PRINCE2® 6th edition

Foundation Course

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What you can find in this handout

1. PRINCE2 Foundation Presentation

The presentation used during this Foundation training.

2. PRINCE2 Foundation Exercises

A set of exercises that we will use throughout the Foundation training.

3. PRINCE2 Foundation Candidate Syllabus

This official document gives more information on the Foundation exam and describes in detail what is being tested during the exam. It lists the different aspects you should know and where you can find them in the official manual.

4. PRINCE2 Foundation Sample Papers

There are 2 sample exams available, following the same structure as the real exam you will take. The materials for both sample exams, including the answers and rationale are included.

PRINCE2 Foundation

Presentation

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Project Management with PRINCE2®

PRINCE2® 6th edition – Foundation training

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Who is who?

- **Axelos**
  Owner of the PRINCE2 manual and methodology.
- **PeopleCert**
  Delivers exams through state-of-the-art assessment technology.
- **NCOI Learning**
  Partner for the largest selection of training courses in Belgium. Organises this class.
- **Propellor**
  Five trainers and consultants specialised in project- and change management, who designed this course material.

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Structure of this course

Day 1	Day 2	Day 3
Key concepts of Projects & PRINCE2	Initiating a project	Quality
7 Principles & Tailoring	Plans	Change
Business Case	Risk	Progress
Organization	Controlling a stage	About the exam...
Starting up a project	Managing product delivery	PRINCE2 Exam
Directing a project	Managing a stage boundary	
	Closing a project	

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1

KEY CONCEPTS about PROJECTS and PRINCE2

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Benefits of PRINCE2 — PRojects In Controlled Environments

Generic approach ⇢ works for any project

- Separates management of the project from specialist work on the project
- Describes what to do, not how to do it

PRINCE2 is

- Based on best practice and governance
- Can be tailored
- Widely recognised, common vocabulary
  ⇢ reuse project assets, easier hand-over
- Focus on business case
  Stakeholders are represented in decision-making
- Promotes learning from experience

You won't find these:

- Specialist aspects
- Detailed techniques (how to)
- Leadership capability

Describe the features and benefits of PRINCE2 (1) 6

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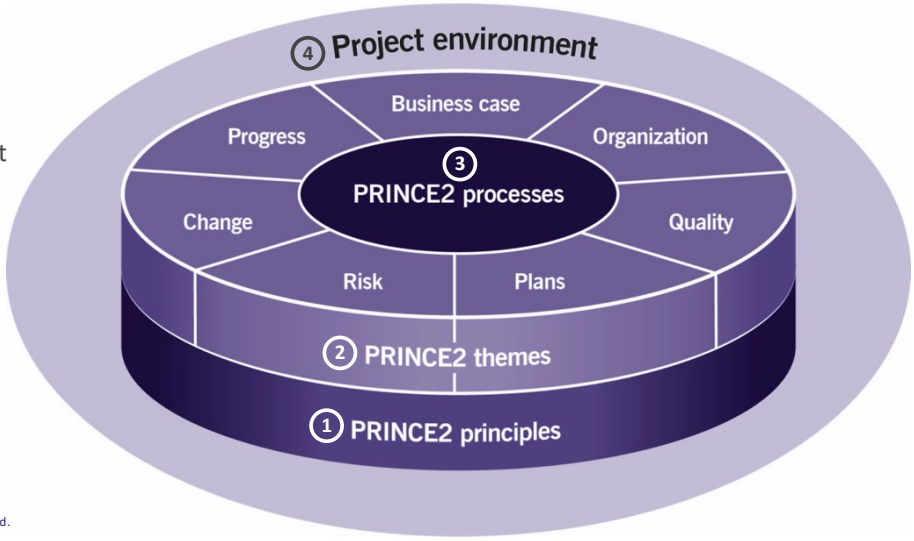
The 4 integrated elements of PRINCE2

1. PRINCE2 principles
2. PRINCE2 themes
3. PRINCE2 processes
4. The project environment



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Recall the integrated elements of PRINCE2: principles, themes, processes and the project environment (1.1)

7

What is a PRINCE2 project

Definition

A project is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case.

How is a project different from business as usual?

- Change
- Temporary
- Cross-functional
- Unique
- Uncertainty

Recall the definition and characteristics of a project (2.1)

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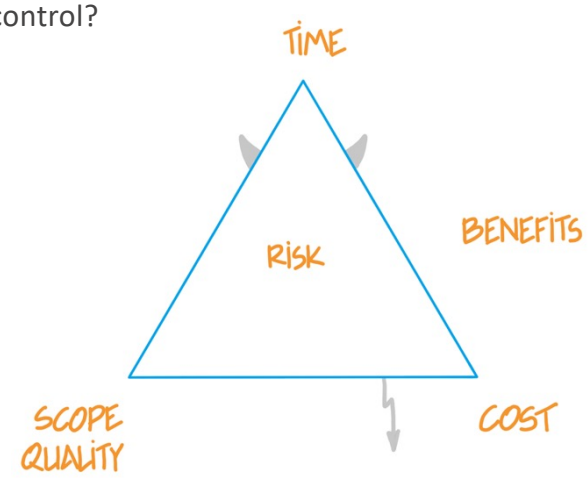
The key: managing the six aspects of project performance

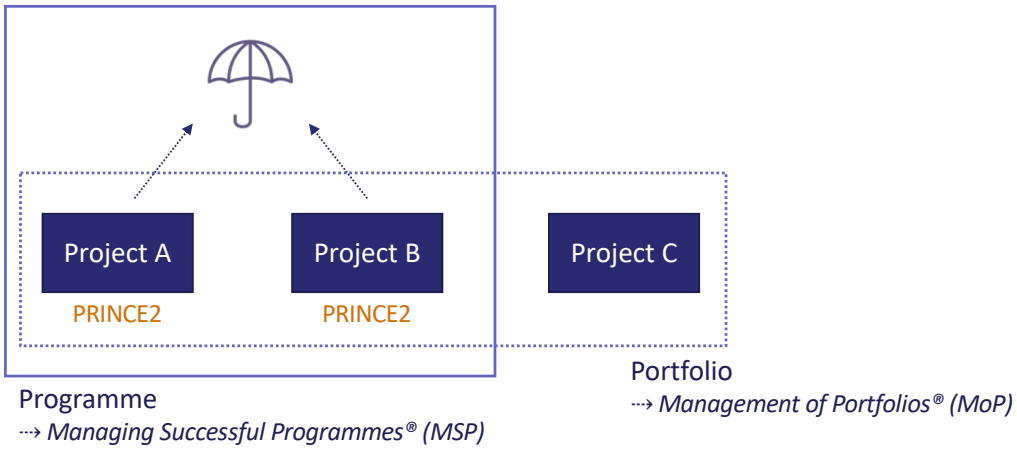
What is it we wish to control?



Recall the six aspects of project performance to be managed (2.3)

9

PRINCE2 assumes a customer/supplier context



Describe the customer/supplier context on which PRINCE2 is based, including considerations when undertaking projects in a commercial environment (2.5, 2.5.4).

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WHAT IS BEING TESTED IN THE EXAM?

Understand key concepts relating to projects and PRINCE2

5 questions

1 Recall

a) the definition and characteristics of a project (2.1)
b) the six aspects of project performance to be managed (2.3)
c) the integrated elements of PRINCE2: principles, themes, processes and the project environment (1.1)
d) what makes a project a PRINCE2 project (1.3).

3 questions
Max 1 on any one sub-criterion

2 Describe

a) the features and benefits of PRINCE2 (1)
b) the customer/supplier context on which PRINCE2 is based, including considerations when undertaking projects in a commercial environment (2.5, 2.5.4).

2 questions
Max 1 on any one sub-criterion

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OVERVIEW
7 principles, 7 processes, 7 themes

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The 7 principles

Continued Business Justification
Learn from Experience
Defined Roles & Responsibilities
Manage by Stages
Manage by Exception
Focus on Products
Tailor to suit the Project

Beware!
If you aren't tailoring PRINCE2,
you aren't using PRINCE2.

Understand how the PRINCE2 principles underpin the PRINCE2 method (3, 3.1-3.7) 13

Tailoring is mandatory

Tailoring of
- Processes
- Themes
- Roles
- Management products
- Terminology

So, who is responsible for tailoring?

What cannot be tailored?

Explain which aspects of a project can be tailored, who is responsible, and how tailoring decisions are documented (4.3.1-2). 14

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What makes a project a 'PRINCE2 project'?

As a minimum:

- is applying the PRINCE2 principles
- is meeting the minimum requirements for the PRINCE2 themes
- has project processes that satisfy the purpose and objectives of the PRINCE2 processes
- is using PRINCE2's recommended techniques, or using alternative, equivalent techniques

Recall what makes a project a PRINCE2 project (1.1) 15

The 7 themes

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The seven themes: purpose (part 1)

Match **3** tiles

Why?	Organization	A structure of accountability and responsibilities.
Quality	The project is desirable, viable and achievable, and remains so.	Business case
Plans	How, how much, when?	Facilitate communication & control by defining the means of delivering the products.
Verify that products are fit for purpose.	What?	
Who?		

Explain the purpose of each PRINCE2 theme 18

The seven themes: purpose (part 2)

Match **4** tiles

What if?	Progress	Monitor and compare actual achievements against those planned.
Identify, assess and control potential and approved changes to project baselines.	Identify, assess and control uncertainty.	Change
What is the impact?	Where are we now? Where are we going?	Improve the ability of the project to succeed.
Provide a forecast for the project's objectives and continued viability. Control any unacceptable deviations.	Define how baselines are created, maintained and controlled.	Risk

Explain the purpose of each PRINCE2 theme 20

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The seven themes & tailoring

You should adapt, make your own procedures and controls,…

As long as you…

- Respect the PRINCE2 **principles**
- Satisfy the **minimum requirements** of each theme
- Follow to the **purpose** of each theme

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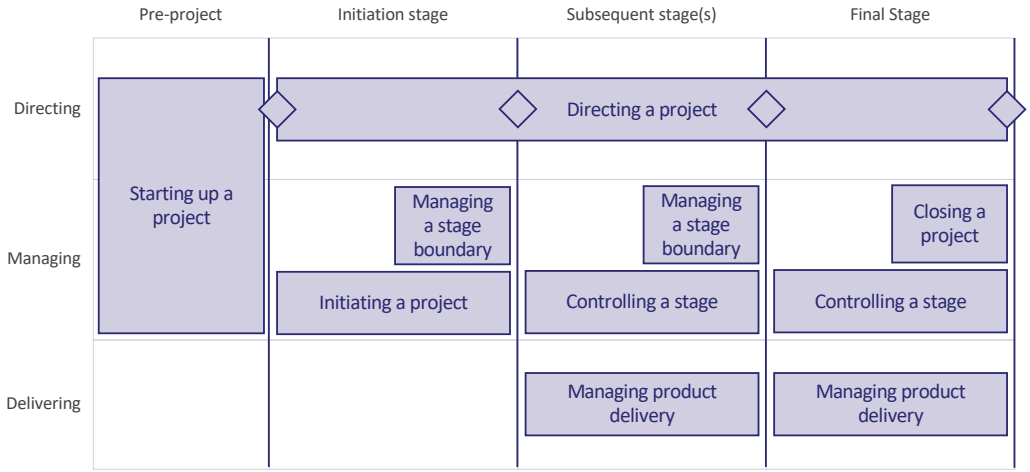
The PRINCE2 Processes



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Understand the PRINCE2 processes and how they are carried out (fig 13.1)

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The seven processes & tailoring

You should adapt, make your own procedures and controls,…

As long as you…

Respect the PRINCE2 **principles**	Follow to the **purpose** of each PRINCE2 process	Satisfy the **objectives** of each PRINCE2 process

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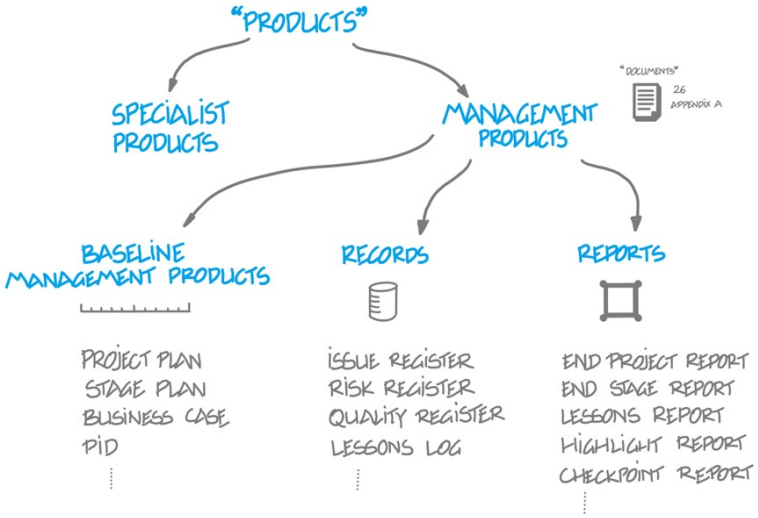
Documents that support you



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Documents that support you

Baseline management products

Records

Reports

A.1.1 – Benefits management approach
A.2.1 – Business case
A.3.1 – Change control approach
A.4.1 – Checkpoint report
A.5.1 – Communication management approach
A.6.1 – Configuration item record
A.7.1 – Daily log
A.8.1 – End project report
A.9.1 – End stage report
A.10.1 – Exception report
A.11.1 – Highlight report
A.12.1 – Issue register
A.13.1 – Issue report
A.14.1 – Lessons log
A.15.1 – Lessons report
A.16.1 – Plan
A.17.1 – Product description
A.18.1 – Product status account
A.19.1 – Project brief
A.20.1 – Project Initiation Documentation (PID)
A.21.1 – Project product description
A.22.1 – Quality management approach
A.23.1 – Quality register
A.24.1 – Risk management approach
A.25.1 – Risk register
A.26.1 – Work package

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WHAT IS BEING TESTED IN THE EXAM?

Understand how the PRINCE2 principles underpin the PRINCE2 method

8 questions

1. Explain the PRINCE2 principles

a) continued business justification (3.1)
b) learn from experience (3.2)
c) defined roles and responsibilities (3.3)
d) manage by stages (3.4)
e) manage by exception (3.5)
f) focus on products (3.6)
g) tailor to suit the project (3.7)

7 questions
Max 1 on any one sub-criterion

2. Explain
which aspects of a project can be tailored, who is responsible, and how tailoring decisions are documented (4.3.1-2).

1 question
Max 1 on any one sub-criterion

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WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 processes and how they are carried out	**16 questions**
1. Explain the purpose of the PRINCE2 processes	
a) SU, DP, IP, CS, MP, SB, CP (14.1, 15.1, 16.1, 17.1, 18.1, 19.1, 20.1)	**5** questions
b) including the purpose of the project brief (A.19.1) and the PID (A.20.1)	**1** question
2. Explain the objectives of the PRINCE2 processes 14.2, 15.2, 16.2, 17.2, 18.2, 19.2, 20.2	**5** questions
3. Explain the context of the PRINCE2 processes 14.3, 15.3, 16.3, 17.3, 18.3, 19.3, 20,3	**5** questions

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3

Theme
BUSINESS CASE

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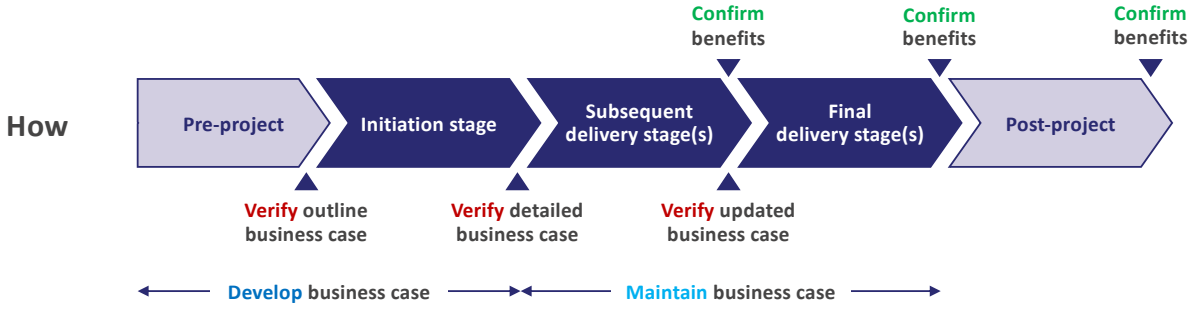
Purpose

Establish mechanisms to judge:

- Is the project desirable, viable and achievable?
- Does it remain so?



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Explain the purpose of the business case theme (6.1)

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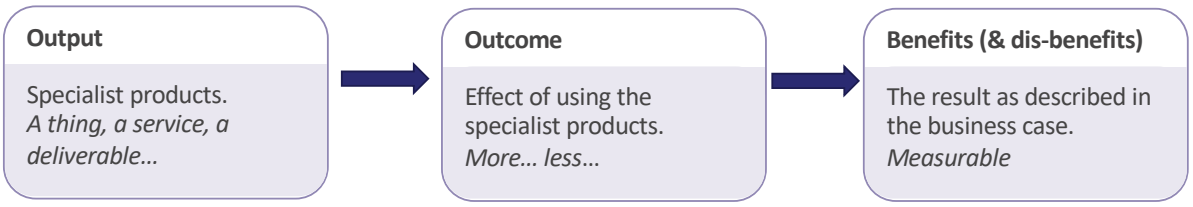
Key concepts



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Define key concepts related to business justification: outputs (6.1, fig 6.1), outcomes (6.1, fig 6.1), benefits (6.1, fig 6.1), dis-benefits (6.1, fig 6.1)

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Minimum requirements

For the BUSINESS CASE theme	Management products
○ Create and maintain a business justification	→ Business case
○ Review and update the business justification when impact on desirability, viability or achievability	
○ Ensure outcomes are achieved and confirm benefits realization	
○ Define roles and responsibilities for the business case and benefits management	→ Benefits management approach (BMA)

Describe PRINCE2's minimum requirements for applying the business case theme (6.2) 32

WHAT IS BEING TESTED IN THE EXAM?

Understand the Business Case theme and how it is applied	3 questions
1. Explain the purpose of a) the business case theme (6.1) b) key management products: - business case (A.2.1) - benefits management approach (A.1.1)	**1** question
2. Describe PRINCE2's minimum requirements for applying the business case theme (6.2)	**1** question
3. Define key concepts related to business justification - outputs (6.1, fig 6.1) - outcomes (6.1, fig 6.1) - benefits (6.1, fig 6.1) - dis-benefits (6.1, fig 6.1)	**1** question

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4

Theme ORGANIZATION

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Purpose

Establish the structure
of accountability and responsibilities.

How

- 4 levels of management
- 3 interests
- Communicating with stakeholders

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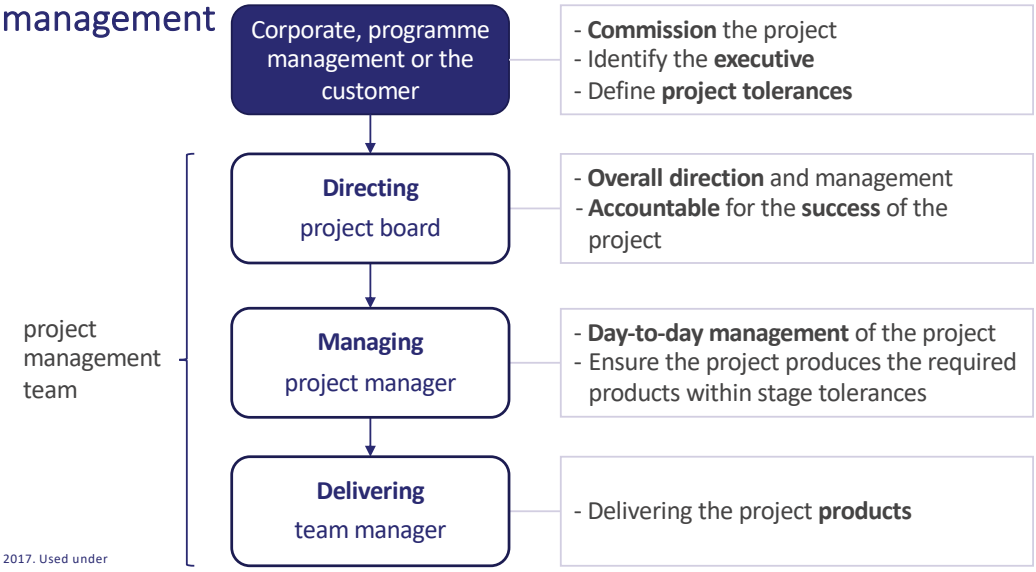
4 levels of management



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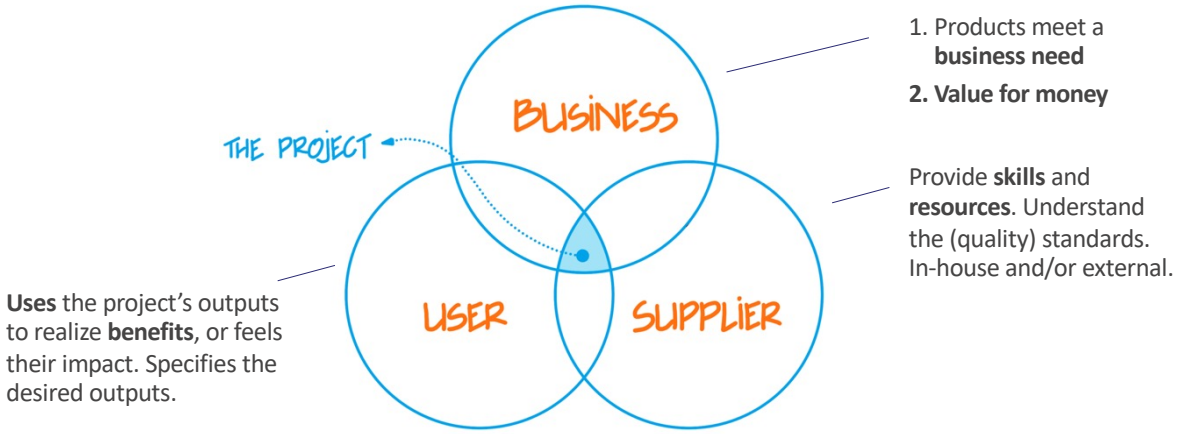
Explain the three project interests and how these are represented within the four levels of management (7.1, fig 7.1, fig 7.2) 36

3 (stakeholder) interests

to be represented in the **project board**



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Explain the three project interests and how these are represented within the four levels of management (7.1, fig 7.1, fig 7.2) 37

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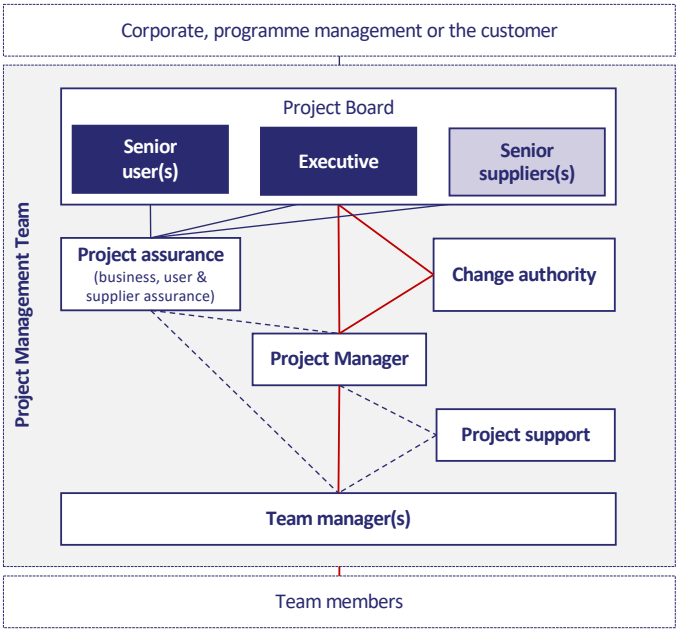
Roles & responsibilities



From the customer

From the supplier

Lines of authority

Project assurance responsibility

Lines of support/advice

Detailed descriptions of the roles: see 7.2.1.1 until 7.2.1.9

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Communicating with stakeholders

Anyone who can affect, is affected by, or perceives themselves to be affected by the project.

Communication management approach

- Describes the means & frequency of communication with parties internal & external to the project.
- Facilitates engagement with stakeholders.

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Minimum requirements

For the ORGANIZATION theme	Management products
○ Organization structure and roles and all PRINCE2 responsibilities	
○ Rules for delegating change authority responsibilities	
○ Approach to communicating and engaging with stakeholders	→ Communication management approach (CMA)

Describe PRINCE2's minimum requirements for applying the organization theme (7.2) 40

WHAT IS BEING TESTED IN THE EXAM?

Understand the organization theme and how it is applied	7 questions
1. Explain the purpose of a) the organization theme (7.1) b) key management product: - communication management approach (A.5.1)	**1** question
2. Describe PRINCE2's minimum requirements for applying the organisation theme (7.2)	**1** question
3. Describe the roles and responsibilities of a) project board (7.2.1.1) b) executive (7.2.1.2) c) senior user (7.2.1.3) d) senior supplier (7.2.1.4) e) project assurance (7.2.1.5) f) change authority (7.2.1.6) g) project manager (7.2.1.7) h) team manager (7.2.1.8) i) project support (7.2.1.9)	**4** questions
4. Explain key concepts related to organization - stakeholder (7.1) - the three project interests and how these are represented within the four levels of management (7.1, fig 7.1, fig 7.2)	**1** question

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SU

5

Process
Starting up a Project (SU)

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Starting up a project (SU)

Purpose

Prerequisites for initiating a project are in place by answering the question: "Do we have a viable and worthwhile project?"

Explain the purpose of the PRINCE2 process SU (14.1) including the purpose of the project brief (A.19.1) 43

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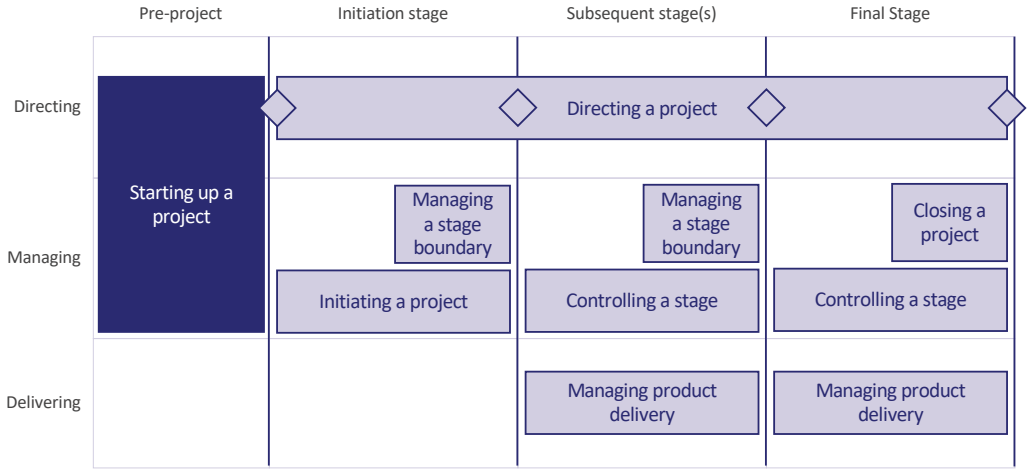
The PRINCE2 Processes



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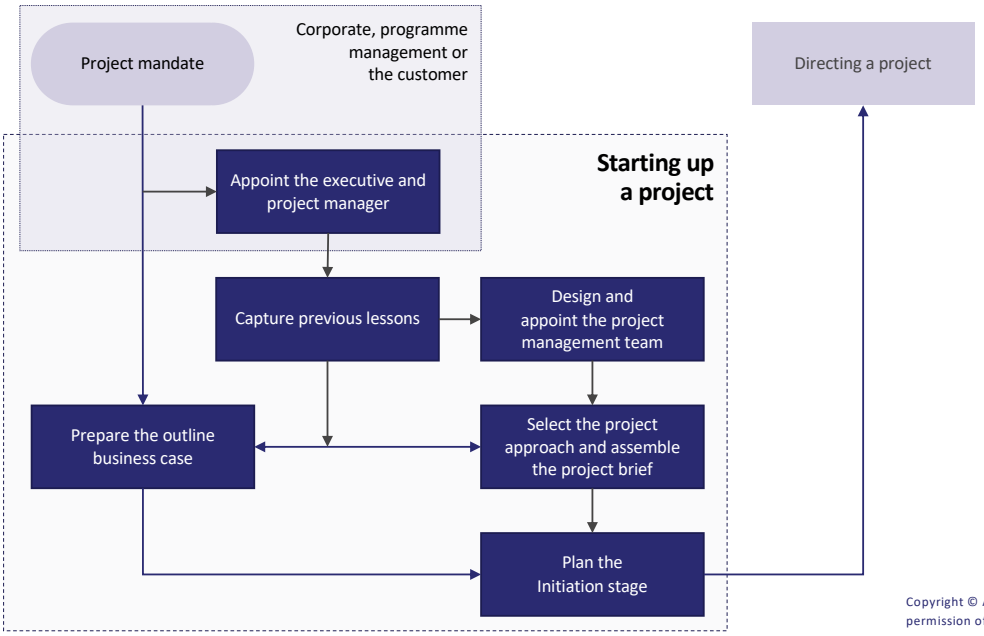
Explain the context of the PRINCE2 process SU (14.3) 44



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Explain the context of the PRINCE2 process SU (14.3) 45

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Objectives of Starting Up a Project

- Business justification for initiating the project
- Necessary authorities exist for initiating the project
- Sufficient information available to define project scope and project brief
- Select the project approach
- Project management roles for project initiation appointed
- Plan the initiation stage
- Avoid time wasting on a project based on unsound assumptions

Explain the objectives of the PRINCE2 process SU (14.2) 46

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 3 questions**

1. Explain the purpose of the PRINCE2 processes

a) SU (14.1)
b) including the purpose of the project brief (A.19.1)

2. Explain the objectives of the PRINCE2 processes
14.2

3. Explain the context of the PRINCE2 processes
14.3

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DP

6

Process
Directing a Project (DP)

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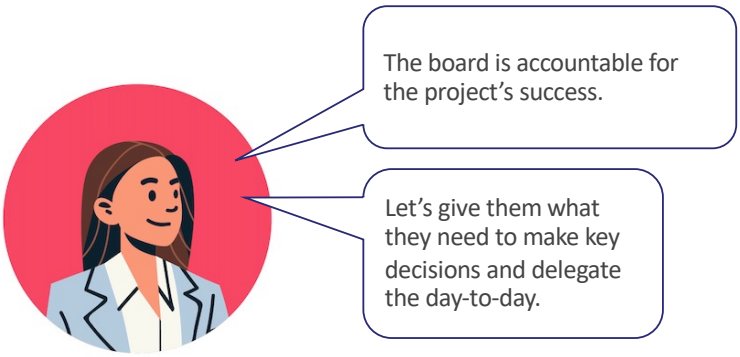
Directing a project (DP)



Purpose

Enable the project board to be accountable for the project's success by making key decisions, exercising overall control and delegating day-to-day management of the project to the project manager.

Explain the purpose of the PRINCE2 process DP (15.1) including the purpose of the PID (A.20.1) 49

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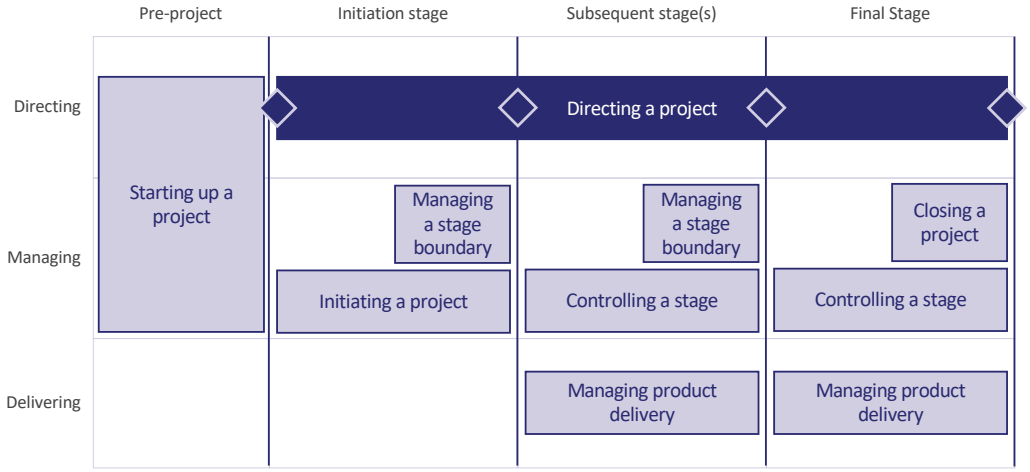
The PRINCE2 Processes



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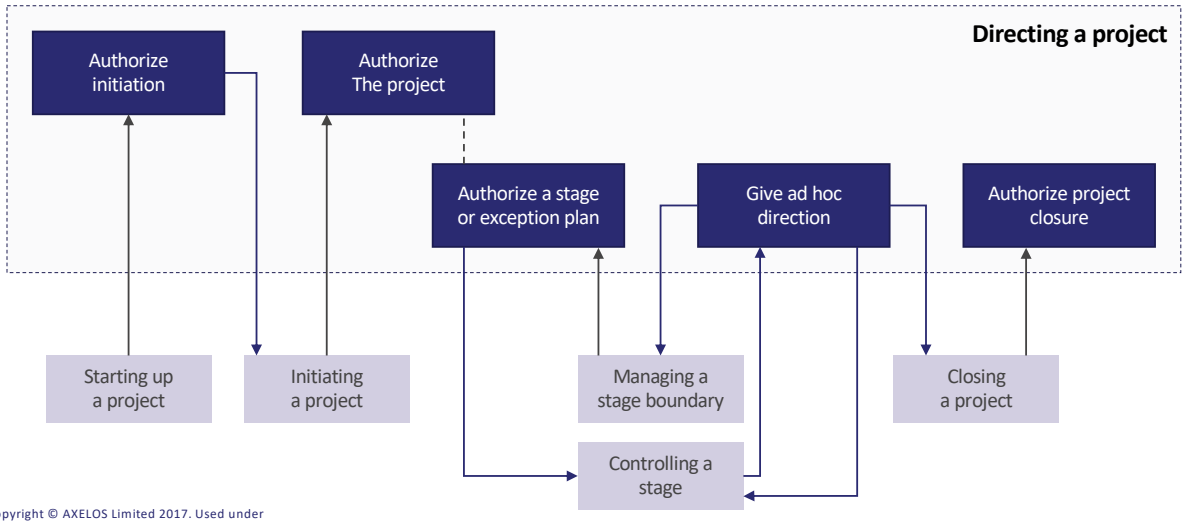
Explain the context of the PRINCE2 process DP (15.3) 50



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Explain the context of the PRINCE2 process DP (15.3) 51

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Objectives of Directing a Project

- Authority to initiate the project
- Authority to deliver the project's products
- Management direction and control throughout the project's life
- The project remains viable
- Interface corporate, program management or the customer
- Authority to close the project
- Managing and reviewing the post-project benefits

Explain the objectives of the PRINCE2 process DP (15.2) 52

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 3 questions**

1. Explain the purpose of the PRINCE2 processes

a) DP (15.1)
b) including the purpose of the PID (A.20.1)

2. Explain the objectives of the PRINCE2 processes
15.2

3. Explain the context of the PRINCE2 processes
15.3

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IP

7

Process
Initiating a Project (IP)

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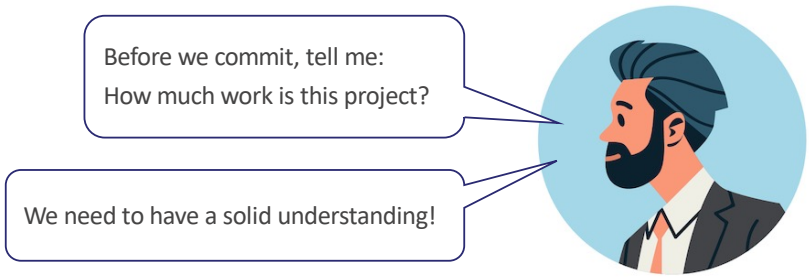
Initiating a project (IP)



Purpose

Establish solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project before committing to a significant spend.

Explain the purpose of the PRINCE2 process IP (16.1) 55

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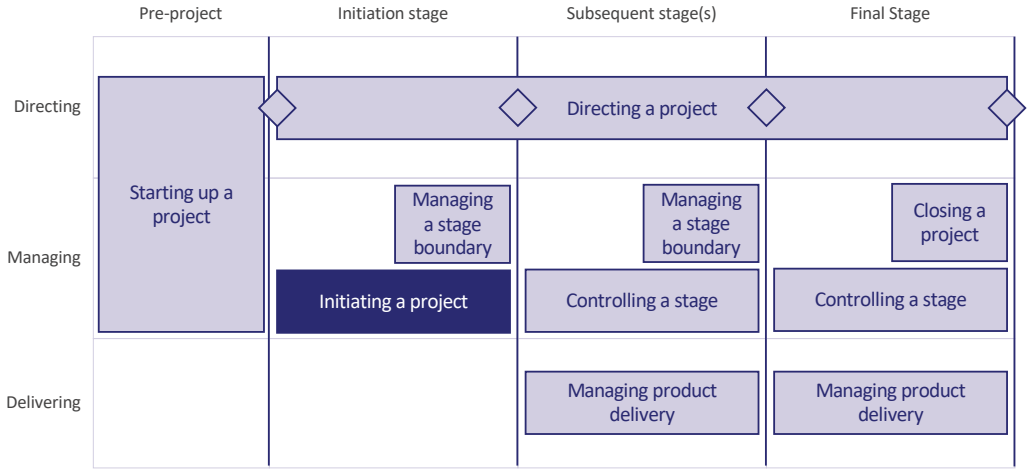
The PRINCE2 Processes



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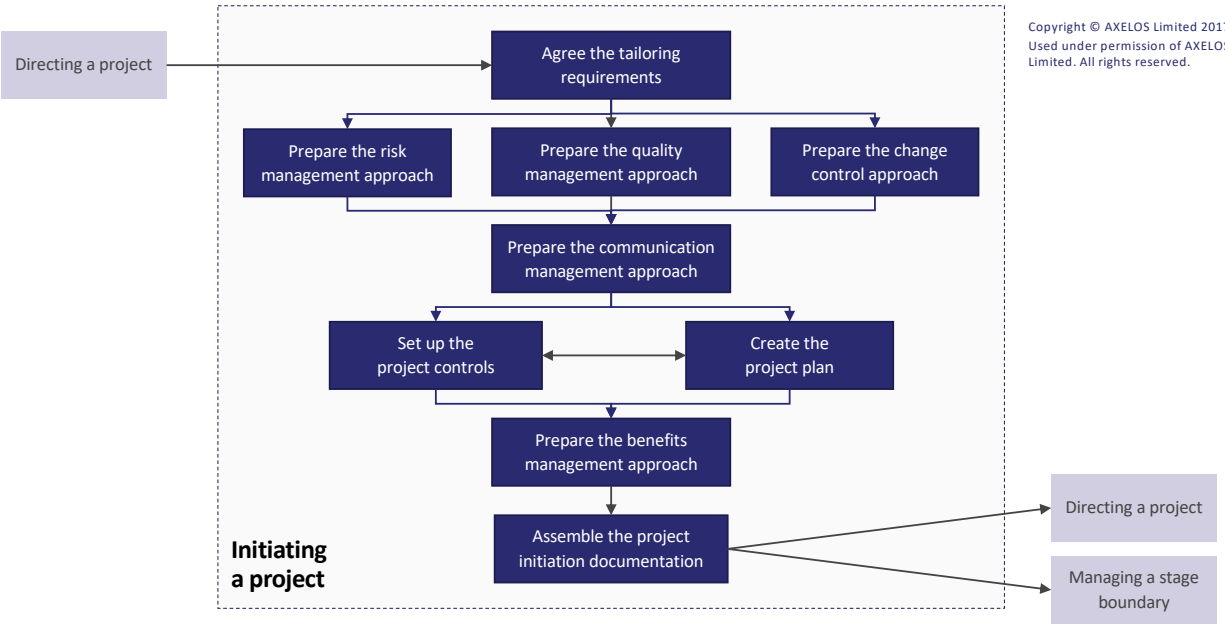

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Objectives of Initiating a Project

- The reasons for doing the project, the benefits expected and the associated risks
- The scope of what is to be done and the products to be delivered
- How and when the project's products will be delivered and at what cost
- Who is to be involved in the project decision making
- How the quality required will be achieved
- How baselines will be established and controlled
- How risks, issues and changes will be identified, assessed and controlled
- How progress will be monitored and controlled
- Who needs information, in what format, and at what time

Explain the objectives of the PRINCE2 process IP (16.2) 58

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 2 questions**

1. Explain the purpose of the PRINCE2 processes
IP (16.1)

2. Explain the objectives of the PRINCE2 processes
16.2

3. Explain the context of the PRINCE2 processes
16.3

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8

Theme PLANS

PRINCE2® 6th edition – Foundation training

Purpose

Facilitate communication and control by defining how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan.

How

- Three planning levels + exception plans
- Product based planning
- Designing a plan: considerations

A plan contains not only activities for creating the products, but also for project assurance, quality management, risk management, change control, communication…

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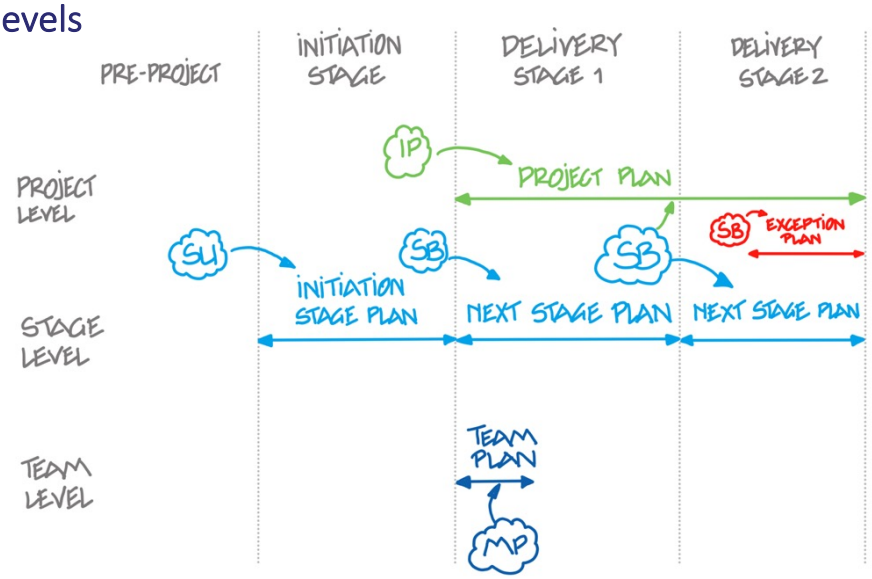
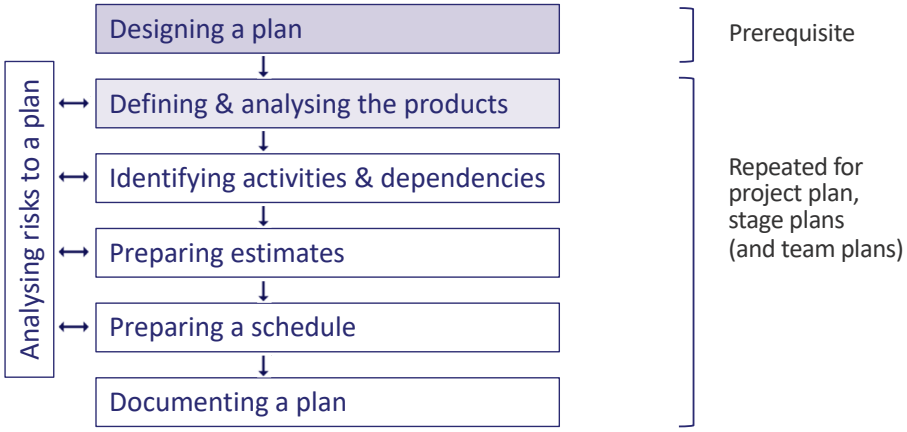
Planning levels



Explain the purpose of the different types of plans: project plan (9.2.1.1, A.16.1), stage plan (9.2.1.2, A.16.1), exception plan (9.2.1.3, A.16.1), team plan (9.2.1.4, A.16.1)

62

PRINCE2 approach to plan (recommended)



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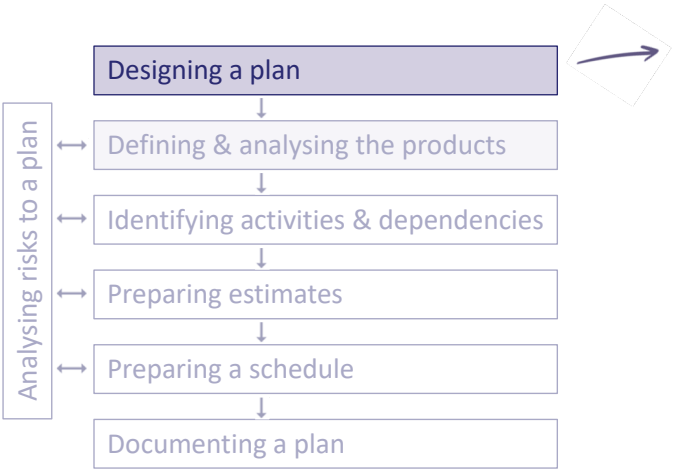
Recall the steps in the recommended approach to planning (fig 9.2)

63

What to consider when designing a plan



1. Format and presentation of the plan?

2. How many management stages?

- How far ahead can we plan? (planning horizon)
- Key decision points? Align with program?
- Amount of risk?
- Balancing overhead vs. control
- How confident are the PM and the board?
- Management stages vs**. delivery steps?**

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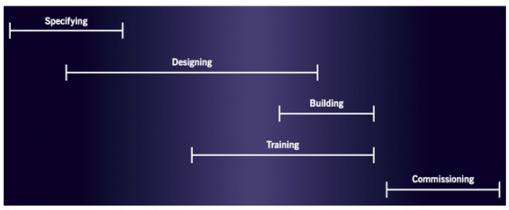
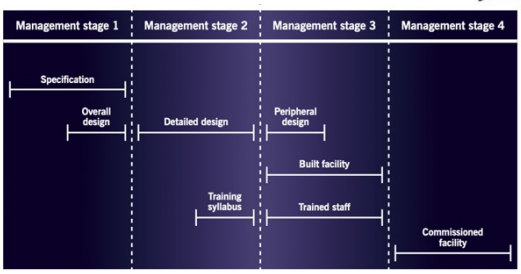
Explain the factors to consider when structuring the project into management stages (9.3.1.1) 64

Delivery steps vs. Management stages

Delivery steps

- Grouping work by set of techniques of skills
- Often overlap
- Use specific specialist skills





Management stages

- Based on decision points
- Commitment of resources and authority to spend
- Facilitate management by exception
- Do NOT overlap

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Explain the factors to consider when structuring the project into management stages (9.3.1.1) 65

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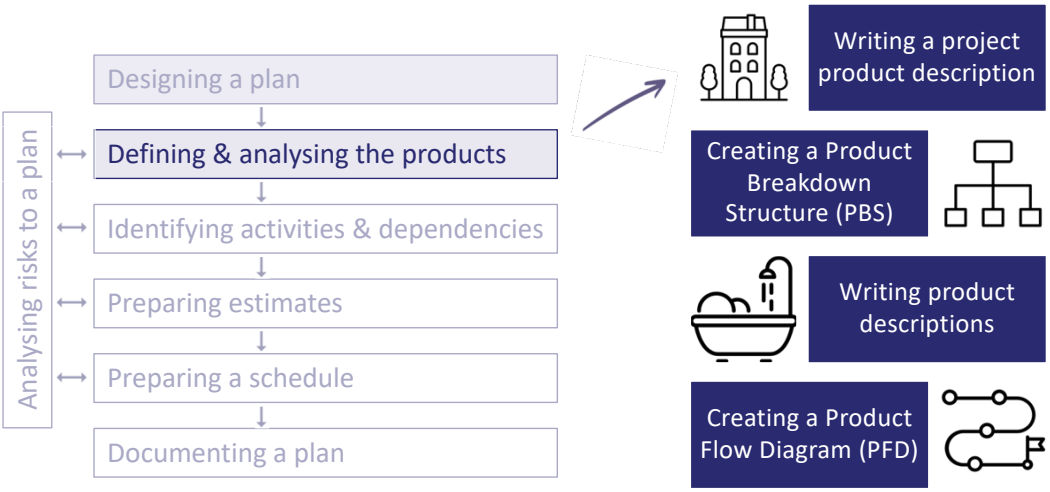
How to do Product Based Planning



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Recall the steps in the recommended approach to defining and analyzing the products (fig 9.6), 66

Minimum requirements

For the PLANS theme

- Have plans that enable the business case to be realized
- At least two management stages: initiation stage + 1 subsequent stage. More if risky or complex.
- Use product-based planning for project plan, stage plans and exception plans
- Define roles and responsibilities for planning
- Use lessons when planning

(Management) products

→ Project plan, stage plans, exception plans

→ Project product description, Product descriptions, Product breakdown structure

Describe PRINCE2's minimum requirements for applying the plans theme (9.2) 67

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WHAT IS BEING TESTED IN THE EXAM?

Understand the plans theme and how it is applied	**4 questions**
1 Explain the purpose of a) the plans theme (9.1) b) types of plans: - project plan (9.2.1.1, A.16.1) - stage plan (92.1.2, A.16.1) - exception plan (9.2.1.3, A.16.1) - team plan (9.2.1.4, A.16.1)	**1** question
2 Describe PRINCE2's minimum requirements for applying the plans theme (9.2)	**1** question
3. Recall the steps a) in the recommended approach to planning (fig 9.2), including b) the recommended approach to defining and analyzing the products (fig 9.6),	**1** question
And explain c) the factors to consider when structuring the project into management stages (9.3.1.1)	**1** question

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10

Theme RISK

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Purpose

Identify, assess and control uncertainty,
and improve the ability of the project to succeed.

How

Risk management procedure (recommended)

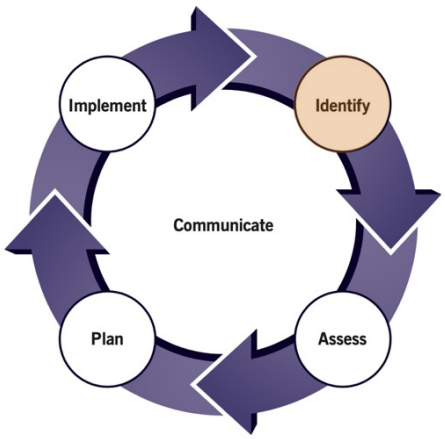
- Cause, event and effect
- Risk, probability, risk impact and risk proximity
- Risk response types
- Risk owner and risk actionee

Risk budget

Explain the purpose of the risk theme (10.1)

70

Risk management procedure



Identify the context

Specific objectives at risk?

Identify the risks

Capture in the risk register

risk cause
the trigger
→
risk event
"if…"
→
risk effect
"then…"

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Describe the recommended risk management procedure (10.3.2, 10.4.1-5)
Define key concepts related to risk: threat or opportunity (10.1); cause, event and effect (10.4.1.2)

71

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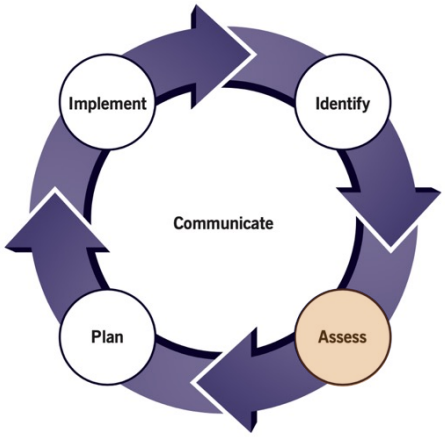

Assess the risks

1. Estimate

- Probability
- Impact (on objectives, on plans, on business case)
- Proximity

2. Evaluate

- Risk exposure < Risk appetite?
- Risk tolerance?

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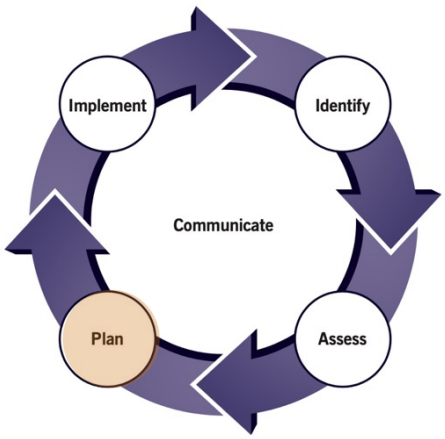
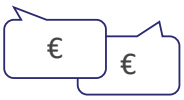
Describe the recommended risk management procedure (10.3.2, 10.4.1-5)
Define key concepts related to risk: risk, probability, risk impact and risk proximity (10.4.2.1)

72



Plan risk responses

THREAT	OPPORTUNITY
Avoid	Exploit
Reduce	Enhance
Transfer	Transfer
Share	Share
Accept	Accept
Contingency	Contingency



Risk budget

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Describe the recommended risk management procedure (10.3.2, 10.4.1-5)
Define key concepts related to risk: recommended risk response types (tab 10.3). Explain the purpose of a risk budget (10.3.7)

73

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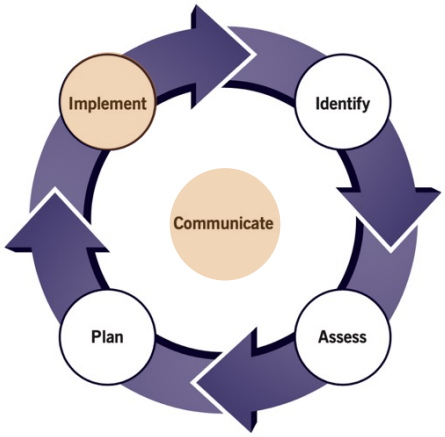

Implement

Risk owner

Risk actionee

Communicate

Continually

Engage stakeholders

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Describe the recommended risk management procedure (10.3.2, 10.4.1-5)
Define key concepts related to risk: risk owner and risk actionee (10.4.4)

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Minimum requirements

For the RISK theme	Management products
○ Define a Risk Management Approach This covers how risks are managed, assess impact on business justification, and roles & responsibilities for risk management	→ Risk management approach
○ Maintain a risk register where you record risks & decisions about their analysis, their management and review	→ Risk register
○ Ensure that risks are identified, assessed, managed and reviewed throughout the project	
○ Use lessons	

Describe PRINCE2's minimum requirements for applying the risk theme (10.2).
Explain the purpose of the risk management approach (A.24.1) and the risk register (A.25.1)

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WHAT IS BEING TESTED IN THE EXAM?

Understand the risk theme and how it is applied	5 questions
1. Explain the purpose of a) the risk theme, including the purpose of a risk budget (10.1, 10.3.7) b) key management products: - risk management approach (A.24.1) - risk register (A.25.1)	**1** question
2. Describe PRINCE2's minimum requirements for applying the risk theme (10.2)	**1** question
3. Define key concepts related to risk, and the differences between them a) a risk: threat or opportunity (10.1) b) recommended risk response types (tab 10.3) c) risk owner and risk actionee (10.4.4) d) cause, event and effect (10.4.1.2) e) risk, probability, risk impact and risk proximity (10.4.2.1)	**2** questions
4. Describe the recommended risk management procedure (10.3.2, 10.4.1-5)	**1** question

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CS

11

Process
Controlling a Stage (CS)

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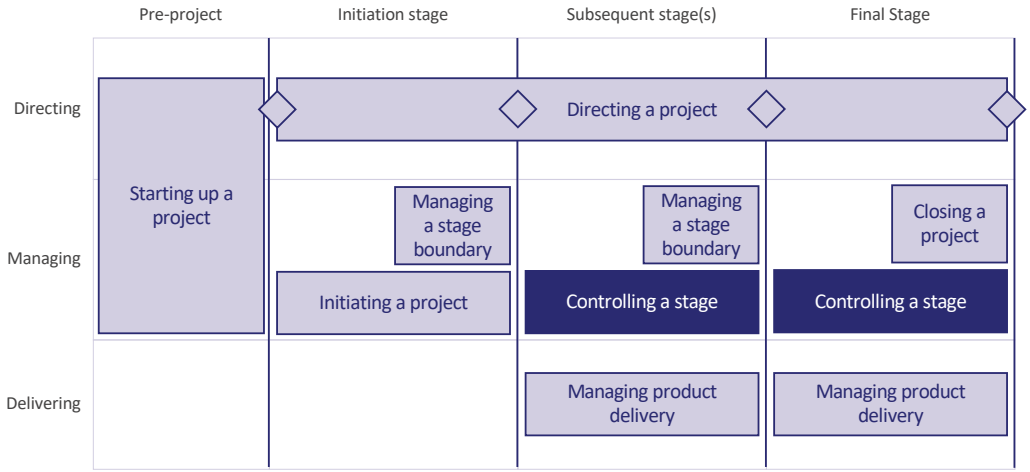
Controlling a Stage (CS)

Purpose

Assign work to be done, monitor such work, deal with issues, report progress to the project board, and take corrective action to ensure that the management stage remains within tolerance.

Explain the purpose of the PRINCE2 process CS (17.1) 78

The PRINCE2 Processes



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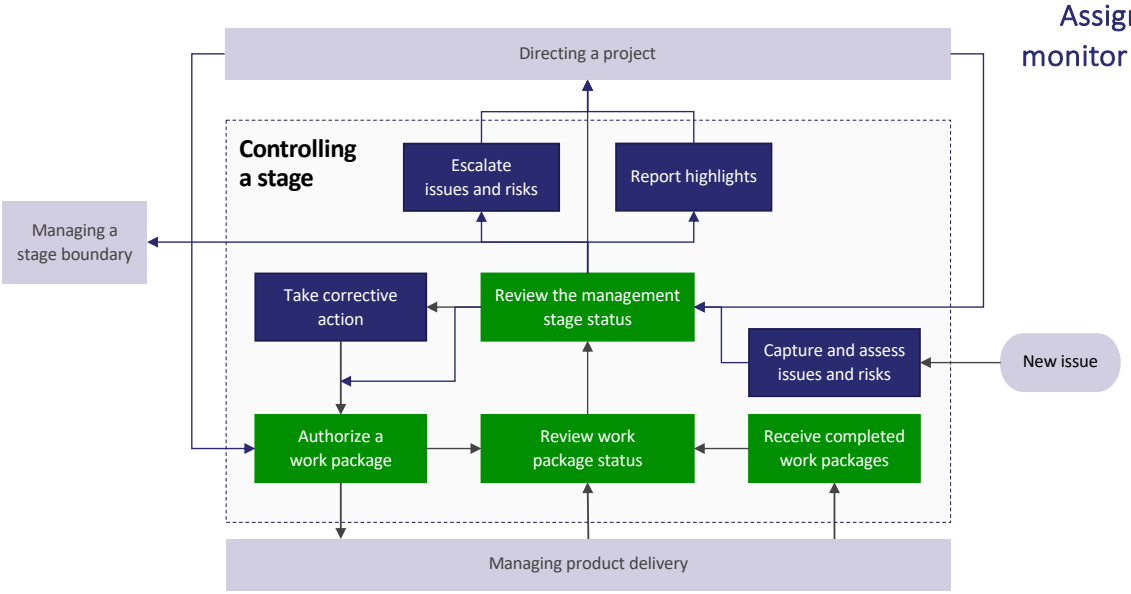
Explain the context of the PRINCE2 process CS (17.3) 79

Assign and monitor work



Explain the context of the PRINCE2 process CS (17.3)

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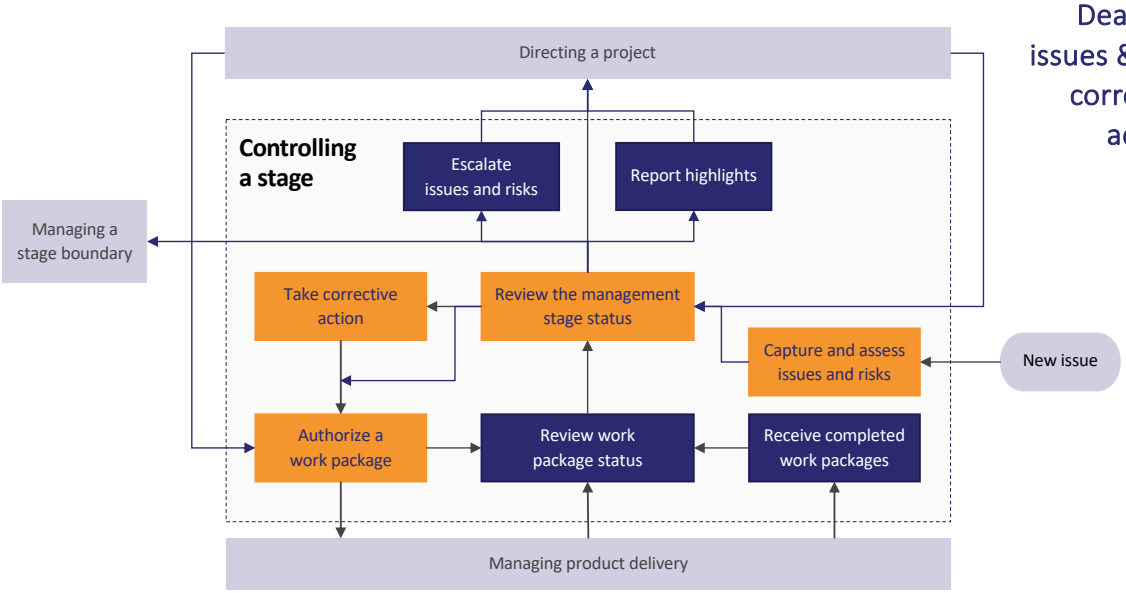
Deal with issues & take corrective actions



Explain the context of the PRINCE2 process CS (17.3)

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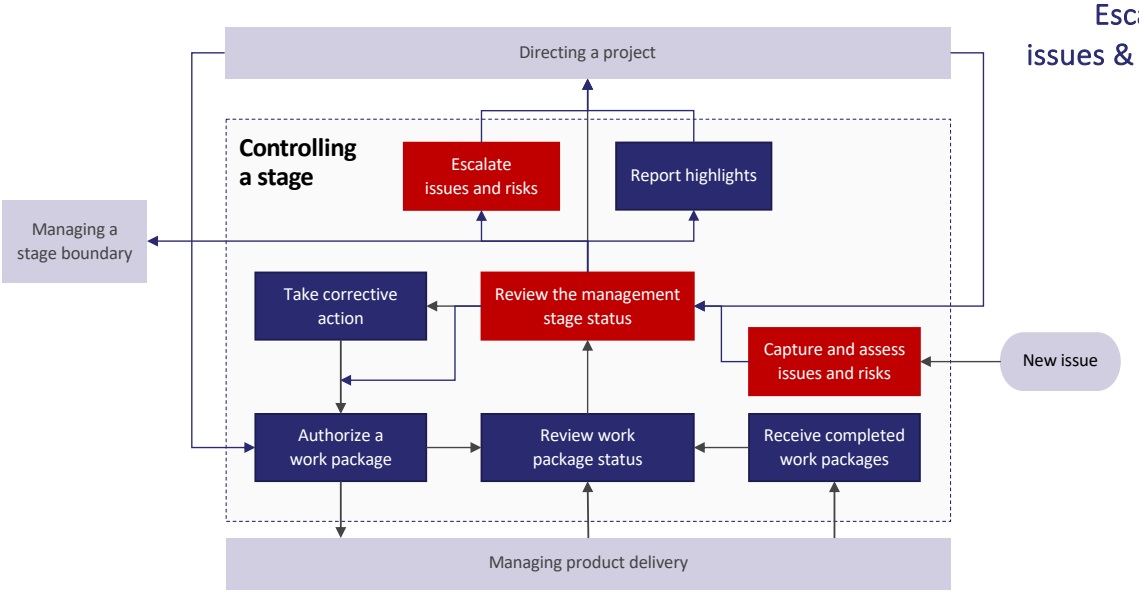
Escalate issues & risks



Explain the context of the PRINCE2 process CS (17.3)

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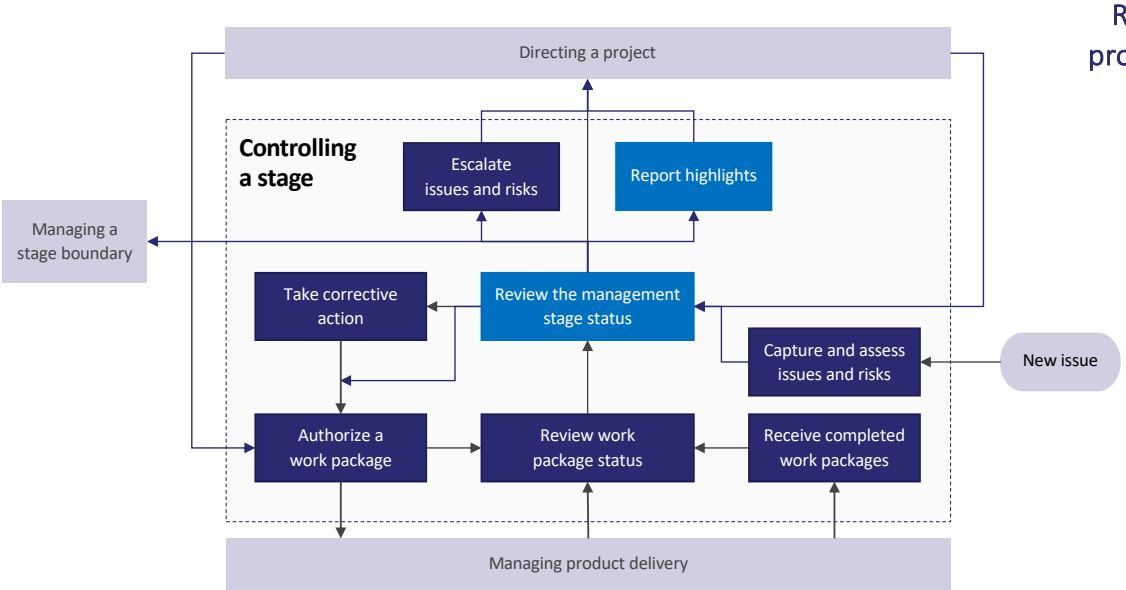
Report progress



Explain the context of the PRINCE2 process CS (17.3)

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Objectives of Controlling a Stage

- Avoid uncontrolled change and loss of focus
- Project management team is focused on delivery of the stage's products, within the tolerances
- Risks and issues are kept under control
- The business case is kept under review
- Agreed products for the management stage are delivered (to stated quality standards, within cost, effort and time agreed, and in support of the achievement of the defined benefits)

Explain the objectives of the PRINCE2 process CS (17.2) 84

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 2 questions**

1. Explain the purpose of the PRINCE2 processes
CS (17.1)

2. Explain the objectives of the PRINCE2 processes
17.2

3. Explain the context of the PRINCE2 processes
17.3

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MP

12

Process
Managing Product Delivery (MP)

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Managing Product Delivery (MP)

Purpose

Control the link between the project manager and the team manager(s), by agreeing on the requirements for acceptance, execution and delivery.

Explain the purpose of the PRINCE2 process MP (18.1) 87

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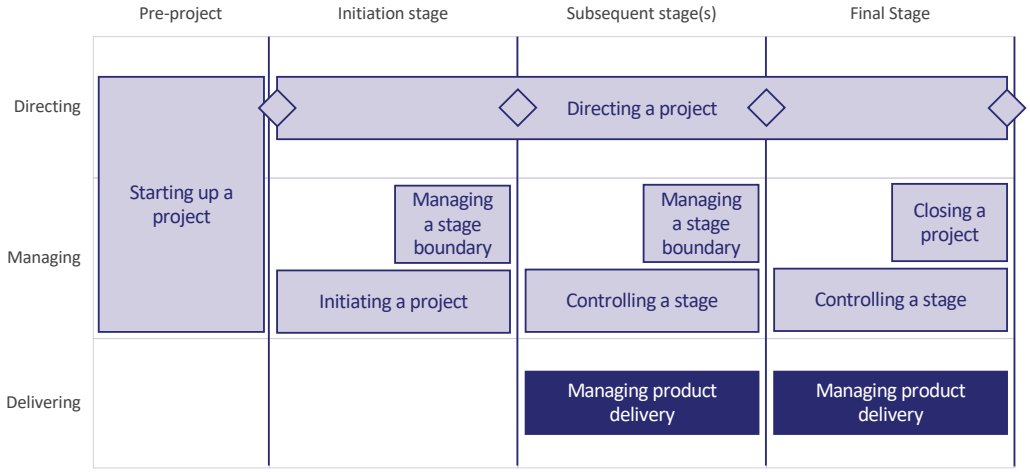
The PRINCE2 Processes



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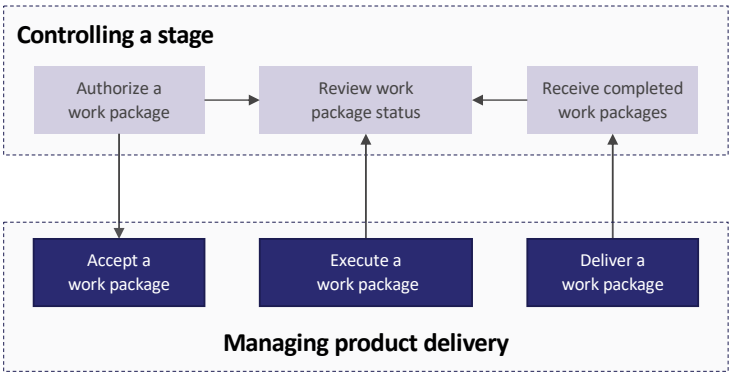

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Objectives of Managing Product Delivery

- Work on products allocated to the team is authorized and agreed
- Clear what is to be produced (& expected cost, effort, timescale)
- Planned products are delivered to expectations
- Accurate progress information → project manager

Explain the objectives of the PRINCE2 process MP (18.2) 90

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 2 questions**

1. Explain the purpose of the PRINCE2 processes
MP (18.1)

2. Explain the objectives of the PRINCE2 processes
18.2

3. Explain the context of the PRINCE2 processes
18.3

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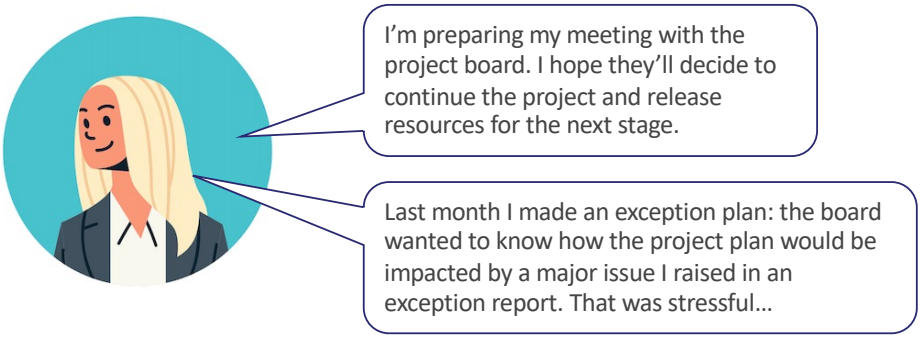
SB

15

Process
Managing a Stage Boundary (SB)

PRINCE2® 6th edition – Foundation training

Managing a Stage Boundary (SB)



Purpose

Assemble enough information to give to the project board, so they can decide if they want to continue with the project.

Explain the purpose of the PRINCE2 process SB (19.1) 93

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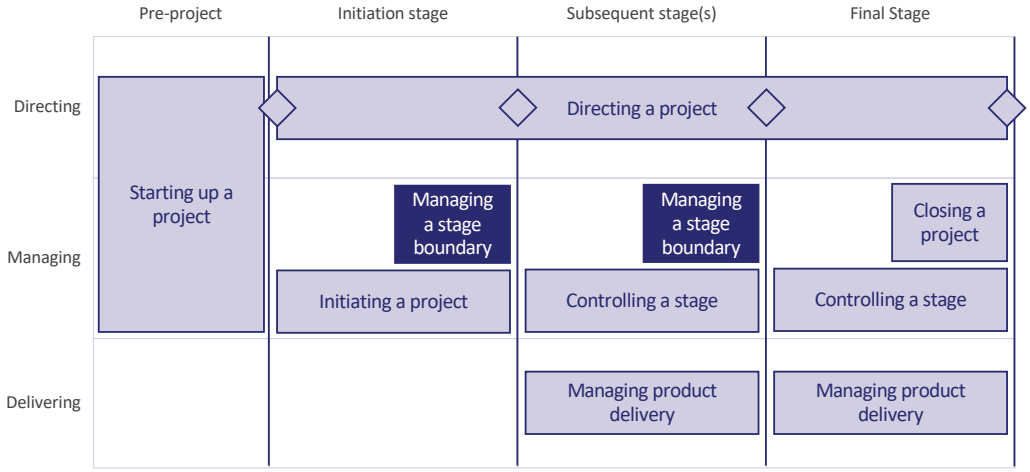
The PRINCE2 Processes



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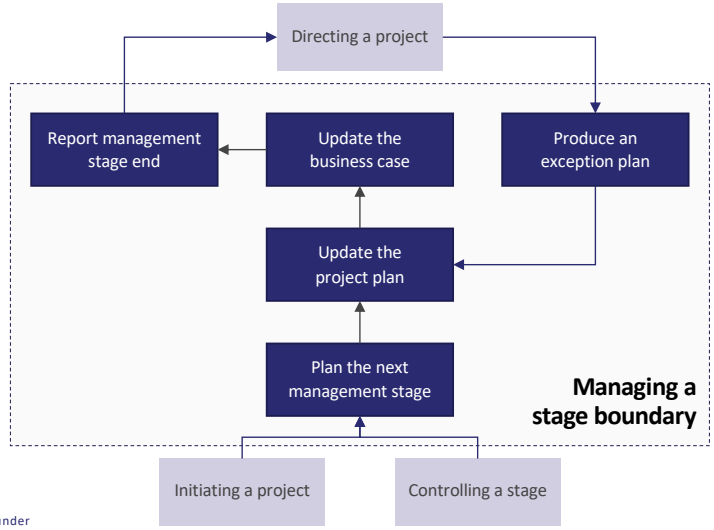

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Objectives of Managing a Stage Boundary

- Assure the Project Board all products in the Stage Plan for the current stage have been completed and approved
- Prepare the Stage Plan for the next stage
- Review and/or update the Project Initiation Documentation
- Provide the information to the Project Board to assess the continuing viability of the project – including the aggregated risk exposure
- Record any information or lessons
- Request authorization to start the next stage.

For exceptions:

- Prepare an Exception Plan as directed by the Project Board
- Seek approval to replace the Project Plan or Stage Plan with the Exception Plan.

Explain the objectives of the PRINCE2 process SB (19.2) 96

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 2 questions**

1. Explain the purpose of the PRINCE2 processes
a) SB (19.1)

2. Explain the objectives of the PRINCE2 processes
19.2

3. Explain the context of the PRINCE2 processes
19.3

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CP

16

Process
Closing a Project (CP)

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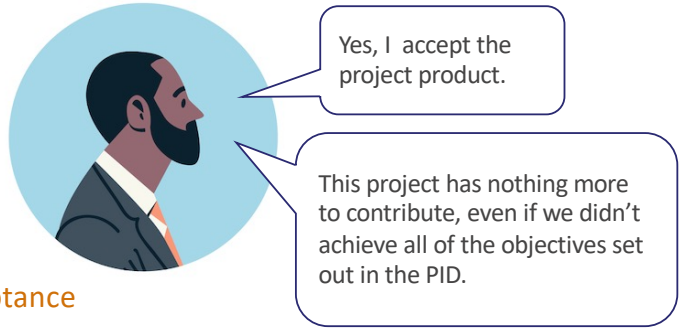
Closing a Project (CP)



Purpose

Provide a fixed point at which acceptance of the project product is confirmed. Recognize that the objectives set out in the original PID have been achieved (or approved changes), or decide that the project has nothing more to contribute.

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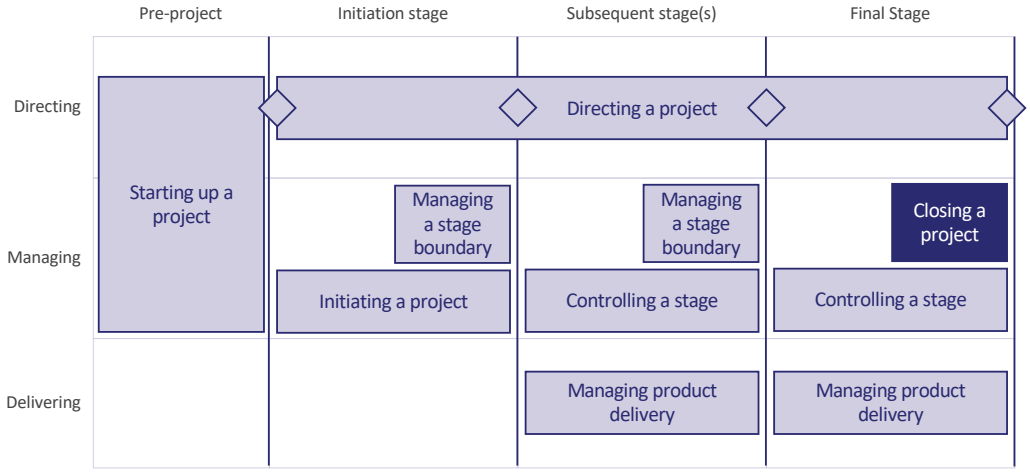
The PRINCE2 Processes



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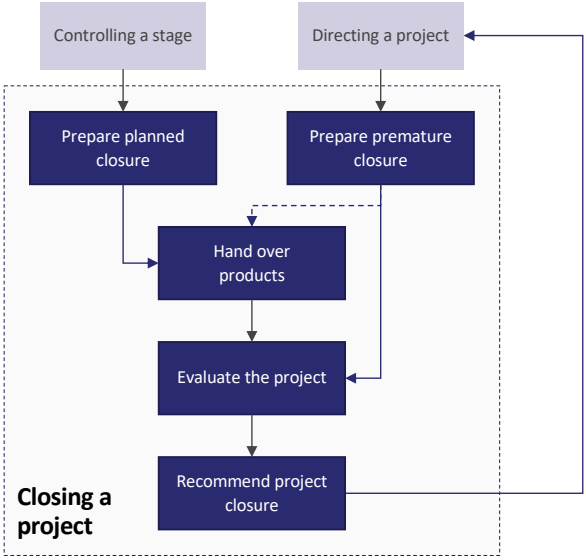

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Objectives of Closing a Project

- Verify user acceptance of the project's products
- Ensure that the host site is able to support the products when the project is disbanded
- Review the performance of the project against its baselines
- Assess any benefits that have already been realized, update the forecast of the remaining benefits, and plan for a review of those unrealized benefits
- Ensure that provision has been made to address all open issues and risks, with follow-on action recommendations.

Explain the objectives of the PRINCE2 process CP (20.2) 102

WHAT IS BEING TESTED IN THE EXAM?

Understand the PRINCE2 process and how it is carried out **+/- 2 questions**

1. Explain the purpose of the PRINCE2 processes
a) CP (20.1)

2. Explain the objectives of the PRINCE2 processes
20.2

3. Explain the context of the PRINCE2 processes
20.3

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9

Theme QUALITY

PRINCE2® 6th edition – Foundation training

Purpose

Verify that products are fit for purpose.

How

- Quality planning
  - Customer quality expectations & acceptance criteria
  - Quality criteria & tolerances
  - Quality methods & responsibilities
- Quality control
- Roles: project assurance vs. quality assurance

Explain the purpose of the quality theme (8.1).
Explain the difference between quality planning and quality control (8.1.1)

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Quality planning

Obtain agreement from the customer

Project product description

- Customer quality expectations
- Acceptance criteria

→

Product based planning

Product descriptions

- Quality criteria & tolerances

&

Decide how /who will judge them

Quality Management Approach

- Quality methods
- Quality responsibilities

Explain and know the differences between customer quality expectations and acceptance criteria (8.1, 8.3.6, 8.3.8)

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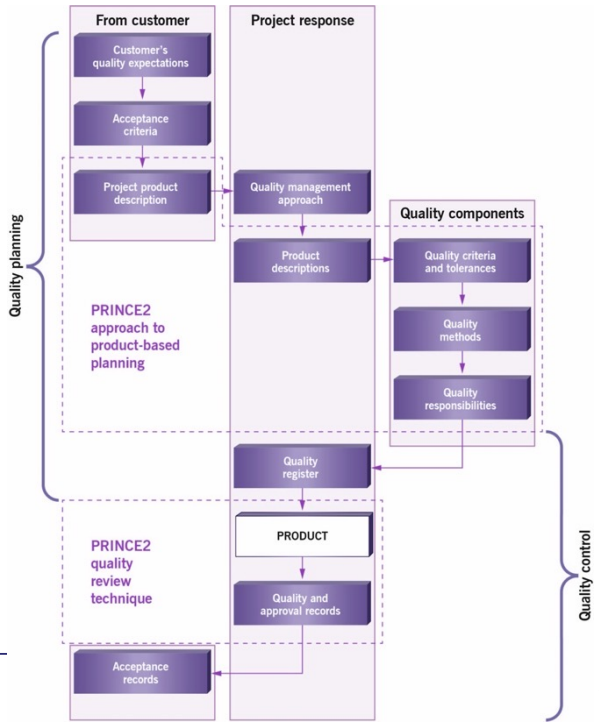
Quality control

Check that products meet the quality criteria & improve

- Quality register
- Acceptance records



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Explain and know the differences between quality planning and quality control (8.1.1)

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Project assurance

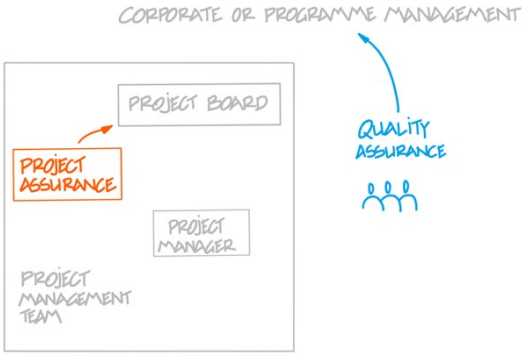
Within the project

Reports to the project board

Quality assurance

Independent of the project

Reports to corporate or programme management



Explain the differences between project assurance and quality assurance (8.1.1)

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Minimum requirements

For the QUALITY theme	Management products
○ Specifiy explicit quality criteria for products	→ Product descriptions
○ Agree on customer's quality expectations incl. quality criteria by which they will be assessed, quality methods to be used, and who is responsible for quality	→ Project product description
○ Define a quality management approach This covers the project's approach to quality control, project assurance, communication of quality management and roles & responsibilities for quality	→ Quality management approach
○ Record evidence of carrying out quality activities and summarize those planned	→ Quality register
○ Use lessons	

Describe PRINCE2's minimum requirements for applying the quality theme (8.2)
Explain the purpose of: product description (A.17.1), project product description (A.21.1), quality management approach (A.22.1), quality register (1.23.1)

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WHAT IS BEING TESTED IN THE EXAM?

Understand the quality theme and how it is applied	**4 questions**
1 Explain the purpose of a) the quality theme (8.1) b) key management products: - product description (A.17.1) - project product description (A.21.1) - quality management approach (A.22.1) - quality register (1.23.1)	**2** questions
2 Describe PRINCE2's minimum requirements for applying the quality theme (8.2)	**1** question
3. Explain key concepts related to quality, and the differences between them: - quality planning and quality control (8.1.1) - project assurance and quality assurance (8.1.1) - customer quality expectations and acceptance criteria (8.1, 8.3.6, 8.3.8)	**1** question

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Theme CHANGE

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Purpose

Identify, assess and control any potential and approved changes to the project baselines.

How

- Change control procedure (recommended)
  - Three issue types
  - Change budget
- Baselines & types of management products
  - Configuration item record
  - Product status account

Explain the purpose of the change theme (11.1) 112

Issue types

An issue is a non-planned event that happened and requires action.

Request for change	Off-specification	Problem / concern
Proposal for change to a baseline	Should be provided by the project, but…	Any other issue

There are only **two reasons** to introduce a change:
1. To introduce a new benefit
2. To protect an existing benefit

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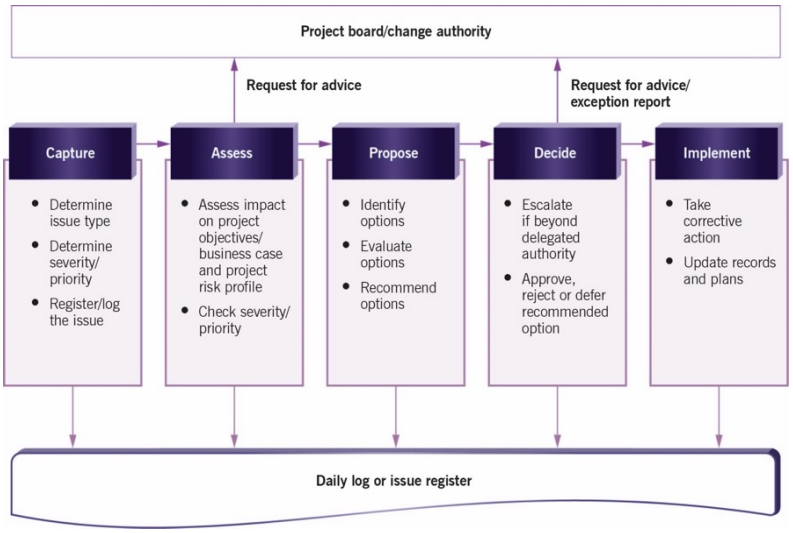
Describe the types of issue (11.1, tab 11.1) 113

Issue & change control procedure

Can **A** Project **M**anager **D**ecide **I**ndependently?



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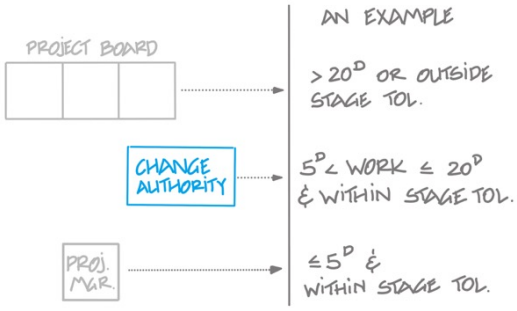
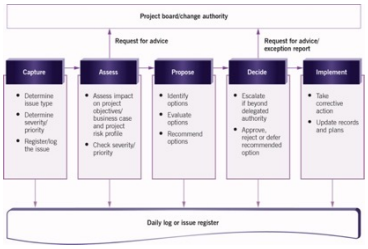
Change Authority

Who decides on changes?





Anyone can raise an issue at any time

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Possible responses

Request for change	Off-specification	Problem / concern
Approve the change	Grant a concession	Provide guidance
Reject the change	Resolve the off-specification	Ask for an exception plan
Defer the decision	Defer the decision	
Request more information	Request more information	
Ask for an exception plan	Ask for an exception plan	

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Possible responses

Update the product description

Request for change	Off-specification	Problem / concern
Approve the change	Grant a concession	Provide guidance
Reject the change	Resolve the off specification	Ask for an exception plan
Defer the decision	Defer the decision	
Request more information	Request more information	
Ask for an exception plan	Ask for an exception plan	

- Use a change budget
- Ask extra money
- De-scope

Might we solve it by relaxing tolerances?

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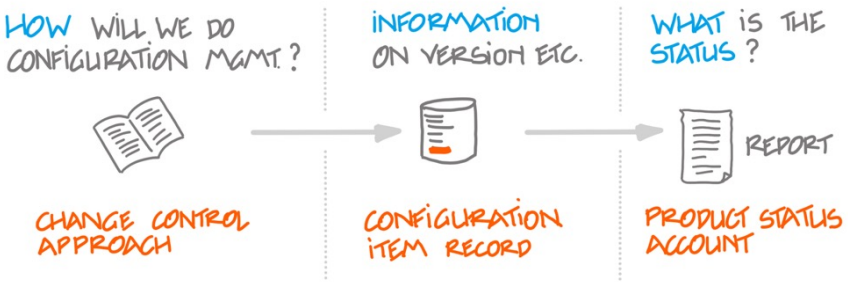
Configuration management

- Specialist products
- Baseline management products

Making sure that people are using the right version of your project documents.



Explain the purpose of the change control approach (A.3.1), configuration item record (A.6.1), issue register (A.12.1), product status account (A.18.1)

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Minimum requirements

For the Change theme	Management products
○ Define a Change Control Approach This covers how issues are managed, assess impact on business justification, and roles & responsibilities (incl change authority)	→ Change control approach
○ Maintain an issue register to record identified issues and decisions relating to their analysis, management and review	→ Issue register (issue reports)
○ Define how baselines are created, maintained and controlled	→ Configuration item record Product status account
○ Use lessons	

Describe PRINCE2's minimum requirements for applying the change theme (11.2)
Explain the purpose of the change control approach (A.3.1) configuration item record (A.6.1), issue register (A.12.1), product status account (A.18.1)

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WHAT IS BEING TESTED IN THE EXAM?

Understand the change theme and how it is applied — **3 questions**

1. Explain the purpose of — **1** question

a) the change theme, including the purpose of a change budget (11.1, 11.3.6)
b) key management products:
- change control approach (A.3.1)
- configuration item record (A.6.1)
- issue register (A.12.1)
- product status account (A.18.1)

2. Describe PRINCE2's minimum requirements — **1** question
for applying the change theme (11.2)

3. Describe — **1** question

a) types of issue (11.1, tab 11.1)
b) the recommended issue and change control procedure (fig 11.1, 11.4.1-5)

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Theme PROGRESS

PRINCE2® 6th edition – Foundation training

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Purpose

- Monitor and compare actual achievements against those planned
- Provide a forecast for the project's objectives & continued viability
- Control any unacceptable deviations

How

- Event-driven & time-driven controls
- Tolerances & exceptions

Explain the purpose of the progress theme (12.1) 122

Event-driven vs. time-driven controls

Which of these are time driven? Which are event-driven?

End stage report

Lessons report

End project report

Daily log

Lessons log

Highlight report

Exception report

Checkpoint report

Explain event-driven and time-driven controls (12.2.2) 123

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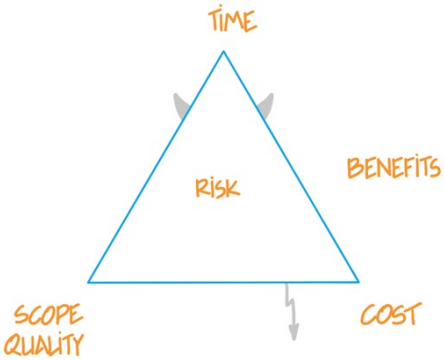
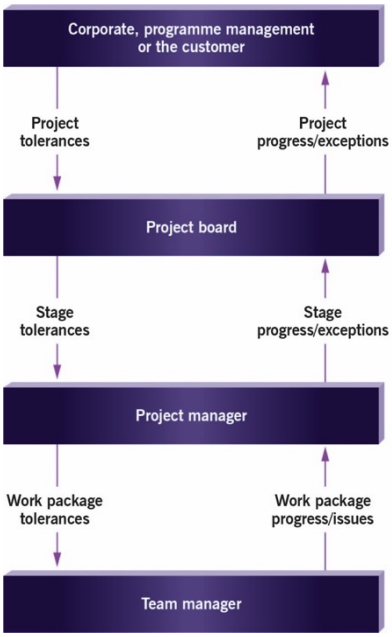
Tolerances & exceptions





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Explain tolerances and exceptions, including how tolerances are set and exceptions are reported (12.2.1, fig 12.1, 12.2.3) 124

Minimum requirements

For the Progress theme

- Define how to control progress
- Manage the project by stages
- Set tolerances and manage by exception
- Review business justification when exceptions are raised
- Use lessons

Management products

→ PID

→ Daily logs and lessons log

→ Lessons report, end stage report, end project report, checkpoint report, highlight report, exception report

→ Work packages

Describe PRINCE2's minimum requirements for applying the progress theme (12.2).
Explain the purpose of the daily log (A.7.1), lessons log (A.14.1, 12.2.2.3), lessons report (A.15.1), work package (A.26.1, 12.2.2.1), checkpoint report (A.4.1, 12.2.2.4), highlight report (A.11.1, 12.2.2.4), exception report (A.10.1), end project report (A.8.1, 12.2.2.4), end stage report (A.9.1, 12.2.2.4) 125

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WHAT IS BEING TESTED IN THE EXAM?

Understand the progress theme and how it is applied — **5 questions**

1. Explain the purpose of — **2** questions

a) the progress theme (12.1)
b) key management products:
- daily log (A.7.1)
- lessons log (A.14.1, 12.2.2.3)
- lessons report (A.15.1)
- work package (A.26.1, 12.2.2.1)
- end stage report (A.9.1, 12.2.2.4)
- end project report (A.8.1, 12.2.2.4)
- checkpoint report (A.4.1, 12.2.2.4)
- highlight report (A.11.1, 12.2.2.4)
- exception report (A.10.1)

2. Describe PRINCE2's minimum requirements for applying the progress theme (12.2) — **1** question

3. Explain key concepts related to progress — **2** questions

a) Event-driven and time-driven controls (12.2.2)
b) tolerances and exceptions, including how tolerances are set and exceptions are reported (12.2.1, fig 12.1, 12.2.3)

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About the exam…

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The PRINCE2 exams

Foundation

- 60 multiple choice questions
- 60 minutes
  (75 minutes if you take the exam in a non-native language)
- Pass when 33/60 correct
- Closed book exam
- Tests your knowledge of PRINCE2®

Practitioner

- 68 multiple choice questions
- 150 minutes
  (188 minutes if you take the exam in a non-native language)
- Pass when 38/68 correct
- Open book exam
- Based on actual application and tailoring

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Preparing for the PRINCE2 Foundation exam

On the next pages, you can find an overview of the parts of the "Managing Successful Projects with PRINCE2®" manual relevant for the PRINCE2 Foundation exam.

Section and page numbers are always referring to that book.

Only the listed (sub)sections should be studied, e.g. if section 1 is mentioned, and not 1.1, then you should read section 1 till the start of 1.1.

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Preparing for the PRINCE2 Foundation exam — Key concepts & principles

Element	(sub)section	Title or topic	pages
Key concepts	1	Introduction	2
	1.1	The structure of PRINCE2	3
	1.3	What makes a project a 'PRINCE2 project'?	4
	2.1	What is a project	8
	2.3	6 aspects of project performance	9
	2.5	Projects in a context	11
	2.5.4	Projects in a commercial environment	13
Principles	3 (3.1–3.7)	Principles	20–27
Tailoring	4.3.1	What can be tailored	31–32
	4.3.2	Who is responsible and where is tailoring documented	32–33

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Preparing for the PRINCE2 Foundation exam — The themes

Element	(sub)section	Title or topic	pages
Business Case	6.1	The business case theme	46–47
	6.2	minimum requirements	48–49
Organization	7.1	The organization theme	58–61
	7.2	minimum requirements	62
	7.2.1.1–7.2.1.9	The PRINCE2 project management team roles	62–67
Quality	8.1	The quality theme	78–79
	8.1.1	Quality planning and control	79–80
	8.2	minimum requirements	80–82
	8.3.6	The customers's quality expectations	84–85
	8.3.8	Prioritizing acceptance criteria	85

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Preparing for the PRINCE2 Foundation exam — The themes

Element	(sub)section	Title or topic	pages
Plans	9.1	The plans theme	94
	9.2	minimum requirements	97–98
	9.2.1 (incl. all subsections)	The relationship between the PRINCE2 plans	98–101
	9.3.1.1	Designing a plan	102–105
	fig. 9.2	PRINCE2 recommended approach to product-based planning	102
	fig. 9.6	PRINCE2 recommended approach to defining & analysing products	106
Risk	10.1	The risk theme	120–121
	10.2	minimum requirements	121–122
	10.3.2	Recommended risk management procedure	123–124
	10.3.7	Establishing a risk budget	125

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Preparing for the PRINCE2 Foundation exam — The themes

Element	(sub)section	Title or topic	pages
Risk	10.4.1.2	Identify the risks	126–127
	10.4.1–10.4.5	Technique: recommended risk management procedure	128–135
	10.4.2.1	Estimate	128–130
	table 10.3	Risk responses	132
	10.4.4	Implement	134
Change	11.1	The change theme	138–140
	table 11.1	Types of Issue	138
	11.2	minimum requirements	140
	11.3.6	Establishing a change budget	143
	11.4 (all subsections)	Technique: recommended issue and change control procedure	143–146

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Preparing for the PRINCE2 Foundation exam — The themes

Element	(sub)section	Title or topic	pages
Progress	12.1	The progress theme	148
Progress	12.2	Minimum requirements	148–149
Progress	12.2.2 (all subsections)	Types of control	151–153
	Fig. 12.1	Delegating tolerance and reporting actual and forecast progress	150

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Preparing for the PRINCE2 Foundation exam — The processes

For all the processes, you should study the first 3 sections of each chapter, i.e. purpose, objective and context.

(sub)section	Title or topic	pages
14.1–14.3	Starting up a project	166–167
15.1–15.3	Directing a project	180–181
16.1–16.3	Initiating a project	196–197
17.1–17.3	Controlling a stage	216–217
18.1–18.3	Managing product delivery	236–237
19.1–19.3	Managing a stage boundary	246–248
20.1–20.3	Closing a project	260–261

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Preparing for the PRINCE2 Foundation exam — The management products

For all of the management products listed in Appendix A, you are expected to know the purpose.

A.1.1 – Benefits management approach
A.2.1 – Business case
A.3.1 – Change control approach
A.4.1 – Checkpoint report
A.5.1 – Communication management approach
A.6.1 – Configuration item record
A.7.1 – Daily log
A.8.1 – End project report
A.9.1 – End stage report
A.10.1 – Exception report
A.11.1 – Highlight report
A.12.1 – Issue register
A.13.1 – Issue report
A.14.1 – Lessons log
A.15.1 – Lessons report
A.16.1 – Plan
A.17.1 – Product description
A.18.1 – Product status account
A.19.1 – Project brief
A.20.1 – Project Initiation Documentation (PID)
A.21.1 – Project product description
A.22.1 – Quality management approach
A.23.1 – Quality register
A.24.1 – Risk management approach
A.25.1 – Risk register
A.26.1 – Work package

Thank you for your attention!

Team NCOI

Questions?

015/79.16.30 team@ncoi.be www.ncoi.be

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PRINCE2 Foundation

Exercises

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Exercise 1

Characteristics of a project

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Exercise 2

7 principles worksheet

Questions to discuss in your group:

1. How would you explain them in your own words?
2. How would you explain them to a child?
3. Which ones are you currently applying? And how?
4. Which ones do you find difficult?

Continued Business Justification

Learn from Experience

Defined Roles & Responsibilities

Manage by Stages

Manage by Exception

Focus on Products

Tailor to suit the Project

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Exercise 3

The 7 themes: purpose (part 1)

Match **3** tiles

Why?	Organization	A structure of accountability and responsibilities.
Quality	The project is desirable, viable and achievable, and remains so.	Business case
Plans	How, how much, when?	Facilitate communication & control by defining the means of delivering the products.
Verify that products are fit for purpose.	What?	
Who?		

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Exercise 3

The 7 themes: purpose (part 2)

Match **4** tiles

What if?

Identify, assess and control potential and approved changes to project baselines.

What is the impact?

Provide a forecast for the project's objectives and continued viability. Control any unacceptable deviations.

Progress

Identify, assess and control uncertainty.

Where are we now?
Where are we going?

Define how baselines are created, maintained and controlled.

Monitor and compare actual achievements against those planned.

Change

Improve the ability of the project to succeed.

Risk

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Exercise 4

Practice sheet – the PRINCE2 processes

On the next page, draw the different PRINCE2 processes.

Add the right names, and show how the project moves through these processes.

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	Pre-project	Initiation Stage	Subsequent Stage(s)	Final Stage
Directing				
Managing				
Delivering				

Exercise 5

Organization – The different roles

Which cartoon or movie character would be the perfect role model for each of these? Describe 'why' in a few key words.

project board (7.2.1.1)	executive (7.2.1.2)	senior user (7.2.1.3)
senior supplier (7.2.1.4)	project assurance (7.2.1.5)	change authority (7.2.1.6)
project manager (7.2.1.7)	team manager (7.2.1.8)	project support (7.2.1.9)

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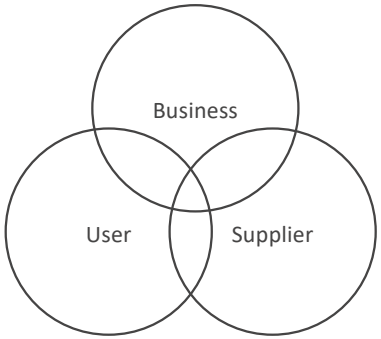
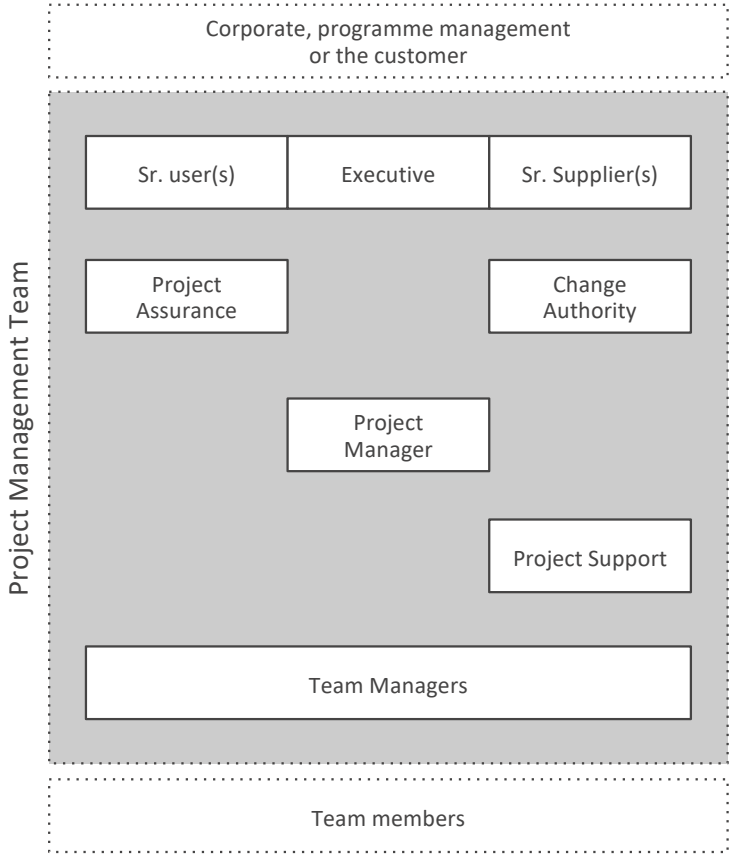
Exercise 6

Organization – My project

Take examples of real projects and discuss:

- who takes up the 3 project interests?
- Add the names of people in the different roles





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Exercise 7

Business Case – Elements

Tip:
”I **put** cheese in a mousetrap, so that a mouse **comes**. The **benefit** is: I won’t have mice in the kitchen anymore.“

Describe for a project in which you are involved:

Outputs	Outcomes	Benefits

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Exercise 8

Business Case – Responsibilities

Draw lines to assign the different activities to the right role. Use the PRINCE2 book (chapter 6)

Creates the Benefits Management Approach

Accountable for the Benefits Management Approach post-project

Will enjoy the benefits after the project

Accountable for the supplier Business Case

Corporate or Programme Management

Executive

Sr. user(s)

Sr. supplier(s)

Project Manager

"Owns" the Business Case during the project

Provides the project mandate

Verifies the Business Case

Maintains the Business Case

Writes the Business Case

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Exercise 9

Management Products – the initiation stage

You are in charge of a trendy new project: building the office of the future. Your organizations' current office building is to be completely revamped, creating space for collaboration, fostering innovation and creativity. Lounges and coffee corners will facilitate the free-flow of ideas… A truly inspiring project.

In which management product might you find the statements on the next page?

Here are the options:

A – the risk management approach

B – the quality management approach

C – the change control approach

D – the communication management approach

E – the project plan

F – the business case

G – the risk register

H – the issue register

I – NOT a management product of 'initiating a project'.

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Exercise 9

Management Products – the initiation stage

1. More people may want to work from this great new office space that we are providing offices for, especially on Tuesdays and Thursdays.
2. Meeting effectiveness will go up, employees will be proud to work for our organization (employer of choice).
3. There should be smaller and larger meeting rooms. Every meeting room should have a flat screen connected to the internet & supporting remote meetings.
4. The work package "design of the cafeteria", as proposed by the architects, has been approved and baselined.
5. The first floor will be redecorated and in use by the 1st of June.
6. The manager of facilities is appointed senior supplier.
7. Articles will be published in the companies newsletter regularly, so that all employees learn about the purpose and the progress of the project.
8. The executive floor will not be part of this project.
9. Every 2 weeks on Thursday afternoon, the project board will receive an update on the status of the project.
10. Changes having an impact on health & safety will be approved by the HR manager and the SHE-manager.
11. In the next stage of the project, the architects will perform a detailed needs analysis.
12. Tests have revealed that the air treatment system is not up to standards anymore, and will need to be replaced.

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Exercise 10

Review of the day

7 ...	7 ...	7 ...	6 ...	
4 ...	3 ...	3 ...	3 ...	3 ...

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Exercise 11

Day 1 – some homework…

From sample exam 1, answer the following questions:

2	4	5	8	11
13	16	17	18	23
26	27	29	30	31
33	34	37	38	39
41	45	49	51	54
60				

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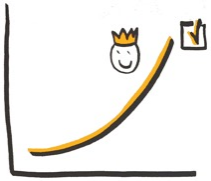
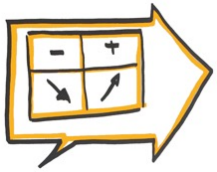
Exercise 12

What’s this about? (part 1)

What is each of these drawings representing? What do you call this group in PRINCE2?





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Exercise 12

What's this about? (part 2)

Put the pieces of text in the right order to create a sentence. What is this message about?

Plans ri

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Exercise 13

Plans – product based planning

You have won the EuroMillions lottery and are planning a trip around the world to celebrate. Demonstrate your understanding of first steps of the recommended approach to planning:

1. Design the plan.
   How many management stages will you have, and why?
2. Define and analyse the products, using the 4 steps of product based planning. Your product breakdown structure should have at least 8 products, and you'll write a (rough) product description for 2 products.

Be creative. Imagine the world trip of your dreams. In your product descriptions, product breakdown structure and product flow diagram, use pictures and drawings rather than words. And don't forget to have fun!

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Exercise 14

Risk – the procedure

Group 1

Have a look at the "**Identify**" step in the Risk Management Procedure in section 10.4.1.

Describe the key elements and prepare to present them to the group.

Group 2

Have a look at the "**Assess**" step in the Risk Management Procedure in section 10.4.2.

Describe the key elements and prepare to present them to the group.

Group 3

Have a look at the "**Plan**" step in the Risk Management Procedure in section 10.4.3.

Describe the key elements and prepare to present them to the group.

Group 4

Have a look at the "**Implement" & "Communicate**" steps in the Risk Management Procedure in sections 10.4.4 and 10.4.5. Also have a look at the "**risk budget**" in section 10.3.7.

Describe the key elements and prepare to present them to the group.

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Exercise 15

Quality – quality criteria & tolerances

You are organizing a local summer music festival, lasting 3 days. You invited 12 bands, and expect around 800 visitors.

Give examples of each of the 6 tolerance types.
Consult table 12.1 for inspiration.

Time	
Cost	
Quality	
Scope	
Benefits	
Risk	

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Exercise 16

Controlling a Stage

Match events with the actions to be taken by the project manager

When…	Do this!
The next work package can start	Move to CP process
An issue arises, the project stays within stage tolerance	Move to SB process
It's time for reporting	Make a highlight report
An issue move us out of stage tolerance	Authorize work package
We are approaching the end of the stage	Take corrective action
The end of the project is near	Escalate issues and risks

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Exercise 17

Change – issue types

You are organizing a local summer music festival, lasting 3 days. You invited 12 bands, and expect around 800 visitors. A number of issues are popping up now. What type of issue are these?

Choose between: Request for change – Off-specification – Problem/concern

A member of the organizing committee sees an opportunity to make more money by selling T-shirts and goodies at the festival.
The rental company informs you that the stage you were planning on using was severely damaged by their previous customer.
The website of the festival is supposed to allow tickets to be paid with PayPal, but that feature is not working properly.
Neighbours seem to get worried about the noise level and have contacted the mayor to voice their opinion.
One of the bands demands that they receive sushi as diner; you have planned for homemade spaghetti.

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Exercise 18

Summary of the 7 processes

The PRINCE2 Foundation exam will test how well you know and understand the seven processes. This summary exercise will help you gather the key points of the processes.

How does it work?

For the processes assigned to your breakout group, please **collect all** the relevant **information**, and add it to the templates on the next pages.

Tip: make sure to use the correct wording!

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Exercise 18

Summary of the 7 processes – SU

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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Exercise 18

Summary of the 7 processes – DP

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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Exercise 18

Summary of the 7 processes – IP

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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Exercise 18

Summary of the 7 processes – CS

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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Exercise 18

Summary of the 7 processes – MP

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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Exercise 18

Summary of the 7 processes – SB

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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Exercise 18

Summary of the 7 processes – CP

Triggered by

How do we get into this process? List the processes.

Full name

Purpose

Who is involved

Triggers

Major management products created

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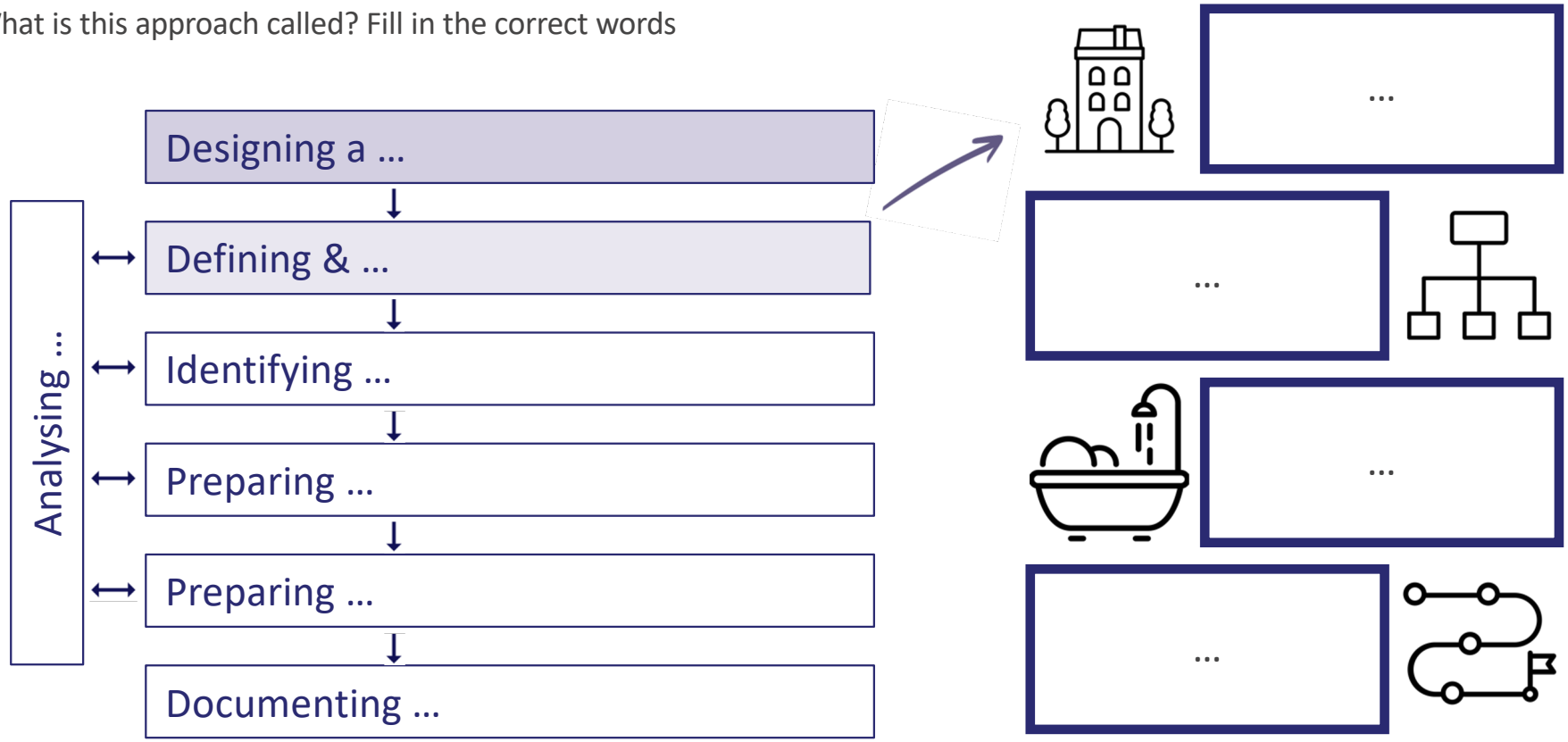
Exercise 19

What's this about? (part 3)

What is this approach called? Fill in the correct words



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Improving my projects

PRINCE2® 2017 Foundation Course – version 2022V2.5

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How this works

1. Choose a **current or recent project** where you want to improve your project management performance.
2. For each of the **themes**, look at the minimum requirements. Use a **colour code** to indicate which ones you are doing well, and where you want to improve.
3. For each of the **processes**, look at the objectives. Use a **colour code** to indicate which ones you are doing well, and where you want to improve.
4. Choose the **3** themes or processes where you want to act first, maybe ones where you can see quick wins.
5. With a partner, **discuss** what you might start doing as from tomorrow to manage your project better, more in line with the principles, themes and processes of PRINCE2.
6. When back at work, **execute** the plan. Learn and review, see what the next steps might be.

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Theme Business Case

How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Create and maintain a business justification
- Review and update the business justification when impact on desirability, viability or achievability
- Ensure outcomes are achieved and confirm benefits realization
- Define roles and responsibilities for the business case and benefits management

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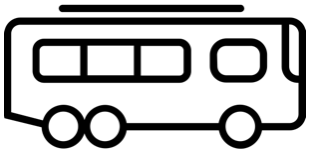
Theme Organization



How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Organization structure and roles and all PRINCE2 responsibilities
- Rules for delegating change authority responsibilities
- Approach to communicating and engaging with stakeholders

Ideas to improve your project:

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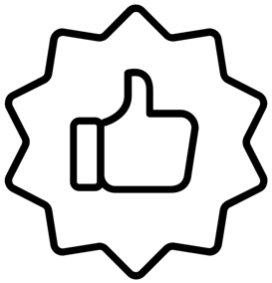
Theme Quality



How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Specifiy explicit quality criteria for products
- Agree on customer's quality expectations
  incl. quality criteria by which they will be assessed, quality methods to be used, and who is responsible for quality
- Define a Quality Management Approach
  This covers the project's approach to quality control, project assurance, communication of quality management and roles & responsibilities for quality
- Record evidence of carrying out quality activities and summarize those planned
- Use lessons

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Theme Plans

How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Have plans that enable the business case to be realized
- At least two management stages: initiation stage + 1 subsequent stage. More if risky or complex.
- Use product based planning for project plan, stage plans and exception plans
- Define roles and responsibilities for planning
- Use lessons when planning

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Theme Risk

How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Define a Risk Management Approach
  This covers how risks are managed, assess impact on business justification, and roles & responsibilities for risk management
- Maintain a risk register
  where you record risks & decisions about their analysis, their management and review
- Ensure that risks are identified, assessed, managed and reviewed throughout the project
- Use lessons

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Theme Change

How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Define a Change Control Approach
  This covers how issues are managed, assess impact on business justification, and roles & responsibilities (incl change authority)
- Maintain an issue register
  to record identified issues and decisions relating to their analysis, management and review
- Define how baselines are created, maintained and controlled
- Use lessons

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Theme Progress

How well are you performing on each of these minimum requirements in the project? Mark them in green, yellow or red.

- Define how to control progress
- Manage the project by stages
- Set tolerances and manage by exception
- Review business justification when exceptions are raised
- Use lessons

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Starting up a project

How clear are you on the objectives of this process in the project you are looking at?

- Business justification for initiating the project
- Necessary authorities exist for initiating the project
- Sufficient information available to define project scope and project brief
- Select the project approach
- Project management roles for project initiation appointed
- Plan the initiation stage
- Avoid time wasting on a project based on unsound assumptions

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Directing a project

How clear are you on the objectives of this process in the project you are looking at?

- Authority to initiate the project
- Authority to deliver the project's products
- Management direction and control throughout the project's life
- The project remains viable
- Interface corporate, program management or the customer
- Authority to close the project
- Managing and reviewing the post-project benefits

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Initiating a project

How clear are you on the objectives of this process in the project you are looking at?

- The reasons for doing the project, the benefits expected and the associated risks
- The scope of what is to be done and the products to be delivered
- How and when the project's products will be delivered and at what cost
- Who is to be involved in the project decision making
- How the quality required will be achieved
- How baselines will be established and controlled
- How risks, issues and changes will be identified, assessed and controlled
- How progress will be monitored and controlled
- Who needs information, in what format, and at what time

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Controlling a stage

How clear are you on the objectives of this process in the project you are looking at?

- Avoid uncontrolled change and loss of focus
- Project management team is focused on delivery of the stage's products, within the tolerances
- Risks and issues are kept under control
- The business case is kept under review
- Agreed products for the management stage are delivered (to stated quality standards, within cost, effort and time agreed, and in support of the achievement of the defined benefits)

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Managing product delivery

How clear are you on the objectives of this process in the project you are looking at?

- Work on products allocated to the team is authorized and agreed
- Clear what is to be produced (+ expected cost, effort, timescale)
- Planned products are delivered to expectations
- Accurate progress information → project manager

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Managing a stage boundary

How clear are you on the objectives of this process in the project you are looking at?

- Assure the Project Board all products in the Stage Plan for the current stage have been completed and approved
- Prepare the Stage Plan for the next stage
- Review and/or update the Project Initiation Documentation
- Provide the information to the Project Board to assess the continuing viability of the project – including the aggregated risk exposure
- Record any information or lessons
- Request authorization to start the next stage.

For exceptions:

- Prepare an Exception Plan as directed by the Project Board
- Seek approval to replace the Project Plan or Stage Plan with the Exception Plan.

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Closing a project

How clear are you on the objectives of this process in the project you are looking at?

- Verify user acceptance of the project's products
- Ensure that the host site is able to support the products when the project is disbanded
- Review the performance of the project against its baselines
- Assess any benefits that have already been realized, update the forecast of the remaining benefits, and plan for a review of those unrealized benefits
- Ensure that provision has been made to address all open issues and risks, with follow-on action recommendations.

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PRINCE2 Foundation

PRINCE2 Foundation Candidate Syllabus

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PRINCE2 Foundation

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