring and comparing the realities of the achievement of the project within the original expectations. This reality is then forecasted forward into the future for determining if the project is still on the track for a successful completion with the use of effective progress controls.

Progress controls depend on the authority’s delegation from one level of management downward to the next. This enables managers to handle the issues at the lowest possible level and applies the principle of management by exception. The project is divided into stages and every stage is authorised one at a time. This enables the project board for providing a Go/No-Go decision before moving from one stage to the next in the project.

Another progress control is time-driven or event-driven reports. The time-driven controls are used to monitor and report on time-driven issues. They occur at a regular, agreed-upon frequencies. An event-driven control occurs, with the occurrence of a specific event
Change Theme

The change theme seeks to recognise, evaluate and control any potential or approved changes to the project baseline. A baseline is a product’s official version which cannot be modified or changed further without going through the official change management process. It is a product which has been approved by those in authority and considered fit for a purpose. Crucially, it is a finished product which is ready for the next iteration. The change theme must be considered anytime, the baseline is changed and the procedures of the change management must be utilised.

During a project, uncertainties may rise in the form of risk, and these risks maybe realised for creating a project issue. As these issues were not properly planned for, they need management action for overcoming and keeping the project moving forward. Often this is done by creating a request for change to change the baseline of a product in the project. In case the baselined product’s original specifications or designs are not enough, then the new version will have to be created via an RFC and approved by the change authority. An exception report is created and the project board is notified, if a project issue exceeds a tolerance.

This issue can be solved by using either a formal process or an informal process. A formal process needs formal advice from the project board. First the project manager reports the project issue in the issue register. Then the exception report is created by them which consists of the issue in an issue report and submit it to the project board. Then the project board at this point will decide whether changes are required or not.

The informal process is a simple way to handle a project issue. The project issue is then recorded within the daily log of the project manager. If the project manager has sufficient funds in their budget or if there is enough tolerance, then it can be corrected without reporting an issue to the project board.
Multiple Choice Questions - 3

1. In a customer/supplier environment, choose the roles of Supplier from the following
   i. Specifies the desired result and usually pays for the project
   ii. The person, group, or groups responsible for supply of specialist products
   iii. Defines customer quality expectations
   iv. Provides resources and skills to deliver result
      ○ i, ii, and iv
      ○ Only ii
      ○ i and iii
      ○ ii and iv

2. The main aim of the _______ is to define as well as establish the structure of accountability and responsibilities across the project.
   ○ Business Case theme
   ○ Risk theme
   ○ Organisation theme
   ○ Plans theme

3. What is the full form of PID?
   ○ Project Initial Document
   ○ Project Initiation Documentation
   ○ Project Identification Document
   ○ Project Identification Documentation
4. The purpose of quality theme is to define and implement the means by which the project will create and verify ________that are fit for purpose
   - Stages
   - Project management team
   - Products
   - Controls

5. Which Prince 2 theme seeks to recognise, evaluate and manage the uncertainty for improving the likelihood of success of the project?
   - Business Case
   - Risk
   - Plans
   - Quality

6. Choose from the following reasons for reviewing the project brief during the initiating a project process.
   i. Identifies the corporate risk management strategies that need to be applied by the project
   ii. Provides definition of the project for inclusion in the PID
   iii. Provides the project mandate for inclusion in the Project Plan
   iv. Identifies the project approach
      - i and ii
      - ii and iv
      - i, ii and iv
      - All of these

7. Which of the following activity is NOT taken during initiating a project process?
   - Appointing a project manager
   - Preparation of quality management strategy
   - Setting up project controls
   - Completion of business case document
8. Which of the following is an objective of authorising initiation?

- Review and approval of the project mandate
- Setting up project tolerances
- Creation of the detailed Business Case
- Ensure the project is justifiable

9. Which PRINCE2 theme evaluates the business options that have been considered for achieving the required outcome?

- Risk Management
- Plans
- Business case
- Quality Management

10. The risk theme supports the principle of “continued business justification” as

- It provides the Project Board with information for the assessment of risks within the project
- Allocates a risk owner to manage all aspects of a risk
- Make a record of description of risks
- None of these
Closing A Project Process

Controlling A Stage

Controlling a stage process is the duty of the project manager. It is taken as a process at the managing level. This process secures that work is allocated to perform, and the work progress is monitored, and problems with the associated work are dealt with. Action is taken to control the stage within the allotted tolerances. The project manager comes out with a highlight of a progress report to the project board. It recognises business as usual for the project manager along with work he is required to perform on a regular basis.

The controlling a stage process has various goals. First, the process attempts to make sure that the project manager is paying attention to the delivery of the product within its assigned limits. All risks and concerns should be kept under control within tolerance. An exception report must be submitted if that isn’t achievable. The business case is reviewed to ensure the product is delivered as demanded by the customer. The project manager ensures that the demanded products are delivered within the assigned limit in terms of effort, cost, and time by the project board. In the end, the project manager has to report their progress to the board by using highlight reports and, if things go wrong, they have to use exception reports.

The controlling a stage process is triggered and starts when the project board recognises the project in the beginning stage. Once the project has begun, a new stage is approved whenever the controlling a stage process is restarted. During this process, the project manager pays attention to the product delivery for each product that is needed for the current stage. Any variations should be specified in the stage plan and accepted by the project board preceding the beginning of the stage.

The project manager is accountable for the distribution of work lots to their team members. A project manager can deliver the products by themselves in a small project, whereas it never happens in the case of a large project. Preferably, the project manager maintains accountability for the quality work, but delegates pass the responsibility to their team managers for its completion. These team managers further may have sub-team managers who are serving under them on extensive projects. This is a case where employing the principle of manage by exception is crucial to efficiency and success.

Reporting is essential and is practiced to keep all levels of management informed regarding the progress of the project, its products, and allied work packages. A checkpoint report is given to the team managers by the project manager, which then functions like a highlight report. These reports are collected by the project manager from all team managers and combines them into an executive report. These are called the highlight reports. The project manager monitors the schedule by using these checkpoint reports, and ensure that all product delivery is expected for the stage stays on track. Any cost exceeds required to be documented in these checkpoint reports, as the project manager should submit an exception report to the project board if any overruns happen to extend the provided tolerances.
The project manager regularly updates on the status of the project’s progress to the project board and renders updated estimates for the rest of the current stage. It makes sure that the project manager and project board both understand if the project is running as per the agreed budget and schedule. Though, the business cases and project plans are not renewed regularly throughout this process. Alternatively, those documents have only renewed the managing a stage boundary as part of the end stage report.

**Managing A Stage Boundary**

Managing a stage boundary process facilitates the project manager to render the project board with adequate information for them. It helps to review the success of the current management stage. It enables the project manager to manage the stage, but ultimately, the Go/No-Go judgment is obtained through project board. Then, it is approved by the project board for the next stage plan, evaluate the renewed project plan, verify if there is still a valid business case, and endure any exceptional risks in the project.

It occurs both inside the introduction stage and then again throughout each consequent stage or stages. The final stage is the only stage that does not use the stage managing boundary process as it uses the resemblance of a project process instead. Mostly, managing a stage boundary process must be accomplished before the project move from the prevailing stage and progressing into the next stage.

Several objectives must occur while managing a stage boundary process. Primarily, the project board must ensure that all the products in the existing stage are accomplished and accredited. For instance, if a project forming a piece of software containing twelve different products in it, then those might be listed for completion while in various stages, to three in the first stage, five in the second stage, and four in the third one. After the first stage, the project manager is required to prove the project boards that the first three products have been developed and recommended by the senior user.

The project manager then makes the next stage plan, reviewing and updating the project introduction document if required. It is provided at the end of the stage report rendering to the project board for their confirmation. The board then decides if a valid business case exists so that they can get the Go decision for moving into the next stage. If the listed products for the stage are passed and accepted, with the project having a valid business case, then the project board will examine the next stage plan and support its execution. Contrary, the project board concludes that if there is no longer a valid business case, then the project should be discontinued untimely averting the sustained investment of resources in the dismissed project.

The project manager should record any pieces of information or lessons when the project is executed. It can help the organisation through the next stages of this project or on some other project of the future. If the project is diverging, then an exception report is to be submitted by the project manager and compose an exemption plan for approval. There can be a valid business case for completing the project, even if the project is off track. The level of management needed approval for an exception plan depends on the intensity of the breached tolerances. An exception plan can replace a project plan or a stage plan to getting the project back on track towards completion successfully. The project board approves exception plans that replace stage plans, whereas corporate or program approved management exception plans that replace project plans.
A project manager also creates an end-stage report contributing to an appraisal of the current progress of the project. It matches the anticipated progress to the current reality. The project manager might engage with the project board for conducting this assessment, along with the renewing of the project plan and business case. It is done as in person meeting in some organisations, while others done by using reports and other documentation. It ends the stage report, helping the project board to decide the progress onto the next stage, create an exception project or stage plan, or, to cancel the project

Lastly, the project manager also has to develop a lessons report throughout this process. As the project progresses the end of the stage, the report of lessons is used to document any known lessons that will prevent concerns in the future of this or other projects. These lessons can further be fused into the next stage plan or an exclusion plan. It should also cover suggested changes to risk management quality management, or issue management strategies for limiting future issues or problems

For illustration, a house was built assuming there would be no snow during the project. But a delay occurs due to the outbreak of a large snowstorm. Hence, the lesson learnt is assuring some extra time built into the future project schedules accounts for the likelihood of severe weather. This would enhance the correctness of both future stage plans and our project plan.

Managing Product Delivery

The managing product delivery process is the link which is controlled between the team managers and project manager by agreeing on the requirements for acceptance, execution and delivery of specific products which required for each stage. The primary responsibility of the project manager is controlling a stage whereas the main responsibility of the team manager is managing product delivery process. The team manager is liable to coordinate an area of work for delivering one or more products for the project. The managing product delivery process has a few important objectives which must be taken into consideration while executing it. Firstly, products must be assigned to particular teams and must be approved by a project manager. If the project manager does not approve the work, then then nothing will get achieved. The project manager is liable for authorising the team plans or work packages. Either the project manager creates these plans or simply it is submitted by the team manager. The team managers and suppliers should be clear about what is expected from them in terms of the cost, time, effort and schedule for a given product. Before starting the work, the project manager and the team manager should agree on the total cost. Within the given tolerance, the managing product delivery process is also concerned with delivering products. Usually, the project managers will give a tighter tolerance to the team manager than the project managers themselves have given as the project managers have to manage the combined tolerance through the stage and keep all the products from exceeding the stage level tolerance. The team members should provide accurate progress information to the project manager at agreed upon frequencies. These checkpoint reports are the method which is used by the team members for providing updates and progress reports to the project managers, that involves the realised schedule and costs up to the present point in the stage. Significantly, it is a lower level highlight report. The team manager must raise any product issues to the project managers any time that a team plan tolerance is exceeded. This enables the project manager for submitting an exception report to the project board when needed. There are many suppliers which do not use the PRINCE2® methodology as it is mostly used by the project management professionals.
So, the managing product delivery process is designed to act as the interface between the PRINCE2® methodology and the supplier. Simply, the supplier is given the work packages for performing and provided with the frequency of updates needed or the events which would cause an out-of-cycle progress to happen. The organisation and the project manager can still work according to the PRINCE2® methodology. The project plan is converted into a stage plan; the stage plan is then divided into work packages. These packages are assigned to individual supplier and are regardless of that understanding of team of the PRINCE2® methodology.

**Closing A Project**

The process of closing a project provides the project team with a fixed point of confirmation for the acceptance of outcomes and products of the project.

At this point in the project, either the objectives set out in the original project initiation document has been accomplished and the project has nothing left to contribute and is considered to be a failure, or the organisation made a decision that there is no longer valid business case for the project. In either of these three cases, the project should now be closed and ended. Closing a project is not a separate stage in the lifecycle rather it is a process. While the occurring of final delivery stage, the closing a project process begins.

In case the project is being terminated early, the closing project process will occur during the current stage of the project. The closing a project process is important for defining clearly an end to the project. This is due to the reason that the projects are time constrained and form a temporary organisation which must accomplish something before being disassembled. The projects are transitioned to the customer by closing a project.

Once the customer accepts the product which is transitioned by the project team, then the customer can operate the product. Also by utilising the process of closing a project, the project management resources can be released which were used during the project.

During the project execution, number of people were assigned to various roles such as the senior user, the senior supplier and the executive, so now with the closing of the project these people can be released back to their own jobs or their next project.

While closing the project, documentation of any outstanding items (that were not completed during the project) is important. It is possible that the project team might not get them as they were the minor things that were not needed for the project completion or the project might have ended early and not all the requirements and products were built.

Either way these items must be documented so that others can restart them, if they want, and understand what happened during the project. While closing a project, documentation of any outstanding items (that were not completed during the project) is important. If there were any changes requested and not implemented during the project, these must be documented and sent to the operational customer during the transition of the products of the project to operations.
Part of closing the project involves creating an end project report which documents the project’s details upon its closure. Creating a project closure notice is one of the final tasks of the project manager. This notice is then sent to the project board, by using the directing a project process, the project board can either approve or deny the notice. This is the final official approval action of the project board for this specific project. When the project closure is authorised, all the management projects must be archived securely and must be available for the future audits as the project can be audited as a part of the organisation’s quality assurance approach, even after the closing of a project. Nothing should be deleted from the project rather everything must be properly archived and saved.
Tailoring and Adopting PRINCE2®

Tailoring is a PRINCE2® principle. Tailoring applies a level of project management that doesn’t overburden PM teams, but provides a suitable level of governance and control. If no method exists, this can be done directly from the manual. An organisation’s own method can be tailored. The tailored method then needs to be embedded into the organisation’s working practices.

For using PRINCE2 the common question that arises is how to best apply PRINCE2 for running a particular project. Tailoring denotes to the suitable use of PRINCE2 in any project. Therefore, tailoring answers, the following question: What is the correct amount of planning, control, themes and processes to use?

Embedding aims on the adoption of PRINCE2 across an organisation, so it is concerned with the procedures, integration and standards and so on, while tailoring is done by the project manager for adapting the method to each project. Tailoring can be applied to processes, themes, roles, Management products, and terminology. Tailoring, as a PRINCE2® principle, is mandatory (as are all principles). So if the organisation does not consider tailoring, it is not using PRINCE2®. The PRINCE2® principles should not be tailored as they are universal and always apply, the PM is responsible for identifying and documenting the level of tailoring required (in the PID). Other stakeholders may also influence decisions taken by the PM, with regards to tailoring. The practitioner should consider the pros and cons of the tailoring choices as they relate to their specific project circumstances and ensure that:

Tailoring complies with the PRINCE2® principles and any overriding corporate standards or policy. Tailoring does not increase the risk of failing to meet the project’s objectives. The reasons for the tailoring choices are documented in the PID. The PM is responsible for identifying and documenting the level of tailoring required (in the PID). Other stakeholders may also influence decisions taken by the PM, with regards to tailoring. The overriding objective for adopting PRINCE2® should be to improve business performance.
Multiple Choice Questions - 4

1. What process controls the link between the project manager and the team manager?
   - Controlling a stage
   - Managing a stage boundary
   - Managing product delivery
   - Directing a project

2. What process has the purpose of taking action to ensure the stage remains within tolerance?
   - Directing a project
   - Controlling a stage
   - Managing a stage boundary
   - Managing product delivery

3. The purpose of the Closing a Project process
   - To inform the project board about the start of the final stage
   - To define the handover procedures for the project’s products
   - To provide a fixed point at which the acceptance of the project product is confirmed
   - None of these

4. The closing of a project process support Learn from experience principle of PRINCE 2 because
   - All registers are closed before the end of the project
   - Corporate management are provided with effort measurements from the project
   - All product get approval before being handed over
   - None of these
5. The Purpose of managing product delivery is to assign the work to be done, monitor such work, deal with issues, report progress to the project board, and take corrective actions to ensure that the stage remains within tolerance.
   ○ True
   ○ False

6. What is the main objective of the Managing a Stage Boundary process?
   ○ Preparation of an exception plan
   ○ Make sure that the delivery of the project’s products remains within the agreed tolerances
   ○ Make sure that work to be allocated to teams is authorized and agreed
   ○ None of these

7. What should the Project Manager learn from the Quality Register during the Controlling a Stage process?
   ○ How many quality activities remain for the stage?
   ○ If sign-off dates have been met
   ○ How much progress has been made on quality management activities?
   ○ All of these