The Pen Project
A fully documented sample PRINCE2® project

By: Frank Turley, Nader K. Rad
Date: 22/1/2018
Version: PT0080
FREE Edition
Please send feedback to: frank@ptcoe.org

ISBN: 9789082114706
Why did we create this Sample Project?

• Most common question in our PRINCE2 Training classes
  “Is there a documented sample PRINCE2 project?”
• I asked the same question when I did my PRINCE2 training
• Otherwise, it is just theory and no practice
• What do most people do today after a PRINCE2 Training?
  • Put the slides in a cabinet – never to be seen again :(  
  • Update their LinkedIn profile
  • And go back to their existing way of working
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Date: 22/2/2018
Version: 01 Premium Edition
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ISBN: 9789082114706
About the authors

**Frank Turley** has been a Project Manager for more than 15 years and a PRINCE2® Practitioner. He is also a PRINCE2, Scrum and Project Management trainer and coach and has written a number of PRINCE2® and Project Management related books. Frank is best known in the PRINCE2 world for his work in creating the most popular PRINCE2 Self Study training including:

- The PRINCE2 Foundation Training Manual and video course
- The PRINCE2 Practitioner Training Manual
- The Scrum Master Training Manual

Website: [http://linkedin.com/in/frankturley](http://linkedin.com/in/frankturley)

**Nader K. Rad** is a project management consultant, author, and trainer at Management Plaza. His career started in 1997 and he has been involved in many projects in different industries. He has designed a number of project management courses, prepared a number of e-learning materials, and written more than 40 books and plenty of practical articles on project management concepts and standards, planning software, scheduling, etc. He is certified as PMP®, PRINCE2® Practitioner, AgilePM® Foundation, CSM®, and PSM I.

Website: [http://nader.pm/](http://nader.pm/)
LinkedIn Profile: [http://www.linkedin.com/in/naderkhorramirad](http://www.linkedin.com/in/naderkhorramirad)
### Who is this sample PRINCE2 project for?

<table>
<thead>
<tr>
<th>Document: Who is this sample PRINCE2 project for?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1) PRINCE2 Foundation Students</strong></td>
</tr>
<tr>
<td>• Browse over the main PRINCE2 documents, this will help your understanding of PRINCE2.</td>
</tr>
<tr>
<td>• Look at: 1) Project mandate, 2) Project Brief, 3) Initiation Stage Plan, 4) Product Description, 5) PID, 6) Register Files, 7) Log files</td>
</tr>
<tr>
<td><strong>2) PRINCE2 Practitioner Students</strong></td>
</tr>
<tr>
<td>• You need to be familiar with all PRINCE2 management documents and their structure (typical contents)</td>
</tr>
<tr>
<td>• It is therefore best to become familiar with the scenario used in this sample project and then become familiar with each PRINCE2 management document</td>
</tr>
<tr>
<td>• This is perhaps the best way to prepare for the Practitioner Exam as the exam uses a given project scenario and you are expected to know how to apply PRINCE2.</td>
</tr>
<tr>
<td><strong>3) Gaining PRINCE2 experience</strong></td>
</tr>
<tr>
<td>• Many people never get a chance to work in a PRINCE2 environment and don’t understand how to apply PRINCE2.</td>
</tr>
<tr>
<td>• We suggest to re-create this sample project based on another scenario (e.g. a project you have done)</td>
</tr>
<tr>
<td>• This is perhaps the best way to practice PRINCE2 (We at MPLAZA will be happy to give you feedback if you do this)</td>
</tr>
<tr>
<td><strong>4) Implementing a PMO</strong></td>
</tr>
<tr>
<td>• Many companies are now considering implementing a PMO but are not sure where to start</td>
</tr>
<tr>
<td>• We suggest that you identify a standard project from your organization and document it like this sample project</td>
</tr>
<tr>
<td>• Start of as simple as possible so you can deliver a first internal sample project (a reference project)</td>
</tr>
<tr>
<td>• The PMO can then gradually update this reference sample project to introduce new techniques and lessons</td>
</tr>
</tbody>
</table>
PRINCE2 Foundation Students

• You just need to have an overview of PRINCE2
• Browse over the main PRINCE2 documents – help your understanding
• We advise to look at:
  • Project mandate
  • Project Brief
  • Initiation Stage Plan
  • Product Description

• You can use our FREE version of the sample PRINCE2 project
Who is this Sample PRINCE2 project for?

PRINCE2 Practitioner Students

• Typical practitioner course: You spend 66% of your time practicing questions 😞
  • Result: It’s a exam preparation course (not a PRINCE2 course)
  • Result: Little practical knowledge of how PRINCE2 works

• What you need to know for the Practitioner Exam?
  • Familiar with all PRINCE2 management products
  • Aware of their structure and typical contents
  • Understand the document descriptions in the manaul appendix
  • How to read and interpret the project scenario provided in the exam
The Project Scenario

We have created an easy to understand project scenario as the focus is on how to use the PRINCE2 management documents.
Company: CopyWorld365

CopyWorld365 is a company that sells printing / photo copying machines. They have 15 employees (including 4 sales people) and they would like to start a project to give their clients a high quality promotional pen to help improve the relationship with clients and to reduce client turnover (client loss).

The Sales Manager chaired a meeting and the outcome of the meeting was as follows:

- We will give a quality pen/pencil to all clients to help reduce client turnover and improve relationship
- The majority of pens will be given out by the sales people
- The pen must be of good quality so people will be happy to use it (not be embarrassed to use it)
- Budget: €6 to €8 each
- Presentation of pen is important
- Company logo must appear on pen

Project Scope

- Define quality requirements
- Choose & test Pens/Pencils
- Order Pens with logo
- Choose clients to give pen to

Out of Scope

- Giving out the pens is not part of the project
- Designing the logo (will be supplied my marketing person)
- Original list of clients (will be supplied by accounts)
Pre-Project
Starting up a Project
**Project mandate**

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes</td>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td>Management Products</td>
<td>Project mandate</td>
<td>The <strong>project mandate</strong> is the trigger for the project</td>
<td>Managing a Stage Boundary</td>
</tr>
</tbody>
</table>

Other documents will be gradually added to this diagram. They will be presented in one of the following colors:

- **Blue**: Created once in the project
- **Green**: Created once in every stage
- **Orange**: Created/updated multiple times in every stage
- **Dark Red**: Created/updated for each Work Package

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
# Project mandate

1. **Project Definition**

   The project will choose a high quality pen and give out about 400 pens to our existing clients.

   **Project Objectives**
   - Choose a pen that meets specifications
   - Choose a pen that users will perceive as a quality pen

   **Project Scope:**
   1. Evaluation of pens ordered
   2. Pen evaluated
   3. Client list
   4. Pens ordered

2. **Reasons**

   Build better relationships with clients and reduce the loss in the renewal of maintenance contracts by 50%.
   - CopyWorld365 has 4,200 maintenance contracts
   - Profit of €200 per contract = €840k
   - 5% loss each year costs €42,000

3. **Project Product Description**

   To be created

4. **Approach**

   Do the project internally

5. **Project Management Team**

   The Executive shall be the CEO

---

The *project mandate* does not have to contain much information

Normally just the **reasons** and the name of the **Executive**.
## Lessons Log

<table>
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<td>Managing a Stage Boundary</td>
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</tr>
</tbody>
</table>

### Management Products

**Project mandate**

### Daily Log, Lessons Log

The Project Manager will facilitate the gathering of lessons. All project stakeholders are invited to provide lessons. This is a PRINCE2 principle.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
### Lessons Log

<table>
<thead>
<tr>
<th>ID</th>
<th>+/-</th>
<th>Recommendations</th>
<th>Seen before</th>
<th>Date Logged</th>
<th>Logged by</th>
<th>Priority</th>
<th>Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>😊</td>
<td>We used the business gift company “BizGifts” last year and they offered a good service</td>
<td>Yes</td>
<td>12/1</td>
<td>PM</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>😞</td>
<td>The time to deliver gifts always seems to take longer than agreed by most companies (so add time buffer)</td>
<td>Yes</td>
<td>12/1</td>
<td>PM</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>😞</td>
<td>The business gift company “Gifts4All” provided a poor service for our neighboring company.</td>
<td>No</td>
<td>13/1</td>
<td>PM</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>😊</td>
<td>There is a ISO standard for pens: ISO 12757-2</td>
<td>No</td>
<td>13/1</td>
<td>PM</td>
<td>2</td>
<td>SU</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Lesson seen before?**

**+/-:** (😊) Positive effect on the project, (😞) negative effect,

**Risk before:** Has the risk been seen before (if yes, how did the project deal with it?)

**Priority:** Importance for project – The PM will want to make sure, they are using the important lessons

**Stage:** The PM can see which lessons have value for the next stage

---

The PM will facilitate the gathering of lessons. Lessons can come from users, Team Managers, past project Lessons Reports, consultants, ...
<table>
<thead>
<tr>
<th>ID</th>
<th>Date of Entry</th>
<th>Description</th>
<th>Responsible</th>
<th>Target Date</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>06-17</td>
<td>When we were preparing the list of potential suppliers, I realized that one of them is owned by an old friend of mine (conflict of interest)</td>
<td>Project Manager</td>
<td>06-17</td>
<td>I believe I’m capable of evaluating the suppliers honestly. I’ve also informed the project board about this conflict of interest.</td>
</tr>
<tr>
<td>02</td>
<td>06-18</td>
<td>A sales man from one of the potential suppliers came to our office today to meet me, while I was in a meeting. He left me a gift and left the building before I could meet him. This can be considered a bribery.</td>
<td>Project Manager</td>
<td>06-18</td>
<td>I returned the gift and put the supplier in the company’s black list.</td>
</tr>
<tr>
<td>03</td>
<td>06-22</td>
<td>Daniel Ross, who’s responsible for the logo, is asked to prepare its vector version, but he doesn’t seem to know how.</td>
<td>Project Manager</td>
<td>06-23</td>
<td>He’s replaced by Julie Gates, who’s more expert on graphic design. We’ve lost two days, but the activity has a lot of float and we won’t get into any problems.</td>
</tr>
<tr>
<td>04</td>
<td>06-25</td>
<td>The communication between Julie Gates and the supplier needed for the design of the logo is not effective enough. It takes a lot of time for each version to be reviewed and the new version is released.</td>
<td>Project Manager</td>
<td>06-25</td>
<td>Julie Gates is asked to meet with the responsible person in the supplier company to discuss the requirements of the logo and to prepare it together.</td>
</tr>
</tbody>
</table>

*The Daily Log is used to capture issues and risks in the Starting up a Project process. After that, it is used as a (private) daily journal by the Project Manager.*

Note: the content of this sample Daily Log belongs to next stages of the project.
### Project Product Description (part of Project Brief)

<table>
<thead>
<tr>
<th>Pre-Project</th>
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</tbody>
</table>

**Project mandate**

#### Daily Log, Lessons Log

**The Project Product Description** (high level main product description) defines what the project must deliver in order to gain acceptance. It usually defines the scope, requirements, quality expectations, acceptance criteria, acceptance method, and acceptance responsibilities.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
The Project Manager hosted a workshop to create the Project Product Description. The main workshop goals:

1. Get buy-in from the necessary stakeholders
2. Identify the most important requirements for the pen and prioritize them
3. Complete the Project Product Description during the workshop

**Requirements Exercise**

- The PM gave each person post-its and reminded them about the project goals
- The PM asked each person to list 10 pen requirements
- After this exercise, the PM categorized each requirement and identified the top requirements
- The requirements are listed below using the MoSCoW technique

<table>
<thead>
<tr>
<th>Document: Project Product Descriptions Requirements (MoSCoW)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Must Have Requirements</strong></td>
</tr>
<tr>
<td>• Quality looking pen</td>
</tr>
<tr>
<td>• 5 year guarantee</td>
</tr>
<tr>
<td>• Logo display correctly</td>
</tr>
<tr>
<td>• Pen easy to write with</td>
</tr>
<tr>
<td><strong>3. Could have requirements</strong></td>
</tr>
<tr>
<td>• USB memory stick in pen</td>
</tr>
<tr>
<td><strong>2. Should have requirements</strong></td>
</tr>
<tr>
<td>• Easy to find refills for the pen</td>
</tr>
<tr>
<td>• Guarantee no leak pen</td>
</tr>
<tr>
<td><strong>4. Other (Won’t have for now)</strong></td>
</tr>
<tr>
<td>• Write upside down</td>
</tr>
</tbody>
</table>

A number of requirements have been grouped under “5 year guarantee” (all parts working, color fading....)

The acceptance criteria and acceptance method for each must have will be detailed in the Project Product Description
This is a good example of the Project Product Description (Main product description). It does not have to be a large document.

### 1. Purpose
The purpose of the pens will be to provide a constant reminder of our company to most of our clients and reduce the loss of maintenance contracts renewals by 50% in the next 12 months.

### 2. Composition
1. Pens to evaluate
2. Chosen Pen
3. Reviewed client list
4. Distributed Pens

### Quality
<table>
<thead>
<tr>
<th>Quality Expectation</th>
<th>Priority</th>
<th>Acceptance Criteria</th>
<th>Tolerance</th>
<th>Acceptance method</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality looking pen</td>
<td></td>
<td>1: Looks like it cost &gt; £10</td>
<td></td>
<td></td>
<td>Susan Kelly, 2: Susan Kelly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2: Look like a professional pen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>None</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1: Confirm that 8 of 10 see value &gt; £10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2: Confirm that 9 of 10 see pen as professional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 year guarantee</td>
<td></td>
<td>1: 5 year guarantee from supplier</td>
<td>± 10%</td>
<td></td>
<td>Sales Manager will accept guarantee</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1: ± 10%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1: Guarantee certification</td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td></td>
<td>1: Sales Manager will accept guarantee</td>
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### 3. Derivation
1. Business Gift Catalogs
2. Client list

### 4. Development skills required
Purchasing skills
Account (Client) management

This example has outlined four main requirements and defined the quality level for each requirement. See the next slide for more information.

### Pen Project
Author: Project Manager
Date: 

## Project Product Description (part of Project Brief)

This is a good example of the Project Product Description (Main product description). It does not have to be a large document.

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The purpose of the pens will be to provide a constant reminder of our company to most of our clients and reduce the loss of maintenance contracts renewals by 50% in the next 12 months.

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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>None</td>
<td></td>
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### 3. Derivation
1. Business Gift Catalogs
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### 4. Development skills required
Purchasing skills
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This example has outlined four main requirements and defined the quality level for each requirement. See the next slide for more information.
# Quality data

This slide provides information about the quality data required in the Project Product Description. Most Project Managers find it very difficult to understand this from the official PRINCE2 Manual.

<table>
<thead>
<tr>
<th>Quality heading</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Expectations</td>
<td>What feature/requirement does the customers want (list one at a time)</td>
</tr>
<tr>
<td></td>
<td>e.g. <strong>Quick search</strong></td>
</tr>
<tr>
<td>Priority</td>
<td><strong>MoSCoW:</strong> (Must, Should, Could, Won’t) or 1,2,3</td>
</tr>
<tr>
<td>Acceptance Criteria (AC)</td>
<td>Acceptance criteria states what the Customer agrees to accept (<strong>must be measurable</strong>)</td>
</tr>
<tr>
<td></td>
<td>Ask Question: How can we prove that we have meet your expectations?</td>
</tr>
<tr>
<td></td>
<td>Ask Question: What tests should be done &amp; what are the expected results?</td>
</tr>
<tr>
<td></td>
<td>Note: There may be a number of tests for each Quality expectation</td>
</tr>
<tr>
<td></td>
<td>1: E.g. Expected speed result for a simple search: &lt; 1.5 seconds</td>
</tr>
<tr>
<td></td>
<td>2: E.g. Expected speed result for a combined search: &lt; 2 seconds</td>
</tr>
<tr>
<td>Tolerance</td>
<td>What is the tolerance(s) for each Acceptance Criteria</td>
</tr>
<tr>
<td></td>
<td>1: ± 15%; 2: ± 10%</td>
</tr>
<tr>
<td>Acceptance Method</td>
<td>How will each quality criteria be checked?</td>
</tr>
<tr>
<td></td>
<td>1: Manual testing</td>
</tr>
<tr>
<td></td>
<td>2: Unit testing with load testing</td>
</tr>
<tr>
<td>Acceptance Responsible</td>
<td>List the persons name for each quality criteria or complete quality expectation</td>
</tr>
<tr>
<td></td>
<td>1: Frank Klein</td>
</tr>
<tr>
<td></td>
<td>2: Frank Klein</td>
</tr>
</tbody>
</table>
### Project Management Team Structure (part of Project Brief)

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<td>- Controlling a Stage</td>
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</tr>
<tr>
<td>- Managing a Stage Boundary</td>
<td></td>
<td>- Managing a Stage Boundary</td>
<td>- Closing a Project</td>
</tr>
</tbody>
</table>

### Management Products

<table>
<thead>
<tr>
<th>Project mandate</th>
</tr>
</thead>
</table>

### Processes

- Starting up a Project
- Initiating a Project
- Controlling a Stage
- Closing a Project

### Management Products

- Project mandate
- Project Brief
- Project Product Description
- Project Management Team Structure (PMT)
- Daily Log, Lessons Log

**Note:** this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

One of the PRINCE2 Principles is “Defined Roles and Responsibilities”. This PMT document is one of the tools used to realize this principle, and consists of defined and agreed roles and responsibilities.
Tailoring comments for the Project Management Team:

- The Project Manager will have the roles and responsibilities of Team Manager and Project Support.
- The Project Board will have the role of Project Assurance.
- The Project Manager, Executive, Senior User, and Senior Supplier will have the change authority role.
- The management (Project Manager) and delivery (Team Manager) levels have been merged.
### outline Business Case (part of Project Brief)

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Processes</strong></td>
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</tr>
<tr>
<td></td>
<td></td>
<td><strong>Managing a Stage Boundary</strong></td>
<td><strong>Managing a Stage Boundary</strong></td>
</tr>
<tr>
<td><strong>Management Products</strong></td>
<td><strong>Project mandate</strong></td>
<td><strong>Daily Log, Lessons Log</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Project Brief
- Project Product Description
- Project Management Team Structure
- **outline Business Case**

The **outline Business Case** is prepared in the Starting Up a Project process. It is used to determine if there’s a business justification for initiating the project. This document will be expanded in the Initiation Stage (as more information becomes available) to become **Business Case**.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
### Outline Business Case (part of Project Brief)

<table>
<thead>
<tr>
<th>Document: Outline Business Case</th>
<th>Project: Pen Project</th>
<th>Author: Executive</th>
<th>Date:</th>
</tr>
</thead>
</table>

#### 1. Reasons
Build better relationship with clients and reduce the loss in the renewal of maintenance contracts by 50%. CopyWorld365 had 4,200 maintenance contracts with a profit of €200 per contract = €840,000. A 5% loss instead of a 10% loss would be a gain of €42,000.

#### 2. Expected Benefits
- Reduce loss of maintenance contracts by 50% : value €42,000/year
- Increase new machine orders by 5% ± 1%: 16,000/year

#### 3. Expected dis-benefits
None

#### 4. Timescale
12 weeks (3 months)

#### 5. Costs
- Pen costs: €9 by 400 pens = €3,600
- Other project costs: €600

#### 6. Investment appraisal
See Business Case (Initiation stage)

#### 7. Major risks
Clients may not keep using the pen each day and therefore will not be reminded of CopyWorld365.

---

The outline Business Case does not have to contain much data. This information will be expanded later into the Business Case document in the Initiation stage. It is written by the Executive with normally some assistance from the Project Manager.
### Project Brief

<table>
<thead>
<tr>
<th>Processes</th>
<th>Management Products</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td></td>
<td>Project Management Team Structure</td>
</tr>
<tr>
<td></td>
<td>outline Business Case</td>
</tr>
</tbody>
</table>

The Project Brief is usually a collection of all the information gathered during the SU process. This information be expanded to become the **Project Initiation Documentation (PID)** in the Initiation Stage.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
# Project Brief

<table>
<thead>
<tr>
<th>Document:</th>
<th>Project Brief</th>
<th>Project:</th>
<th>Pen Project</th>
<th>Author:</th>
<th>Project Manager</th>
<th>Date:</th>
</tr>
</thead>
</table>

## 1. Project Definition

The project will choose a quality pen and give out ±400 pens to our clients.

### Project Objectives
- Choose a quality that meets specifications
- Choose a pen that users will perceive as a quality pen

### Project Scope:
1. Evaluation pens ordered
2. Pen evaluated
3. Client list
4. Pens ordered

### Constraints and assumptions
- Possible to find a pen in the catalogues provided

### Project Tolerances
1. Time: 3 months + 30%
2. Cost: €9 for a pen: Estimate €4,200 for the project + 10%
3. Quality: Pens must meet quality requirements

## 2. Outline Business Case

### Reasons:
Build a better relationship with clients and reduce the loss in the renewal of maintenance contracts by 50%

- CopyWorld365 had 4,200 maintenance contracts with a profit of €200 per contract = €840k
- 5% loss each year costs €42,000

### Expected Benefits
- Reduce loss of maintenance contracts by 50% : €42,000 (each year)
- Increase new machine orders by 2%: €16,200 (each year)

### Risks
- Clients may not keep using the pen each day.

### Costs
- Pen costs: €9 by 400 pens = €3,600
- Other project costs: €600

## 3. Project Product Description

### Attached: Project Product Description (PPD)

## 4. Approach

The company will choose a pen that meets the requirements from an existing business gift company. Project will be run internally.

## 5. Project Management Team

### Attached: Project Management Team (PMT)

## 6. Role Descriptions

This project uses the roles description as defined by PRINCE2
- Link to the Roles Descriptions document

---

This is a good example of the *Project Brief*. It does not have to be a large document.

The *Project Product Description* and the *PMT* are not displayed here (attached) but are part of Project Brief.

The outline Business Case has been slightly updated.
## Initiation Stage Plan

### Processes

<table>
<thead>
<tr>
<th>Pre-Project</th>
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<th>Stage 3 (Final)</th>
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<td>Controlling a Stage</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
<td>Closing a Project</td>
<td></td>
</tr>
</tbody>
</table>

### Management Products

- **Project mandate**
- **Daily Log, Lessons Log**
  - **Project Brief**
    - Project Product Description
    - Project Management Team Structure
    - Outline Business Case
  - **Initiation Stage Plan**

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

---

**This plan**
- Is the first plan to be created in a PRINCE2 project
- is used by the Project Manager to execute the Initiation Stage.
- shows what will be produced and when
- documents the cost of the Initiation Stage
Initiation Stage Plan

1. Plan description
   This is the plan for the Initiation Stage of the Pen Project

2. Assumptions - Dependencies
   Sales Manager is available for the project
   Ten persons will be available to evaluate the pens
   A business gift company will provide the pens to evaluate.
   Internal resources will not be charged to the project
   
   *This example has merged assumptions and dependencies*

3. Lessons incorporated
   Allow buffer time for delivery of pens (Lessons Log)
   Investigate the ISO standard for pens: ISO 12757-2

4. Monitoring & Control
   The PM will use the standard PRINCE2 documents
   A highlight report will be sent at the end of week to the Project Board
   An Exception report will be used if a stage forecasted to go out of tolerance

5. Budgets
   Initiation stage budget: €200 (internal people time is not charged)
   Risk Budget: €0, Change Budget: €0

6. Tolerances
   Time: ± 50% : Cost: ± 50% : Scope: 0%

7. Products Description(s)
   Attached: Project Product Description

8. Schedule
<table>
<thead>
<tr>
<th>Deliverables - March</th>
<th>4th</th>
<th>5th</th>
<th>6th</th>
<th>7th</th>
<th>8th</th>
<th>11th</th>
<th>12th</th>
<th>13th</th>
<th>14th</th>
<th>15th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach documents</td>
<td></td>
<td></td>
<td></td>
<td>6 hrs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PBS (WBS)</td>
<td>4 hrs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Descriptions</td>
<td></td>
<td>8 hrs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk &amp; Issues</td>
<td></td>
<td></td>
<td></td>
<td>4 hrs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Plan</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits Mgmt Approach</td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Business Case</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>PID</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 hrs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Next Stage Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2 hrs</td>
</tr>
</tbody>
</table>

   *This is a simple example of the schedule. Note: the focus is on the products created and not the activities*
The pre-project activities are now complete and the Project Board may give permission for the Initiation Stage to begin.

Stage 1

Initiation (Planning)

Approx. 80% of the work in this stage is focused on planning (product breakdown, requirements, product descriptions, estimating, scheduling)
### Communication Management Approach (part of PID)

<table>
<thead>
<tr>
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<tr>
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</tr>
<tr>
<td>Management Products °</td>
<td></td>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
</tr>
</tbody>
</table>

**Processes**
- Starting up a Project
- Initiating a Project
- Controlling a Stage
- Managing a Stage Boundary
- Closing a Project

**Management Products**
- Project mandate
- Project Brief
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
- Initiation Stage Plan
- Project Initiation Documentation
  - Four Approach Docs
- Risk Register, Quality Register, Issue Register
- Daily Log, Lessons Log

---

**The Communication Management Approach document:**
- provides a guideline on how communication should be done

This sample project just gives an example of the Communication Management Approach as the others do not change very much from the templates provided.

---

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

There are four approach documents, these are guidelines for the project. Normally the Project Manager will just copy in these approach documents from as they are standard in each company. There are:

1. The Communication Management Approach
2. The Risk Management Approach
3. The Quality Management Approach
4. The Change Control Approach

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Communication Management Approach (part of PID)

1. Introduction
This document describes how communication will be done during the project. It is based on the standard approach document.

2. Communication Procedure
The PM is responsible for all internal project communication and will report each week to the Project Board using a Highlight Report. Other PRINCE2 documents and reports will also be used as expected.
The Sales Manager is responsible for all external communication.

3. Tools and techniques
- The PM will use the intranet portal site for all internal communication and project documentation.
- The Sales Manager will use an electronic newsletter and site visits to communicate with clients.

4. Records
The following documents will be used for internal communication:

5. Timing of communication activities
The PM and Project Board will meet each two weeks.
The PM and Project Board will meet at the end of each stage.

6. Reports / Stakeholder Matrix

<table>
<thead>
<tr>
<th>Report Name</th>
<th>Timing</th>
<th>Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highlight Report</td>
<td>Weekly</td>
<td>Project Board</td>
</tr>
<tr>
<td>End Stage Report</td>
<td>End of stage</td>
<td>Project Board</td>
</tr>
<tr>
<td>End Project Report</td>
<td>End of project</td>
<td>Project Board</td>
</tr>
<tr>
<td>Issue Report</td>
<td>Anytime</td>
<td>PM/Project Board</td>
</tr>
<tr>
<td>Electronic Newsletter</td>
<td>Once</td>
<td>Clients, Project Board</td>
</tr>
</tbody>
</table>

7. Roles & Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Role/Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Board</td>
<td>Inform the rest of the management team, All internal communication (project team)</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Create the required PRINCE2 documents, Communicate with clients</td>
</tr>
<tr>
<td>Senior User</td>
<td></td>
</tr>
</tbody>
</table>

8. Scales: Priority & Severity

<table>
<thead>
<tr>
<th>Priority</th>
<th>Use MoSCoW (Must, Should, Could, Wont..)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Severity levels</td>
<td>1 = Project Manager, 2 = Project Board</td>
</tr>
</tbody>
</table>

9. Stakeholder Analysis

The PM is responsible for all internal project communication and will report each week to the Project Board using a Highlight Report. Other PRINCE2 documents and reports will also be used as expected.
The Sales Manager is responsible for all external communication.

Most of the effort will go into recognizing the stakeholders, deciding the desired relationship and how to communicate during the project.
### 1. Introduction

This document describes how risk management will be done during the project: It is based on the standard approach document.

### 2. Risk Management Procedure

The procedure should cover activities such as: Identify, Assess, Plan, Implement and Communicate. The PM will be responsible for carrying out this risk management procedure and for keeping the risk documents up to date and will take corporate policy into account.

### 3. Tools and techniques

- The PM will use the standard risk register to track all risks and this risk register is based on the corporate layout.
- The PM will also communicate high level risks in the business case and the highlight report to the project board.

### 4. Records

The following documents will be used for risk management:
- Risk register, business case, highlight report

### 5. Timing of risk management activities

The PM will spend about 1 to 2 hours each week on risk management
The executive must review risks for each stage decision and highlight report.

### 6. Risk Categories Used: PESTLE

<table>
<thead>
<tr>
<th>Threat Type</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoid</td>
<td>Avoid, reduce, transfer, share, accept, contingent plans</td>
</tr>
<tr>
<td>Reduce</td>
<td>Exploit, enhance, transfer, share, accept, contingent plans</td>
</tr>
</tbody>
</table>

### 7. Scales

The following scale will be used:

- **Very low** < €50
- **Low** < €100
- **Medium** < €250
- **High** < €500
- **Very high** > €500

### 8. Roles & Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Board</td>
<td>Inform about new and existing risks</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Gather risk information for the project</td>
</tr>
<tr>
<td>Executive</td>
<td>Risk management procedure</td>
</tr>
<tr>
<td></td>
<td>Communicate with clients</td>
</tr>
</tbody>
</table>

### 9. Risk response categories

- **Threat**: Avoid, reduce, transfer, share, accept, contingent plans
- **Opportunity**: Exploit, enhance, transfer, share, accept, contingent plans

### 10. Risk Tolerances

Risks should be escalated if any risk put more than 30% of the expected benefits of the project in question.

### 11. Risk Budget: A risk budget will be established

### 12. Proximity: Not used
## Product Breakdown Structure (part of the next Stage Plan)

<table>
<thead>
<tr>
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<td></td>
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### Project Initiation Documentation

- Project Brief
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
- Project Initiation Documentation
  - Four Approach Docs

### Project Breakdown Structure (PBS)

Normally, the first step after the approach documents is to breakdown the main product into sub-products, to get a better idea of what needs to be done.

The Project Manager will facilitate this process and they can use a breakdown diagram, indented list or mind-map to do this.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Product Breakdown Structure (part of the next Stage Plan)

1. Hierarchy presentation of PBS

This is an example of a PBS hierarchy diagram.

Level 1: Pen Project
Level 2: 5 groups of products
Level 3: List all the products in each group

The Project Manager can create this kind a diagram using Post-Its with help from Team Members,

Legend:
- External products
- Products
- Group of products

Pen Project

Level 1: Pen Project
Level 2: 5 groups of products
Level 3: List all the products in each group

Supplier
- List of potential suppliers
- Short list of potential suppliers
- Selected supplier

Evaluation Pens
- Catalog of pens
- Short list of pens to be evaluated
- Purchase order for evaluation pens
- Sample pens for evaluation

Internal Evaluation
- List of evaluators
- Evaluation forms
- Evaluation and filled in forms
- Evaluation report

Distribution
- List of clients
- List of sales people
- Sales people delivered

Final Pens
- Requirements
- Logo
- Purchase order for the finalized pen
- Received pens

This is an example of an PBS hierarchy diagram.
Some Project Managers prefer to use Mind-Maps. This is the same information at the last slide but in Mind-Map format.

In this mind-map, there are the same 5 groups of products:

- **Supplier**
  - Supplier is a group of products
  - Supplier has three sub-products
  - Each sub-product can be described using a Product Description
### Product Description(s) (part of PID)

<table>
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<td>Controlling a Stage</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Daily Log, Lessons Log</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Processes

- **Starting up a Project**
- **Initiating a Project**
- **Managing a Stage Boundary**
- **Controlling a Stage**
- **Managing a Stage Boundary**
- **Closing a Project**

#### Management Products

- **Project mandate**

#### Project Brief

- **Project Product Description**
- **Project Management Team Structure**
- **Outline Business Case**

#### Initiation Stage Plan

- **Project Initiation Documentation**
  - Four Approach Docs
  - Product Descriptions(s)

#### Next Stage Plan

- **PBS**

**A Product Description can be created for each product identified in the Product Breakdown Structure (PBS)**

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
# Product Description: Client List

<table>
<thead>
<tr>
<th>Document:</th>
<th>Product Description: List of Clients</th>
<th>Project:</th>
<th>Pen Project</th>
<th>Author:</th>
<th>Project Manager</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identifier: PEN03.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Title: <strong>Client List</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Purpose</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>List of all existing clients that will receive a pen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Composition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contact person and company names</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Current contract value for each company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contact person at CopyWorld365</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Derivation (Source)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Existing client list</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Client contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Development skills required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Quality Criteria</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Contract value must be the current contract value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Contact name must be the decision maker or main influencer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Method</th>
<th>Tolerance</th>
<th>Skills Required</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review</td>
<td>None</td>
<td>Contract knowledge</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Review</td>
<td>None</td>
<td>Contract knowledge</td>
<td></td>
</tr>
</tbody>
</table>

- **Producer:** Gerry Malone  
- **Reviewer:** CFO  
- **Approver:** Sales Manager

---

- **This is an example of a Product Description and the objective is to describe the expected delivered product.**

- **Identify the components that make up the product**

- **What is used to create this product (source)?**

- **The Product Description also includes the quality criteria, how the product will be tested (method), tolerance, skills for tester and quality reviewer.**
The Project Manager will facilitate the gathering of risks:
- Run workshops and invite users and suppliers
- Review old lesson reports, Risk Registers and Issue Registers

Risks can also be identified for each product listed in the PBS

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
This is a rather simple project, so there are not many risks.

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Author</th>
<th>Date</th>
<th>Category</th>
<th>Risk Description</th>
<th>Probability x Impact</th>
<th>Proximity</th>
<th>Response Category</th>
<th>Status</th>
<th>Risk Owner</th>
<th>Risk Actionee</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>P Smith</td>
<td>6/3/13</td>
<td>Ordering</td>
<td>A risk that pens will be delivered 2-4 weeks later which will impact the time of the project</td>
<td>€ 550</td>
<td>Stage 2</td>
<td>Reduce</td>
<td>Active</td>
<td>P Smith</td>
<td>J Bell</td>
</tr>
<tr>
<td>2</td>
<td>S. Kelly</td>
<td>7/3/13</td>
<td>Product</td>
<td>Users may not like the pens and therefore not keep using them which result in 90% - 100% reduction in benefits</td>
<td>€ 8,760</td>
<td>Year 1</td>
<td>Reduce</td>
<td>Active</td>
<td>S. Kelly</td>
<td>R Clark</td>
</tr>
<tr>
<td>3</td>
<td>S. Kelly</td>
<td>9/3/13</td>
<td>Product</td>
<td>Some sales people may not distribute the pens as intended, therefore the benefits will not be realized for these users</td>
<td>€ 5,600</td>
<td>Year 1</td>
<td>Reduce</td>
<td>Active</td>
<td>S. Kelly</td>
<td>S. Kelly</td>
</tr>
</tbody>
</table>

Example: How to calculate Probability * Impact

- The likelihood that majority of users will not like pen: 15%
- The Impact if almost all users don't like pen: €58,400
- The Probability * Impact = 20% * €58,400 = €8,760

Amounts are related to the value of the expected benefits (See the Benefits Management Approach)
The expected gain is: €58,400

New risks will continue to be identified as we plan and execute the project.
### Benefits Management Approach

#### Processes

<table>
<thead>
<tr>
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#### Management Products

- **Project mandate**
- **Project Brief**
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
- **Initiation Stage Plan**
- **Benefits Management Approach**
- **Next Stage Plan**
  - PBS
- **Daily Log, Lessons Log**
  - Project Initiation Documentation
    - Four Approach Docs
    - Product Descriptions(s)

---

**The Benefits Management Approach** is a plan to review the expected **benefits**. Benefits can be reviewed in each stage boundary and after the project has been completed.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
# Benefits Management Approach

## 1. Introduction

This document describes what benefits are to be measured, how and when they will be measured, and the persons needed to carry out those measurements. This plan lists the activities to check if the benefits have been realized.

## 2. Benefits

1. Reduce loss of maintenance contracts by 50% : €42,000
2. Increase new machine orders by 5% each year: €16,200

## 3. Baseline measurements

1. Current loss of maintenance contracts is 10% (420 contracts)
   - Value of 10% loss is : €84,000
2. New machine orders today will have a profit value of €320,000

## 4. Accountable for Benefits

<table>
<thead>
<tr>
<th>Accountable</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susan Kelly</td>
<td>Reduce loss of maintenance contracts by 50%</td>
</tr>
<tr>
<td>Susan Kelly</td>
<td>Increase new machine orders by 5%</td>
</tr>
</tbody>
</table>

## 5. What to Review

1. Show proof that the loss of maintenance contracts are reduced by 50%
2. Show proof that machine orders have increased by 5%

## 6. Plan to Review after project

**6 months**: after project is complete
- Check if loss of orders is reduced by 50% for previous 6 months
- Check if increase in machine orders is 5% for previous 6 months

**1 year**: after project is complete
- Check if loss of orders is reduced by 50% for previous 12 months
- Check if increase in machine orders is 5% for previous 12 months

---

**The PM will ask the Senior User (Susan Kelly)**

1. **What are the expected benefits?**
2. **When do you expect to get these benefits?**
3. **How to measure these benefits?**
# Project Controls (part of PID)

<table>
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<th>Daily Log, Lessons Log</th>
</tr>
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- **Project Brief**
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case

- **Initiation Stage Plan**
  - Project Initiation Documentation
    - Four Approach Docs
    - Product Descriptions(s)
    - Project Controls
  - Benefits Management Approach

- **Next Stage Plan**
  - PBS

---

*This Project Controls document defines the level and types of control by the Project Board and the Project Manager*

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Project Controls (part of PID)

1. Management Stages
The project will be managed in three stages:
- **Stage 1** – Initiating the project (Planning)
- **Stage 2** – Preparing everything to start evaluating sample pens, including preparing requirements, selecting the supplier, selecting and buying sample pens, preparing evaluation forms, and selecting evaluators
- **Stage 3** – Preparing the final pens, including the evaluation of sample pens, selecting, buying, receiving from supplier, and preparing the list of the sales people to distribute them, and clients who are supposed to receive them.

2. Communications
Communications will be conducted based on the communications management approach.

3. Controlling Issues and Risks
Issues and risks will be submitted in the Issue Register and Risk Register by the Project Manager, and will be handled as described in the Risk Management Approach and Change Control Approach

4. Assessments
**Cost** is assessed for the whole project and each stage. **Cost** = Planned Cost v Forecasted cost. This cost parameter will be compared to the tolerances set for the whole project or a stage.
**Time** is assessed for the whole project and each stage: **Time** = Forecasted duration / Planned duration. This time parameter will be compared to the tolerances for the whole project or a stage.

5. Escalation and delegation
- **Time**: 15% Escalate if forecasted time increases more than 15%
- **Cost**: 20% Escalate if forecasted cost increases more than 20%
- **Quality**: Quality defined in project product description
- **Scope**: Each product is prioritized using MoSCoW
- **Benefits**: 20% Escalate if expected benefits drop by 20% or more
- **Risk**: €7000 Escalate if the risk has an impact of €7000 or more

The above project management tolerances are set for issues, project plan, and stage plans. The Project Board will be notified when any of the tolerances are forecasted to be exceeded.

Risk and Issue reports will document how issues and risks effect the project and the impact of the six project variables.

*We’ve have defined some customized assessments to be used throughout the project. Some companies call these KPI’s*

*This shows how we’re going to manage by exception.*
## Pre-Project Stage (initiation) Stage 2 Stage 3 (Final)

### Processes
- Starting up a Project
- Initiating a Project
- Controlling a Stage
- Managing a Stage Boundary
- Closing a Project

### Management Products
- Project mandate
- Risk Register, Quality Register, Issue Register
- Daily Log, Lessons Log

### Project Plan (part of PID)

- **Project Brief**
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
- **Initiation Stage Plan**
- **Project Initiation Documentation**
  - Four Approach Docs
  - Product Descriptions(s)
  - Project Plan
  - Project Controls
- **Benefits Management Approach**
- **Next Stage Plan**
  - PBS

### Note:
The **Project Plan** is a high-level plan for the whole project. It is the basis for the measurement of the whole project and the source for creating detailed stage plans.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
# Project Plan (part of PID)

<table>
<thead>
<tr>
<th>Document: Project Plan (Part 1)</th>
<th>Project: Pen Project</th>
<th>Author: Project Manager</th>
<th>Date:</th>
</tr>
</thead>
</table>

## 1. Plan description
This is the high-level plan for the whole project.

## 2. Prerequisites, Assumptions, and external dependencies
Sales Manager and CEO will provide the necessary time for the project. Resources are available for the evaluation. Pens should arrive on time. Evaluators will fill in the forms in time and precisely. The supplier will prepare the pens in an appropriate time. Internal resources will not be charge to the project.

## 3. Lessons incorporated
Allow buffer time for delivery of pens

## 4. Monitoring & Control
The PM will use the standard PRINCE2 documents for reporting. A Highlight Report will be sent each week to the Project Board. An Exception Report will be used if forecasted to go out of tolerance.

## 5. Budgets
Project budget: €3,840 (internal people time is not charged). Risk Budget: €0, 0 days | Change Budget: €480. Time Budget: 45 days (duration)

## 6. Tolerances
Time: ±30% | Cost: ±40% | Scope: MoSCoW

## 7. Products Description(s)
Attached: Project Product Description

## 8. Schedule
Attached: Schedule for stage plan 1

## 9. Product Breakdown Structure

---

**Pen Project**

- Supplier
- Evaluation Pens
- Internal Evaluation
- Distribution
- Final Pens

---

How much time and money do we have for the whole project? How much tolerance is acceptable?

A schedule is a part of a plan.

This is only a high-level PBS in the Project Plan, there will be more detail in the Stage Plans.
This is the high-level schedule for the whole project, part of the Project Plan. This can be used to create time-phased information such as resource allocations and cash flows.

We can also prepare a list of the resources needed for the plan. It’s best to prepare it as a time phased table, extracted from the schedule.

**Activity bar chart**

**Pen Project**

- Stages timeline
  - Pre-project period: 7 days
  - Stage 1 (Initiation): 10 days
  - Stage 2: 10 days
  - Stage 3: 27 days

**Project Management:** 53 days

**Supplier:** 4 days

**Evaluation Pens:** 1.5 days

**External Evaluation:** 17.5 days

**Distribution:** 2.5 days

**Final Pens:** 23 days

**Resources**

<table>
<thead>
<tr>
<th>Resource Name</th>
<th>Work</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>57 hrs</td>
<td>Work</td>
</tr>
<tr>
<td>Senior User</td>
<td>43 hrs</td>
<td>Work</td>
</tr>
<tr>
<td>Senior Supplier</td>
<td>51 hrs</td>
<td>Work</td>
</tr>
<tr>
<td>Project Manager</td>
<td>107 hrs</td>
<td>Work</td>
</tr>
<tr>
<td>Others</td>
<td>129 hrs</td>
<td>Work</td>
</tr>
</tbody>
</table>
### Business Case (part of PID)

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
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<th>Stage 3 (Final)</th>
</tr>
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<tbody>
<tr>
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</tr>
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<td>Next Stage Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Now that we have all the detailed information on time and costs, it’s time to create the Business Case. Normally time and costs estimates will change from what was forecasted in the outline Business Case.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
### 1. Executive summary

Give out a quality pen to clients to increase contracts renewals

**Main Benefits**
- Reduce loss of maintenance contracts by 50% : value €42,000
- Increase new machine orders by 5%: €16,000

Return on Investment: Cost = €4,800 vs Gain = €42,200

### 2. Reasons

Build a better relationship with clients and reduce the loss in the renewal of maintenance contracts from 10% to 5%. CopyWorld365 has 4,200 maintenance contracts with an average profit of €200 per contract = €840,000. A 10% loss in contracts is a loss of €84,000

### 3. Business options

**Option 1:** Do nothing : Continue losing contracts: loose €84,000
- Value: not perceived as a quality item

**Option 2:** Offer a calendar:
- Value: Contacts will keep using the pens

**Option 3:** Offer pen that clients will continue to use :
- Value: Contacts will keep using the pens
- Believe this will have the effect to reduce loss in contracts

### 4. Expected benefits

- Reduce loss of maintenance contracts by 50%± 15% : €42,000/year
- Increase new machine orders by 5%± 1%: €16,000/year

### 5. Expected dis-benefits

- None

### 6. Timescales

- Project start: March 5th, Project End: May 31st (12 weeks)
- Measure benefits on 28/12/2016 and 31/05/2017

### 7. Costs

- Pen costs: €10 by 400 pens = €4,000
- Other project costs: €800

### 8. Investment appraisal

- Project cost: €4,800
- Expected gain: €42,000
- Time : 1 year
- ROI: 875%

### 9. Major risks

- There is risk that we can choose the wrong pen which the majority clients will not keep using.

---

**The Business Case is an updated (refined) version of outline Business Case (with a lot more details)**
# Tailoring of PRINCE2 (part of PID)

<table>
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## Management Products

- Project mandate
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    - Business Case
  - Benefits Management Approach
  - Daily Log, Lessons Log
  - Risk Register, Quality Register, Issue Register
  - Next Stage Plan
    - PBS

---

The seventh PRINCE2 principle is: Tailor to suit the project environment. One good rule to follow is to just do enough to run the project correctly. So you don’t need to create each management document in detail.

As this is a sample project, we want to show each PRINCE2 management document with as much detail as possible.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Tailoring of PRINCE2 (part of PID)

Our objective here is to apply the simplest possible - yet full - form of PRINCE2 so you can view the majority of PRINCE2 documents and get a better idea of how a typical midsize project works and see that all the PRINCE2 principles are applied.

A small project like this would usually be tailored differently, it would contain about 80% less of the documentation shown.

It's common for small projects to handle the SU process informally, or to combine it with IP process.
## Project Initiation Documentation (PID)

### Processes

<table>
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### Management Products

- **Project mandate**
- **Risk Register, Quality Register, Issue Register**
- **Daily Log, Lessons Log**

### Project Brief
- Project Product Description
- Project Management Team Structure
- Outline Business Case

### Initiation Stage Plan

- Project Initiation Documentation
  - Four Approach Docs
  - Tailoring
  - Product Descriptions(s)
  - Project Plan
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  - Business Case

- Benefits Management Approach
- Project Initiation Documentation (PID)
- Next Stage Plan
  - PBS

---

The **PID** is a collection of a number of documents, it defines the whole project and provides a basis for its management (it acts as a contract between the Project Board and the Project Manager).

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
# Project Initiation Documentation (PID)

| Document: Project Initiation Documentation | Project: Pen Project | Author: Project Manager | Date: |

## 1. Project Definition

The project will choose a quality pen and give out about 400 pens to our clients.

**Project Objectives:**

- Choose a quality that meets specifications
- Choose a pen that users will perceive as a quality pen

**Project Scope:**

1. Choose a pen
2. Promotional pen catalogues
3. Sales people list
4. List of clients that will receive a pen

**Constraints and assumptions:**

- Possible to find a pen in the catalogues provided

**Project Tolerances:**

1. Time: 3 months + 30%
2. Cost: €7 for a pen; Estimate €3400 for the project ++ 10%
3. Quality: Pens must meet quality requirements

## 2. Project Approach

The company will choose a pen that meets the requirements from an existing business gift company. Project will be run internally.

## 3. Business Case

Attached: Business Case document

## 4. Project Management Team Structure

Attached: Project Management Team Structure document

## 5. Role Descriptions

This project uses the roles description as defined by PRINCE2

Attached: Link to the Roles Descriptions document

## 6. Quality Management Approach

Attached: Quality Management Approach document

## 7. Change Control Approach

Attached: Change Control Approach document

## 8. Risk Management Approach

Attached: Risk Management Approach document

## 9. Communication Management Approach

Attached: Communication Management Approach document

## 10. Project Plan

Attached: Project Plan document

## 11. Project Controls

Attached: Project Controls document

## 12. Tailoring of PRINCE2

Attached: Tailoring of PRINCE2 document

This is mostly an assembly of other documents, so we only have references to other documents rather than embedding the information here.
Stage Boundary

This is the Stage Boundary process and it starts towards the end of the current stage.
### Dependencies Diagram (part of the next Stage Plan)

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**Next Stage Plan:**

This provides the dependencies between project elements which will later turn into a schedule. In PRINCE2, the dependency diagram is called the **Product Flow Diagram**.

**Note:** This diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Dependencies can be provided with a network diagram (such as this), a table, etc.

Author note: I prefer to use a normal Gantt chart to do this. You can list all the products (one in each row) and then show the dependencies between them.
### Schedule (part of the next Stage Plan)

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#### Processes
- **Starting up a Project**
- **Initiating a Project**
- **Controlling a Stage**
- **Managing a Stage Boundary**
- **Closing a Project**

#### Management Products
- **Project mandate**
- **Risk Register, Quality Register, Issue Register**
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#### Project Brief
- Project Product Description
- Project Management Team Structure
- Outline Business Case
- Initiation Stage Plan

#### Project Initiation Documentation
- Four Approach Docs
- Tailoring
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#### Benefits Management Approach

**Now it’s time to schedule the next stage in detail (compared to the Project plan)**

**Note:** this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
### Schedule for Stage 2 Plan

#### Pen Project

| Product Name                                    | Duration  
|-------------------------------------------------|-----------
| Pen Project                                     | 53 days   
| Project Management                              | 53 days   
| Directing and managing the stage 2              | 10 days   
| Preparing plan for stage 3                      | 2 days    
| Supplier                                        | 4 days    
| List of potential suppliers                     | 1.5 days  
| Short list of qualified suppliers               | 0.5 days  
| Selected Supplier                               | 2 days    
| Evaluation Pens                                 |          
| Catalog of pens                                 | 1.5 days  
| Short list of pens to be evaluated               | 1 day     
| Purchase order of pens to be evaluated           | 0.5 days  
| Sample pens for evaluation                      | 1 day     
| Internal Evaluation                              |          
| List of evaluators                              | 4 days    
| Evaluation form                                 | 2 days    
| Final Pens                                      |          
| Requirements                                    | 1 day     
| Logo                                            | 2 days    

Note: Durations shown for the groups of products are based on a rollup of products on all stages, rather than the specific stage.

We can use a project planning software for scheduling the project.
## Next Stage Plan

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes ↓</td>
<td>initiating a project</td>
<td>controlling a stage</td>
<td>controlling a stage</td>
</tr>
<tr>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
<td>Closing a Project</td>
</tr>
<tr>
<td>Management Products ↓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project mandate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Brief</strong></td>
<td><strong>Project Initiation Documentation</strong></td>
<td><strong>Risk Register, Quality Register, Issue Register</strong></td>
<td><strong>Daily Log, Lessons Log</strong></td>
</tr>
<tr>
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<td>Tailoring</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.*

*The “schedule” is just part of the plan. We also need more information for a next Stage Plan.*

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Next Stage Plan

1. Plan description
This is the plan for stage 2, during which we will prepare everything for and conduct evaluation of the sample pens.

2. Prerequisites, Assumptions, and external dependencies
Resources needed for evaluation are available, potential sellers will respond quickly and sample pens are delivered on time. Internal recourses will not be charged to the project.

3. Lessons incorporated
BizGifts company offers a good service. Gifts4All provides a poor service.

4. Monitoring & Control
The PM will use the standard PRINCE2 documents. A Highlight Report will be sent each week to the Project Board. An Exception Report will be used if forecasted to go out of tolerance.

5. Budgets
Stage budget: €640 (internal people’s time is not charged) Time: 10 days Risk Budget: €0, 0 days | Change Budget: €80

<table>
<thead>
<tr>
<th>Resources</th>
<th>Work</th>
<th>Details</th>
<th>Stage 2</th>
<th>06.16</th>
<th>06.29</th>
<th>July 06.30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>19 h</td>
<td>Work</td>
<td>9.50 h</td>
<td>5.50 h</td>
<td>4.92 h</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>54 h</td>
<td>Work</td>
<td>27.70 h</td>
<td>21.90 h</td>
<td>15.90 h</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td>47 h</td>
<td>Work</td>
<td>12.90 h</td>
<td>12.90 h</td>
<td>12.70 h</td>
<td></td>
</tr>
<tr>
<td>Senior Supplier</td>
<td>21 h</td>
<td>Work</td>
<td>9.50 h</td>
<td>7.00 h</td>
<td>6.45 h</td>
<td></td>
</tr>
<tr>
<td>Senior User</td>
<td>19 h</td>
<td>Work</td>
<td>4.70 h</td>
<td>5.30 h</td>
<td>5.70 h</td>
<td></td>
</tr>
</tbody>
</table>

Budgets (time and money) and tolerances of each stage are determined separately; however, they should always be consistent with the budget and tolerances of the whole project (Project Plan).

6. Tolerances
Time: ± 20% | Cost: ± 40% | Scope: ± 0%

7. Products Description
Attached: Project Product Description

8. Schedule
Attached: Schedule for Stage Plan 2

9. Resources

The End Stage Report and the Lessons Report can also be submitted with the next Stage Plan.
Stage 2

The first stage the **Initiating Stage** (main focus is on planning). In this project, project execution starts from the second stage continues to the third (last) stage.

From now on, we’ll execute the project, monitor and control it, revise the plans, and prepare new plans in the stage boundaries.
A Work Package contains one or more product descriptions from the Stage Plan and other information (e.g., tolerances, frequency of reports).

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
<table>
<thead>
<tr>
<th>Date:</th>
<th>2016-06-29</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorized body</td>
<td>IT Department</td>
</tr>
<tr>
<td>Description</td>
<td>A clear definition of the deliverable to be delivered.</td>
</tr>
<tr>
<td>Techniques</td>
<td>The way we're going to manage by exception.</td>
</tr>
<tr>
<td>Interfaces</td>
<td>The Senior User will answer questions about the requirements.</td>
</tr>
<tr>
<td>Joint agreement</td>
<td>The project will not pay for internal resources, including the resources working on this WP. The original duration for this WP is two days; however, we are behind schedule and would be able to recover if it’s done in one day.</td>
</tr>
<tr>
<td>Project:</td>
<td>Pen Project</td>
</tr>
<tr>
<td>Author:</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Time:</td>
<td>0%</td>
</tr>
<tr>
<td>Cost:</td>
<td>0%</td>
</tr>
<tr>
<td>Scope:</td>
<td>0%</td>
</tr>
<tr>
<td>Constraints:</td>
<td>None</td>
</tr>
<tr>
<td>Reporting arr.</td>
<td>All reports on this WP will be verbal and none-official, at least twice a day.</td>
</tr>
<tr>
<td>Problem handling</td>
<td>Any problem which has an effect on the time should be immediately escalated to the Project Manager.</td>
</tr>
<tr>
<td>Approval method</td>
<td>The Senior User will approve this form, based on how well it covers the factors stated in the requirements document.</td>
</tr>
</tbody>
</table>

To accept the Work Package
### Issue Register

#### processes

<table>
<thead>
<tr>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
<td>Closing a Stage</td>
</tr>
</tbody>
</table>

#### management products

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project mandate</td>
<td>Initiation Stage Plan</td>
<td>Work Package</td>
<td>Work Package</td>
</tr>
<tr>
<td>Project Brief</td>
<td>Project Initiation Documentation</td>
<td>Benefits Management Approach</td>
<td>Benefits Management Approach</td>
</tr>
<tr>
<td>Project Product Description</td>
<td>Four Approach Docs</td>
<td>Next Stage Plan</td>
<td></td>
</tr>
<tr>
<td>Project Management Team Structure</td>
<td>Product Descriptions(s)</td>
<td>PBS</td>
<td></td>
</tr>
<tr>
<td>Outline Business Case</td>
<td>Project Plan</td>
<td>Schedule</td>
<td></td>
</tr>
<tr>
<td>Initiative Stage Plan</td>
<td>Business Case</td>
<td>Dependencies</td>
<td></td>
</tr>
</tbody>
</table>

### Note

The diagram contains the sample documents of this training course, rather than all the necessary documents in each stage. We should document and follow up on important issues during the complete project. Many Project Managers don’t make time for this which is a big mistake.
## Issue Register

**Data Date: Jun 30, 2016**

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Type</th>
<th>Date Raised</th>
<th>Raised By</th>
<th>Report Author</th>
<th>Priority</th>
<th>Severity</th>
<th>Status</th>
<th>Closure Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Selected supplier sent the new catalog three days later than expected</td>
<td>Problem/concern</td>
<td>Jun 29, 2016</td>
<td>Rose Carr</td>
<td>Rose Carr</td>
<td>High</td>
<td>Level 2</td>
<td>Open</td>
<td>(last updated Jun 30, 2016)</td>
</tr>
</tbody>
</table>

We have only one issue up to now. During the project, new issues will arise, be closed, escalated, ... Less important issue will be documented in the Daily Log.

We should always try to close any open issues as soon as possible and if possible.
### Issue Report

<table>
<thead>
<tr>
<th>Pre-Project</th>
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<td>Controlling a Stage</td>
</tr>
<tr>
<td></td>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
<td>Closing a Project</td>
</tr>
</tbody>
</table>

#### Processes

- Starting up a Project
- Initiating a Project
- Managing a Stage Boundary
- Controlling a Stage
- Managing a Stage Boundary
- Closing a Project

#### Management Products

- Project mandate
- Daily Log, Lessons Log
- Risk Register, Quality Register, Issue Register

#### Project

- Project Brief
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
- Initiation Stage Plan

#### Project Initiation Documentation

- Four Approach Docs
- Tailoring
- Product Descriptions(s)
- Project Plan
- Project Controls
- Business Case

#### Benefits Management Approach

#### Issue Report

*Issue Reports are only created when we need to handle an issue formally. Each line in the Issue Register may have its own Issue Report or an Issue Report can also document a number of related issues.*

#### Work Package

- Next Stage Plan
  - PBS
  - Schedule
  - Dependencies

---

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<td>Level 2</td>
</tr>
</tbody>
</table>

### Impact Analysis

**Time:** The three-day delay on receiving the new catalog from the supplier makes the whole project late.

**Risk:** Given that we had some problems arranging to have access to resources for the future activities, this delay might cause problems in resource availabilities in future too. It’s important to recover this time as soon as possible and get back on track.

**Benefits:** The benefits from the project will be delayed if the project is delayed.

### Recommendation

Two future activities for preparing the evaluation forms and preparing the list of evaluators can be done by using more resources.

The best option for extra resources is the IT Department; they are capable of helping us executing these two activities faster.

### Decision

**Decision:** Accept

**Decision date:** Jul 1, 2016

**Approval by:** Senior Supplier, Terry Clinton

**Approved:** so the issue can be closed

### Closure date

**Closure date:** Jul 1, 2016

This instance of the Issue Report shows the issue after its closure. The Issue Report might have been initially created as soon as the issue is captured.
## Issue Register

<table>
<thead>
<tr>
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<th>Stage 3 (Final)</th>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Management Products</th>
<th><strong>Project mandate</strong></th>
<th><strong>Project Brief</strong></th>
<th><strong>Project Initiation Documentation</strong></th>
<th><strong>Issue Report</strong></th>
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<tbody>
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<td><strong>Four Approach Docs</strong></td>
<td><strong>Tailoring</strong></td>
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<tr>
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<td></td>
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</tbody>
</table>

**Note:** this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

*All registers, including the Issue Register, are maintained continuously. It is created during the initiation stage.*
## Issue Register

<table>
<thead>
<tr>
<th>ID</th>
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<th>Raised By</th>
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<tr>
<td>01</td>
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<td>Problem/concern</td>
<td>Jun 29, 2016</td>
<td>Rose Carr</td>
<td>Rose Carr</td>
<td>High</td>
<td>Level 2</td>
<td>Closed</td>
<td>Jul 1, 2016</td>
</tr>
<tr>
<td>02</td>
<td>Five evaluators did not return the forms in time</td>
<td>Problem/concern</td>
<td>Jul 18, 2016</td>
<td>Rose Carr</td>
<td>Rose Carr</td>
<td>High</td>
<td>Level 2</td>
<td>Open</td>
<td>(last updated Jun 30, 2016)</td>
</tr>
<tr>
<td>03</td>
<td>Evaluation forms of four evaluators do not seem precise</td>
<td>Off-specification</td>
<td>Jul 18, 2016</td>
<td>Rose Carr</td>
<td>Rose Carr</td>
<td>High</td>
<td>Level 0</td>
<td>Open</td>
<td>(last updated Jun 30, 2016)</td>
</tr>
</tbody>
</table>

The first issue is now closed and two new issues have been captured.
The Project Manager uses a Highlight Report to inform the Project Board (and possibly other stakeholders) of the performance of the Stage at predefined intervals.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
## Date and period of the report
End of the second week of Stage 2, for a period of one week.

## Status summary
- **Time**: +5% | **Cost**: ±0% | The Project is going well so far.

### Work Packages in this period
- **Selected supplier**: Completed
- **Catalogs of pens**: Completed (behind schedule)
- **Pens short list to be evaluated**: Completed (behind schedule)
- **Evaluation pens purchase order**: Not finished (behind schedule)
- **Sample evaluation pens arrived**: Not started (behind schedule)
- **Logo**: Completed

It took three extra days for the supplier to send us the catalogs.

### Work Packages for the next period
- **Purchase order of pens to be evaluated** (moved from this period)
- **Sample pens for evaluation** (moved from this period)
- **List of evaluators**: Not started
- **Evaluation form**: Not started
- **Next stage plan**: Not started

## Stage tolerances
- **Time**: +5%, this is inside the tolerances set for the Stage
- **Cost**: ±0% | No exception yet.

## Change requests
- We fell behind schedule because the supplier sent us catalogs three days later than we expected. We designed a corrective action to get help from the IT department for two of our future Work Packages. We will recover time by this. (approved by Project Manager)

## Work Packages for the next period
- We might have more delays in receiving evaluation pens and the final pens from the supplier.

## Key issues and risks
- No exception yet.
Towards the end of a stage (after most of the work has been done), the Project Manager can start thinking about the next stage.
### Product Breakdown Structure (part of the next Stage Plan)

<table>
<thead>
<tr>
<th>Pre-Project</th>
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<th>Stage 3 (Final)</th>
</tr>
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<tr>
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</tr>
<tr>
<td></td>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
<td>Closing a Project</td>
</tr>
<tr>
<td><strong>Management Products</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[Project mandate]</td>
<td>[Risk Register, Quality Register, Issue Register]</td>
<td>Daily Log, Lessons Log</td>
<td></td>
</tr>
</tbody>
</table>

#### Processes

- Starting up a Project
- Initiating a Project
- Controlling a Stage
- Closing a Project

#### Management Products

- Project mandate
- Risk Register, Quality Register, Issue Register
- Daily Log, Lessons Log

#### Pre-Project Stage

- **Project Brief**
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case

- **Initiation Stage Plan**

#### Stage 1 (initiation)

- **Project Initiation Documentation**
  - Four Approach Docs
  - Tailoring
  - Product Descriptions(s)
  - Project Plan
  - Project Controls
  - Business Case

- **Benefits Management Approach**

- **Next Stage Plan**
  - PBS
  - Schedule
  - Dependencies

#### Stage 2

- **Issue Report**
- **Highlight Report**
- Next Stage Plan

#### Stage 3 (Final)

- **Work Package**

---

Most IT projects cannot define the whole project in detail at the start as there are lots of unknowns. During the SB process, new products can be identified and existing Product Descriptions can be updated.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
The deliverables that are supposed to be delivered in the next stage will be broken down into more details now.
1. Dependencies Diagram

Usually the dependencies of the next stage are not defined up to now.

Many companies use a normal Gantt chart to list all the products and show the dependencies which is easier than using a Product Flow Diagram.
### Schedule (part of the next Stage Plan)

<table>
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<td></td>
<td></td>
</tr>
<tr>
<td>Controlling a Stage</td>
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<td></td>
<td></td>
</tr>
<tr>
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<td>Closing a Project</td>
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<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Risk Register, Quality Register, Issue Register</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Daily Log, Lessons Log</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

And now it's possible to create the schedule for the next stage.

Note: This diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
## Schedule (part of the next Stage Plan)

### Activity bar chart

<table>
<thead>
<tr>
<th>Product Name</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td>Directing and managing the stage</td>
<td></td>
</tr>
<tr>
<td>Preparing the end project report</td>
<td></td>
</tr>
<tr>
<td>Closing the project</td>
<td></td>
</tr>
<tr>
<td>Internal Evaluation</td>
<td></td>
</tr>
<tr>
<td>Evaluation and filled in forms</td>
<td></td>
</tr>
<tr>
<td>Evaluation report</td>
<td></td>
</tr>
<tr>
<td>Distribution</td>
<td></td>
</tr>
<tr>
<td>List of clients</td>
<td></td>
</tr>
<tr>
<td>List of sales people</td>
<td></td>
</tr>
<tr>
<td>Sales people delivered</td>
<td></td>
</tr>
<tr>
<td>Final品</td>
<td></td>
</tr>
<tr>
<td>Purchase order of the finalized pen</td>
<td></td>
</tr>
<tr>
<td>Received pens</td>
<td></td>
</tr>
</tbody>
</table>

### Resources

<table>
<thead>
<tr>
<th>Role</th>
<th>Work</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stages 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td>10 hr</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>5 hr</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td>10 hr</td>
<td></td>
</tr>
<tr>
<td>Senior Supplies</td>
<td>5 hr</td>
<td></td>
</tr>
<tr>
<td>Senior User</td>
<td>11 hr</td>
<td></td>
</tr>
</tbody>
</table>
### Next Stage Plan

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td></td>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
<td>Closing a Project</td>
</tr>
<tr>
<td>Management Products</td>
<td>Project mandate</td>
<td>Risk Register, Quality Register, Issue Register</td>
<td>Daily Log, Lessons Log</td>
</tr>
<tr>
<td>Project mandate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Processes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Project Brief
- Project Product Description
- Project Management Team Structure
- Outline Business Case

### Initiation Stage Plan
- Project Initiation Documentation
  - Four Approach Docs
  - Product Descriptions(s)
  - Project Controls
  - Benefits Management Approach

### Issue Report
- Next Stage Plan
  - PBS
  - Schedule
  - Dependencies

### Work Package
- Next Stage Plan
  - PBS
  - Schedule
  - Dependencies

---

Now we assemble and add more information to the previous documents to complete the Stage Plan.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
**Next Stage Plan**

<table>
<thead>
<tr>
<th>Document: Next Stage Plan (for Stage 3)</th>
<th>Project: Pen Project</th>
<th>Author: Project Manager</th>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>1. Plan description</th>
<th>6. Tolerances</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is the plan for stage 3, during which we will prepare the pens for distribution, by selecting the supplier and the type of pen based on evaluations in the last stage and place the order.</td>
<td>Time: ±50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Preconditions - Assumptions - External Dependencies</th>
<th>7. Products Description(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluators will fill in the forms in time and precisely, supplier will prepare the pens in an appropriate time, Internal recourses will not be charge of the project.</td>
<td>Attached: Project Product Description</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Lessons incorporated</th>
<th>8. Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allow buffer time for delivery of pens</td>
<td>Attached: Schedule for stage 3</td>
</tr>
<tr>
<td>Investigate the ISO standard for pens: ISO 12757-2</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Monitoring &amp; Control</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The PM will use the standard PRINCE2 documents</td>
<td></td>
</tr>
<tr>
<td>A Highlight Report will be sent (end of week one) to the Project Board</td>
<td></td>
</tr>
<tr>
<td>An Exception Report will be used if forecasted to go out of tolerance</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Budgets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage budget: €3,200 (internal people time is not charged), 25 days</td>
<td></td>
</tr>
<tr>
<td>Risk Budget: €0, 0 days</td>
<td>Change Budget: €400, 3 days</td>
</tr>
</tbody>
</table>

This is the *Stage Plan for the next stage (stage 3)* and the schedule is attached.
### Configuration Management

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes</td>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td>Management Products</td>
<td>Project mandate</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
</tr>
</tbody>
</table>

#### Project mandate

**Configuration Management**

- Risk Register, Quality Register, Issue Register
- Daily Log, Lessons Log

**Process Overview**

- **Starting up a Project**
  - Project Brief
  - Initiation Stage Plan
- **Initiating a Project**
  - Project Initiation Documentation
  - Benefits Management Approach
- **Controlling a Stage**
  - Issue Report
  - Highlight Report
- **Managing a Stage Boundary**
  - Next Stage Plan
- **Closing a Project**
  - PBS
  - Schedule
  - Dependencies

**Configuration Management**

Configuration Management is used throughout the project to track changes and states of all products and documents. Many PMs do not have a system or a process for configuration management. Tip: use a spreadsheet.

**Note:**
This diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
**Configuration Management**

<table>
<thead>
<tr>
<th>Date: 2016-07-20</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>ID</th>
<th>Product ID/Name</th>
<th>Current Version</th>
<th>Finalized/Delivered</th>
<th>Main Type</th>
<th>Product Group</th>
<th>Status</th>
<th>Source</th>
<th>Owner</th>
<th>Mgmt Stage</th>
<th>Test</th>
<th>Issue</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>List of potential suppliers</td>
<td>v1</td>
<td>2016-06-21</td>
<td>2</td>
<td>Supplier</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>02</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>02</td>
<td>Short list of qualified suppliers</td>
<td>v1</td>
<td>2016-06-21</td>
<td>2</td>
<td>Supplier</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>03</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>Catalog of pens</td>
<td>v1</td>
<td>2016-06-21</td>
<td>2</td>
<td>Supplier</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>04</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>04</td>
<td>Catalog of pens to be evaluated</td>
<td>v1</td>
<td>2016-06-20</td>
<td>2</td>
<td>Evaluation pens</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>05</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>05</td>
<td>Short list of pens to be evaluated</td>
<td>v1</td>
<td>2016-06-20</td>
<td>2</td>
<td>Evaluation pens</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>06</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>06</td>
<td>Catalog of pens</td>
<td>v1</td>
<td>2016-06-20</td>
<td>2</td>
<td>Evaluation pens</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>07</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>07</td>
<td>List of evaluators</td>
<td>v1</td>
<td>2016-07-03</td>
<td>2</td>
<td>Internal Evaluation</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>08</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>08</td>
<td>Evaluation form</td>
<td>v2</td>
<td>2016-07-03</td>
<td>2</td>
<td>Internal Evaluation</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>09</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>09</td>
<td>Evaluation results</td>
<td>v1</td>
<td>2016-07-19</td>
<td>3</td>
<td>Internal Evaluation</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Evaluation report</td>
<td></td>
<td></td>
<td>3</td>
<td>Internal Evaluation</td>
<td>In develop.</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>List of clients</td>
<td></td>
<td></td>
<td>3</td>
<td>Distribution</td>
<td>Pending</td>
<td>Ext.</td>
<td>Sales dep.</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>List of sales people</td>
<td></td>
<td></td>
<td>3</td>
<td>Distribution</td>
<td>Pending</td>
<td>Ext.</td>
<td>Sales dep.</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Requirements</td>
<td>v2</td>
<td>2016-06-20</td>
<td>2</td>
<td>Final Pens</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Logo</td>
<td>v4</td>
<td>2016-06-27</td>
<td>2</td>
<td>Final Pens</td>
<td>Approved</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Purchase order of the final pens</td>
<td></td>
<td></td>
<td>3</td>
<td>Final Pens</td>
<td>Pending</td>
<td>Int.</td>
<td>Purchasing dep.</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notice that each row contains data that describes the product. So each row is a record that provides configuration information for each item (product). This list is set up in the Initiation Stage and is updated/revised through the rest of the project.

**Configuration Management** is a list of all deliverables and status information. The PM updates this list regularly to track all products and ensure that products are correctly controlled. This is good housekeeping. This list is set up in the Initiation Stage and is updated/revised through the rest of the project.
### Configuration Item Record

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes ↓</td>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td>Management Products ↓</td>
<td>Initiating a Project</td>
<td>Managing a Stage Boundary</td>
<td>Controlling a Stage</td>
</tr>
</tbody>
</table>

#### Processes
- Starting up a Project
- Initiating a Project
- Controlling a Stage
- Managing a Stage Boundary
- Closing a Project

#### Management Products
- Project mandate
- Project Brief
- Project Initiation Documentation
- Risk Register, Quality Register, Issue Register
- Daily Log, Lessons Log
- Configuration Management
- Issue Report
- Project Initiation Documentation
- Next Stage Plan
- Highlight Report
- Work Package
- Issue Report
- Next Stage Plan
- Configuration Item Record
- Configuration Item Record
- Dependencies
- Schedule
- PBS

**Note:** this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Configuration Item Record

<table>
<thead>
<tr>
<th>Item ID</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item Name</td>
<td>Logo</td>
</tr>
<tr>
<td>Current version</td>
<td>4</td>
</tr>
<tr>
<td>Date of last update</td>
<td>2012-06-27</td>
</tr>
<tr>
<td>Management stage</td>
<td>2</td>
</tr>
<tr>
<td>Item Type</td>
<td>Marketing</td>
</tr>
<tr>
<td>Status</td>
<td>Approved (ready for use)</td>
</tr>
<tr>
<td>Source</td>
<td>Internal (Marketing Department)</td>
</tr>
<tr>
<td>Owner</td>
<td>Purchasing Department</td>
</tr>
<tr>
<td>Users</td>
<td>All (Public)</td>
</tr>
<tr>
<td>Location</td>
<td>Marketing Pack</td>
</tr>
<tr>
<td>Related</td>
<td>Marketing Guidelines Doc (MKT045)</td>
</tr>
<tr>
<td>Cross Reference</td>
<td>NA</td>
</tr>
</tbody>
</table>

Date: 2016-07-20

Look at the Logo data in the last slide “Configuration Management”. This is the same information but presented in this format.

Some other examples of Configuration Item Records are the MP3 Tags in your Smartphone or a library index card that provides book information.

For bigger projects, it can take a lot of effort to keep this data up to date and the PM will need need time or assistance.
Towards the end of the SB process, the **End Stage Report** is created. It provides the Project Board with a summary of the performance of the stage and overall project status.

We will also add a **Lessons Report**

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
End Stage Report

1. Project Manager's report
   This stage went well, and we were on schedule and on budget. We had some minor delays in the middle of the stage, which we could recover with the help of the IT Department.

2. Review of the business case
   The Business Case stays viable and unchanged. We’ve realized that we are actually able to buy quality pens in 6 to 8 Euros range. All four selected pens meet all the requirements.

3. Review of the objectives
   Time: 10 days, on schedule
   Cost: €560, on budget
   Scope: as defined
   Quality: as defined
   Risks: as defined
   Benefits: as defined
   How we’ve performed so far (six project variables)

4. Review of the team performance
   All team members spent enough time on the project, and performed as planned.

5. Review of the products
   • Supplier: Potential suppliers were reviewed, and the best option selected for the project.
   • Evaluation pens: Four of the pens were selected to be evaluated in the next stage.
   • Internal Evaluation: Evaluators are selected to evaluate the sample pens in the next stage.
   • Logo: The logo was prepared to be printed on the pens.

6. Forecasts
   Time: 0% | We forecast the complete project will be on time.
   Cost: -17% | We forecast the project to be finished with a cost 17% less than the planned cost.
   No exception yet

7. Issues and risks
   Issue: Supplier provided us with the catalogs (three days delay)
   Risk: The supplier may have more delays in preparing the final pens.

8. Lessons learned
   Attached: Lessons Report #2
Lessons Report (part of End Stage Report)

1. Executive summary
   We had a successful stage and learned a lesson, which helps us avoid problems in future.

2. Scope of the report
   The lesson from the second stage of the project

3. Lessons
   What went well:
   • We could easily choose the supplier, because the team provided us with needed information in time and had good communications.
   • We could easily choose the evaluators.
   • The help of IT Department was really useful, and we couldn’t recover the delay without their help.
   What didn’t went well:
   • There were delays in receiving catalogs and this delayed all its depending activities. In retrospective, we realized that we could have asked them for the catalogs sooner. We will increase our buffer time when ordering from suppliers in the future.
Stage 3

Final Stage

This is the last stage of the project. This stage can proceed once the Project Board have reviewed the End Stage Report (from Stage 2) and the next Stage Plan for Stage 3.
Quality Register

Pre-Project

Processes ↓
Starting up a Project

Management Products ↓
Project mandate

Stage 1 (initiation)
Initiating a Project
Managing a Stage Boundary

Stage 2
Controlling a Stage
Managing a Stage Boundary

Stage 3 (Final)
Controlling a Stage
Closing a Project

Processes ↓

Project Brief
Project Product Description
Project Management Team Structure
Outline Business Case
Initiation Stage Plan

Benefits Management Approach

Project Initiation Documentation
Four Approach Docs
Tailoring
Product Descriptions(s)
Project Plan
Project Controls
Business Case

Issue Report
End Stage Report
Next Stage Plan
PBS Schedule
Dependencies

Issue Register

Risk Register,
Quality Register
Configuration Item Record

Configuration Management
Daily Log, Lessons Log

Risk Register,
Issue Register

End Stage Report
Next Stage Plan
PBS Schedule
Dependencies

Lessons Report

Configuration Item Record

Configuration Management
Daily Log, Lessons Log

Quality Register documents the quality management activities that are planned or have taken place throughout the project.

The results of the quality tests are added to the Quality Register.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
## Quality Register

### Date: 2016-07-20

<table>
<thead>
<tr>
<th>Document</th>
<th>Quality Register</th>
<th>Project: Pen Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>01</td>
<td>List of potential suppliers</td>
</tr>
<tr>
<td>02</td>
<td>02</td>
<td>Short list of qualified suppliers</td>
</tr>
<tr>
<td>03</td>
<td>03</td>
<td>Selected supplier</td>
</tr>
<tr>
<td>04</td>
<td>05</td>
<td>Short list of pens to be evaluated</td>
</tr>
<tr>
<td>05</td>
<td>06</td>
<td>Purchase order of pens to be evaluated</td>
</tr>
<tr>
<td>06</td>
<td>07, 08, 09, 10</td>
<td>Evaluation of pens</td>
</tr>
<tr>
<td>07</td>
<td>11, 12</td>
<td>List of clients and sales people</td>
</tr>
<tr>
<td>08</td>
<td>13</td>
<td>Requirements</td>
</tr>
<tr>
<td>09</td>
<td>14</td>
<td>Logo</td>
</tr>
</tbody>
</table>
### Product Status Account

<table>
<thead>
<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processes ▼</td>
<td>Starting up a Project</td>
<td>Initiating a Project</td>
<td>Controlling a Stage</td>
</tr>
<tr>
<td>Management Products ▼</td>
<td></td>
<td>Managing a Stage Boundary</td>
<td>Managing a Stage Boundary</td>
</tr>
</tbody>
</table>

#### Daily Log, Lessons Log

- **Project Brief**
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
  - Initiation Stage Plan
- **Project Initiation Documentation**
  - Four Approach Docs
  - Product Descriptions(s)
  - Project Controls
  - Project Plan
  - Business Case
- **Benefits Management Approach**
- **End Stage Report**
  - Next Stage Plan
  - PBS
  - Schedule
  - Dependencies

---

**Risk Register, Quality Register, Issue Register**

**Configuration Management**

**Issue Report**

**Highlight Report**

**Configuration Item Record**

**End Stage Report**

**Next Stage Plan**

**PBS**

**Schedule**

**Dependencies**

**Lessons Report**

**Product Status Account**

- A **Product Status Account** should be called a **Product Status Report** as it is a report about one or more products.

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

---

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End Project Report and Lessons Report

Pre-Project

Stage 1 (initiation)

Stage 2

Stage 3 (Final)

Processes

Starting up a Project

Initiating a Project

Controlling a Stage

Controlling a Stage

Initiating a Project

Managing a Stage Boundary

Managing a Stage Boundary

Managing a Stage Boundary

Managing a Stage Boundary

Management Products

Project mandate

Daily Log, Lessons Log

Configuration Management

Risk Register, Quality Register, Issue Register

End Project Report and Lessons Report

Project Brief

Project Product Description

Project Management Team Structure

Outline Business Case

Initiation Stage Plan

Project Initiation Documentation

Four Approach Docs

Product Descriptions(s)

Project Controls

Benefits Management Approach

Tailoring

Project Plan

Business Case

Issue Report

Highlight Report

End Stage Report

Configuration Item Record

Next Stage Plan

End Stage Report

PBS

Schedule

Dependencies

Lessons Report

Work Package

End Project Report

Lessons Report

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

We should prepare a End Project Report at the end of the project to review how the project performed against the initial PID. This may also include a Lessons Report, which reviews all the lessons learned through the project.
The project was successful; however, we learned that we should be more careful with evaluators, and timing of the tasks of the supplier. There were some positive points in the project which we should try to keep in our future projects.

### 3. Lessons

#### What went well?
- It was easy to choose the supplier, because the team provided us with needed information in time and we had good communication. We should always take help from such people in our projects.
- It was also easy to choose the evaluators due to the support of the Sales Manager.
- The help of IT Department was really helpful and helped us to recover the delay.

#### What could have gone better?
- There were delays in receiving the catalogs and this impacted all future tasks and deliverables. In retrospective, we realize that we could have asked for the catalogs a lot sooner.
- 9 out of 20 evaluators did not do their tasks properly. We should have hosted a short meeting (< 15 mins) where the CEO presented the value of the project and how this task will help us.

### A Lessons Report normally covers:
- What we’ve learned through this project.
- Tips that would be useful for future projects.
End Project Report

1. Project Manager's report
Pens were prepared according to the requirements, in time (within the tolerance of the project), and within budget. We faced minor issues in the second and third stages, which were resolved.

2. Review of the Business Case
The final product of the project is delivered according to the plans, and aligned with the Business Case. We forecast that the benefits will be achieved; however, we can only be sure after the 6 month and 12 month review.

3. Review of the objectives
- Targets:
  - Time: 49 days, within tolerance
  - Cost: €3760, on budget
  - Scope: 100%, as defined
  - Quality: as defined
  - Risks: as defined
  - Benefits: as defined
- Strategies:
  - Communications: very effective
  - Risk: a little ineffective in risk assessment
  - Configuration: effective
  - Quality: effective

4. Review of the products
Final product: 400 quality pens within the range of €6 to €8, ready to be distributed among the clients
Product groups in Product Breakdown Structure:
- Supplier: We were satisfied with the selected supplier.
- Evaluation Pens: Four types of pens were selected
- Internal Evaluation: Evaluators tested the four sample pens, and filled-in the forms which were analyzed to find the best pens
- Distribution: The list of the clients to receive the pens and the sales people responsible for distributing them was prepared.
- Final Pens: Requirements defined, logo redesigned, 400 pens ordered.
- The pens were received on time from the supplier and accepted.

5. Review of the team performance
Most team members spent enough time on the project, and performed as planned. The only exception was the evaluators of the pens; 9 out of 20 evaluators did not return their forms on time, or seemed like they have not truly tested the pens. Their results were omitted, in order to keep the evaluation high-quality, and to stay on schedule.

6. Lessons learned
Attached: Lessons Report - Final

How did we perform the whole project?
Summary
Summary

What we practiced in this sample project:

• Pre-Project
  • Project mandate
  • Daily Log
  • Lessons Log
  • Project Brief
  • Project Product Description
  • Project Management Team Structure
  • Outline Business Case
  • Initiation Stage Plan

• Stage 1
  • Benefits Management Approach
  • Risk Register
  • Project Initiation Documentation
  • Communication Management Approach
  • Product Description(s)
  • Project Controls
  • Tailoring of PRINCE2
  • Business Case
  • Project Plan
  • Next Stage Plan
  • End Stage Report

• Stage 2
  • Work Package
  • Issue Register
  • Issue Report
  • Lessons Report
  • Highlight Report
  • Configuration Management
  • Configuration Item Record
  • Next Stage Plan
  • End Stage Report

• Stage 3
  • Product Status Account
  • Lessons Report
  • End Project Report
**Summary**

<table>
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<tr>
<th>Pre-Project</th>
<th>Stage 1 (initiation)</th>
<th>Stage 2</th>
<th>Stage 3 (Final)</th>
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<td>Processes</td>
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<td>Starting up a Project</td>
<td>Initiating a Project</td>
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<td>Managing a Stage Boundary</td>
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**Project mandate**

**Daily Log, Lessons Log**

- Project Brief
- Project Product Description
- Project Management Team Structure
- Outline Business Case
- Initiation Stage Plan

- Project Initiation Documentation
  - Four Approach Docs
  - Product Descriptions(s)
  - Project Controls
  - Business Case
  - Benefits Management Approach

- End Stage Report
  - Next Stage Plan
    - PBS
    - Schedule
    - Dependencies

- Issue Report
- Highlight Report
- Configuration Item Record
- Configuration Management
- Risk Register, Quality Register, Issue, Register

- End Project Report
  - Product Status Account
  - Lessons Report

Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.
Summary

How this sample project helps you and your company:

• Helps you to better understand PRINCE2 in practice
• Helps you document a standard project
• Can be shared with other team members and even external stakeholders of your projects
• Can be used as a reference in your projects
• Can be updated and tailored based on the feedback in your projects (continuous improvement)
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