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# The Pen Project

A fully documented sample PRINCE2® project

ISBN: 9789082114706



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By:

**Frank Turley, Nader K. Rad**

Date:

**22/1/2018**

Version: PT0080

**01 FREE Edition**

Please send feedback to:

[frank@ptcoe.org](mailto:frank@ptcoe.org)

- 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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## About the authors

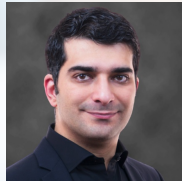


**Frank Turley** has been a Project Manager for more than 15 years and a PRINCE2® Practitioner. He is also a PRINCE2, Scrum and Project Management trainer and coach and has written a number of PRINCE2® and Project Management related books. Frank is best known in the PRINCE2 world for his work in creating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

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**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.

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# Who is this sample PRINCE2 project for?

Document: **Who is this sample PRINCE2 project for?**

## 1) PRINCE2 Foundation Students

- Browse over the main PRINCE2 documents, this will help your understanding of PRINCE2.
- Look at: 1) Project mandate, 2) Project Brief, 3) Initiation Stage Plan, 4) Product Description, 5) PID, 6) Register Files, 7) Log files

## 2) PRINCE2 Practitioner Students

- You need to be familiar with all PRINCE2 management documents and their structure (typical contents)
- It is therefore best to become familiar with the scenario used in this sample project and then become familiar with each PRINCE2 management document
- 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.

## 3) Gaining PRINCE2 experience

- Many people never get a chance to work in a PRINCE2 environment and don't understand how to apply PRINCE2.
- We suggest to re-create this sample project based on another scenario (e.g. a project you have done)
- This is perhaps the best way to practice PRINCE2 (We at MPLAZA will be happy to give you feedback if you do this)

## 4) Implementing a PMO

- Many companies are now considering implementing a PMO but are not sure where to start
- We suggest that you identify a standard project from your organization and document it like this sample project
- Start of as simple as possible so you can deliver a first internal sample project (a reference project)
- The PMO can then gradually update this reference sample project to introduce new techniques and lessons

## 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
  - PID
  - Register Files
  - Log files
- You can use our FREE version of the sample PRINCE2 project

## PRINCE2 Practitioner Students

- Typical practitioner course: You spend 66% of your time practicing questions 😞
  - Result: It's an 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 manual 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



Document:

## Project Scenario: CopyWorld365

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

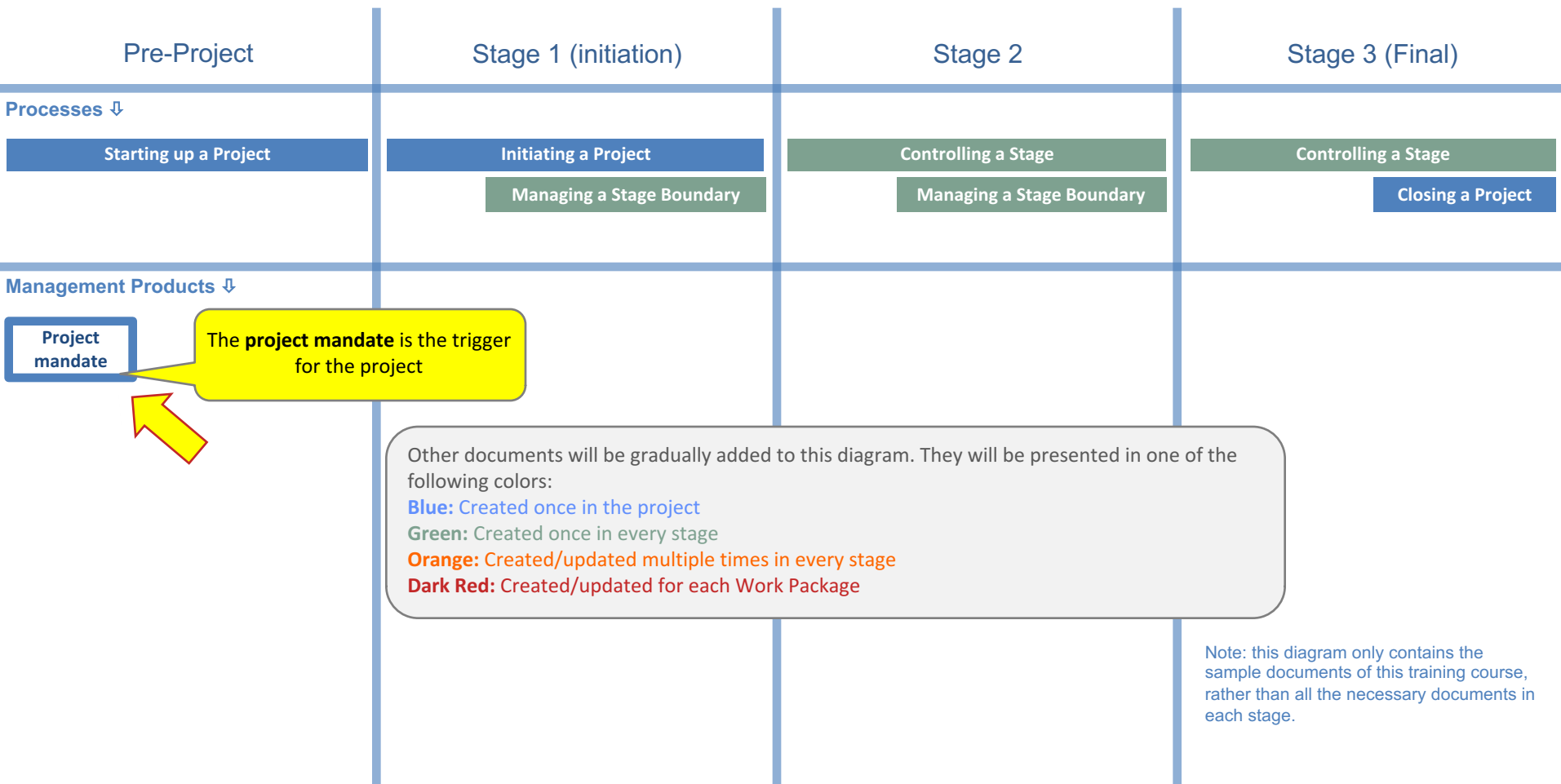
Out of Scope

- Giving out the pens is not part of the project
- Designing the logo (will be supplied by marketing person)
- Original list of clients (will be supplied by accounts)

# Pre-Project

## Starting up a Project

# Project mandate



Document: **Project mandate**

Project: Pen Project

Author: Corporate

Date:

## 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

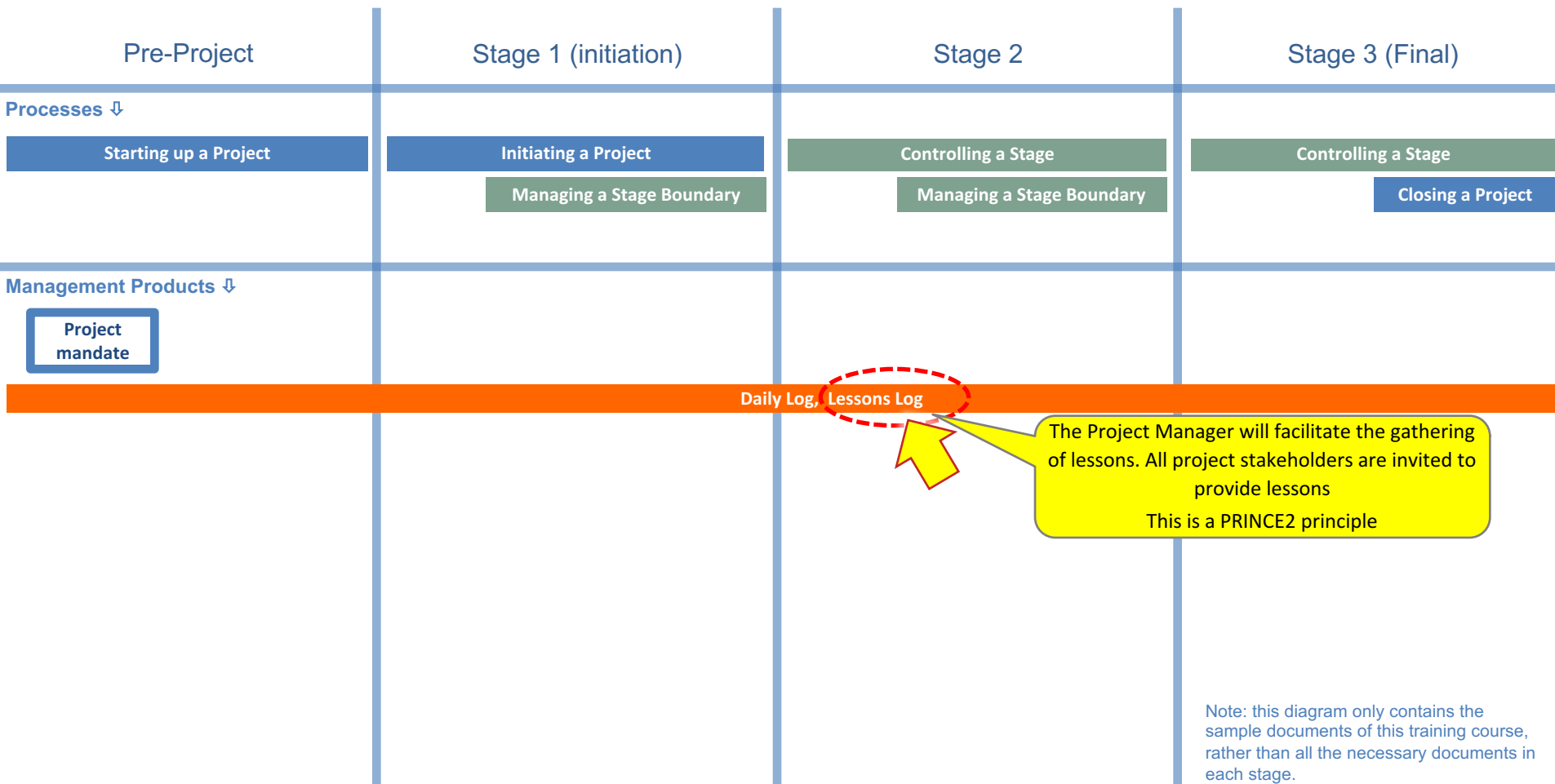
## 5. Project Management Team

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



Document: **Lessons Log** Project: **Pen Project** Author: **Project Manager** Date:

*The PM will facilitate the gathering of lessons. Lessons can come from users, Team Managers, past project Lessons Reports, consultants, ...*

Lesson seen before?

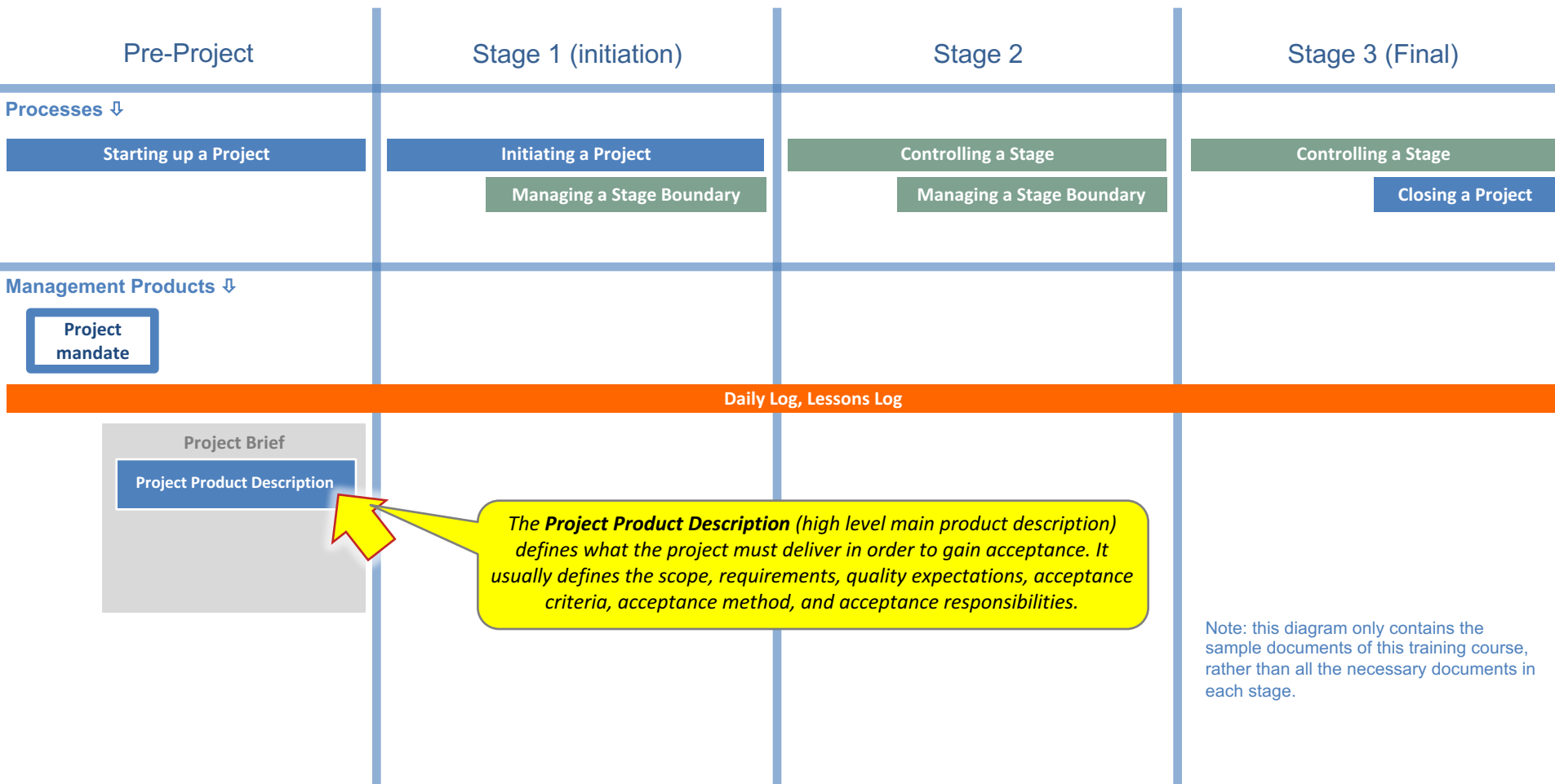
ID	+ -	Recommendations	Seen before	Date Logged	Logged by	Priority	Stage
1	☺	We used the business gift company “BizGifts” last year and they offered a good service	Yes	12/1	PM	3	2
2	☹	The time to deliver gifts always seems to take longer than agreed by most companies (so add time buffer)	Yes	12/1	PM	2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

**+ -:** (☺) 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

Document:		Daily Log	Project:		Pen Project	Author:		Project Manager	Date:		
ID	Date of Entry	Description	Responsible	Target Date	Result						
01	06-17	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)	Project Manager	06-17	I believe I'm capable of evaluating the suppliers honestly. I've also informed the project board about this conflict of interest.						
02	06-18	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.	Project Manager	06-18	I returned the gift and put the supplier in the company's black list.						
03	06-22	Daniel Ross, who's responsible for the logo, is asked to prepare its vector version, but he doesn't seem to know how.	Project Manager	06-23	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.						
04	06-25	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.	Project Manager	06-25	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.						
<p><i>The <b>Daily Log</b> 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</i></p>											

Note: the content of this sample Daily Log belongs to next stages of the project

# Project Product Description (part of Project Brief)





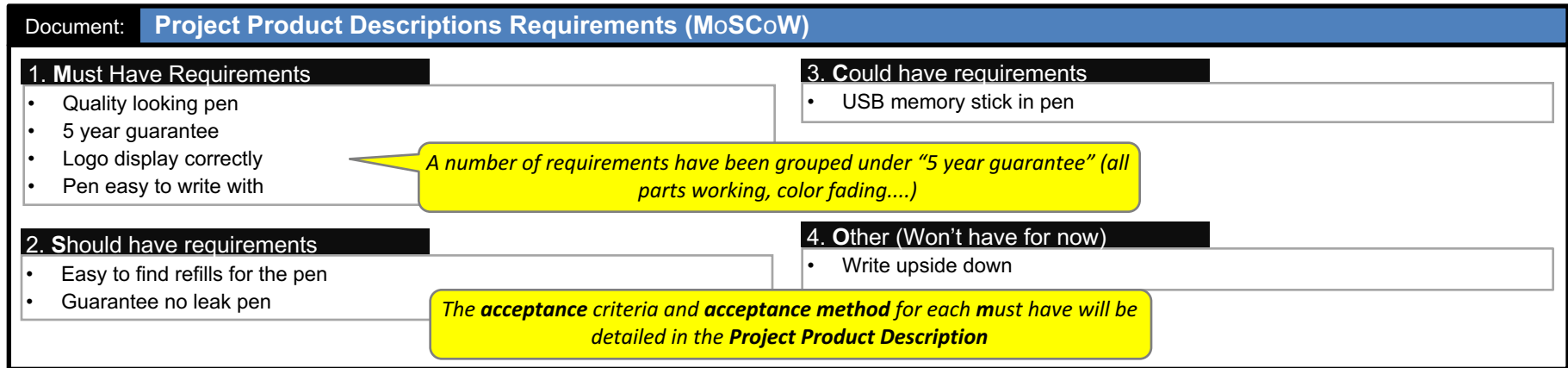
# Project Product Description (Workshop)

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



# 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..*

Document:	<b>Project Product Description</b>	Project:	Pen Project	Author:	Project Manager	Date:	
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<b>1. Purpose</b> 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.	<b>3. Derivation</b> 1. Business Gift Catalogs 2. Client list
<b>2. Composition</b> 1. Pens to evaluate 2. Chosen Pen	<b>4. Development skills required</b> Purchasing skills Account (Client) management

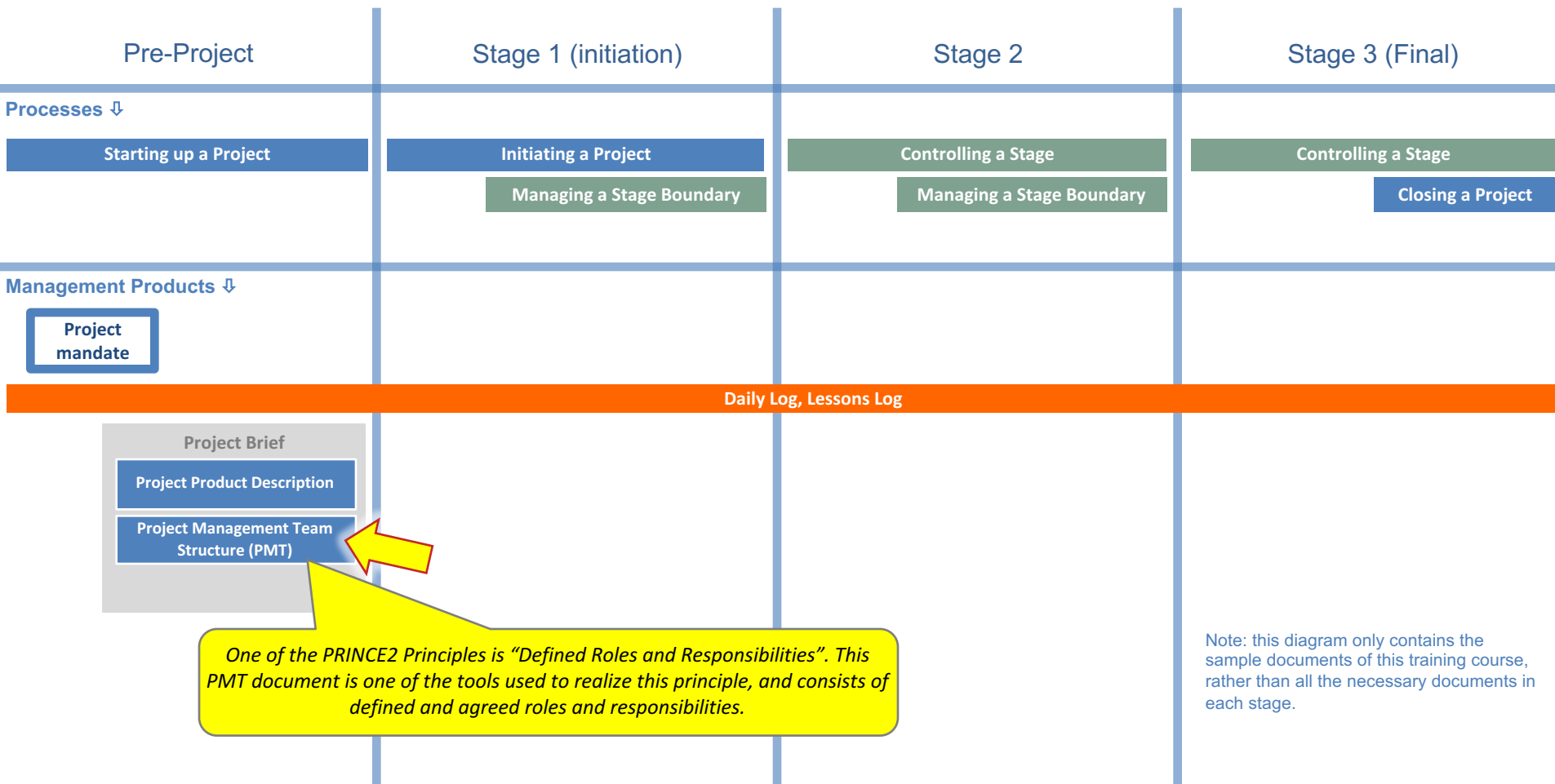
*This example has outlined four main requirements and defined the quality level for each requirement. See the next slide for more information.*

<b>Quality</b> <table border="1"> <tr> <td>Quality Expectation</td> <td><b>Quality looking pen</b></td> <td>Priority</td> <td><b>M</b></td> </tr> <tr> <td>Acceptance Criteria</td> <td>1: Looks like it cost &gt; €10 2: Look like a professional pen</td> <td></td> <td></td> </tr> <tr> <td>Tolerance</td> <td>None</td> <td></td> <td></td> </tr> <tr> <td>Acceptance method</td> <td>1: Confirm that 8 of 10 see value &gt; €10 2: Confirm that 9 of 10 see pen as professional</td> <td></td> <td></td> </tr> <tr> <td>Responsibilities</td> <td>1: Susan Kelly, 2: Susan Kelly</td> <td></td> <td></td> </tr> </table>	Quality Expectation	<b>Quality looking pen</b>	Priority	<b>M</b>	Acceptance Criteria	1: Looks like it cost > €10 2: Look like a professional pen			Tolerance	None			Acceptance method	1: Confirm that 8 of 10 see value > €10 2: Confirm that 9 of 10 see pen as professional			Responsibilities	1: Susan Kelly, 2: Susan Kelly			<table border="1"> <tr> <td>Quality Expectation</td> <td><b>Logo display correctly on pen</b></td> <td>Priority</td> <td><b>M</b></td> </tr> <tr> <td>Acceptance Criteria</td> <td>1: Correct size on pen 2: Logo will not erase in 5 years of normal use</td> <td></td> <td></td> </tr> <tr> <td>Tolerance</td> <td>1: Size ± 10%, 2) Logo erase: + 100%</td> <td></td> <td></td> </tr> <tr> <td>Acceptance method</td> <td>1: Measure logo on pen with ruler 2: Logo: Ask for Logo guarantee</td> <td></td> <td></td> </tr> <tr> <td>Responsibilities</td> <td>1: Susan Kelly, AC2: Susan Kelly</td> <td></td> <td></td> </tr> </table>	Quality Expectation	<b>Logo display correctly on pen</b>	Priority	<b>M</b>	Acceptance Criteria	1: Correct size on pen 2: Logo will not erase in 5 years of normal use			Tolerance	1: Size ± 10%, 2) Logo erase: + 100%			Acceptance method	1: Measure logo on pen with ruler 2: Logo: Ask for Logo guarantee			Responsibilities	1: Susan Kelly, AC2: Susan Kelly		
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*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*

Quality heading	Description
<b>Quality Expectations</b>	What feature/requirement does the customers want (list one at a time) e.g. <b>Quick search</b>
<b>Priority</b>	<b>MoSCoW</b> : ( <b>M</b> ust, <b>S</b> hould, <b>C</b> ould, <b>W</b> on't) or 1,2,3
<b>Acceptance Criteria (AC)</b>	Acceptance criteria states what the Customer agrees to accept ( <b>must be measurable</b> ) Ask Question: How can we prove that we have meet your expectations? Ask Question: What tests should be done & what are the expected results? Note: There may be a number of tests for each Quality expectation <b>1</b> : E.g. <b>Expected speed result for a simple search: &lt; 1.5 seconds</b> <b>2</b> : E.g. <b>Expected speed result for a combined search: &lt; 2 seconds</b>
<b>Tolerance</b>	What is the tolerance(s) for each Acceptance Criteria <b>1</b> : $\pm 15\%$ ; <b>2</b> : $\pm 10\%$
<b>Acceptance Method</b>	How will each quality criteria be checked? <b>1</b> : <b>Manual testing</b> <b>2</b> : <b>Unit testing with load testing</b>
<b>Acceptance Responsible</b>	List the persons name for each quality criteria or complete quality expectation <b>1</b> : <b>Frank Klein</b> <b>2</b> : <b>Frank Klein</b>

# Project Management Team Structure (part of Project Brief)



# Project Management Team Structure (part of Project Brief)

Document: **Project Management Team Structure**

Project: **Pen Project**

Author: **Project Manager**

Date:

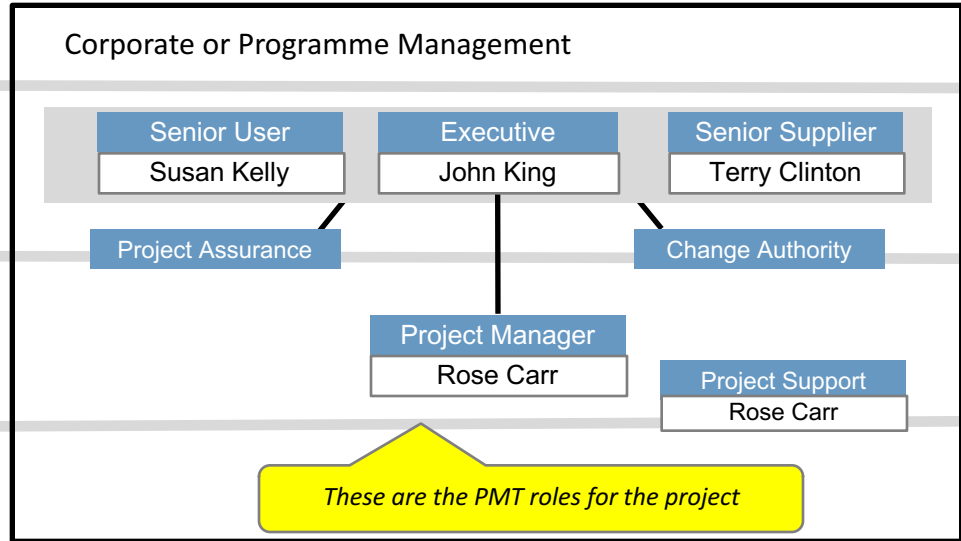
*These are their normal job functions*

### CopyWorld365 Employees & Job titles

John King: CEO  
 Susan Kelly: Sales Manager  
 Terry Clinton: Purchasing & Accounts  
 Rose Carr: Client Project Manager

*Tailoring comments for the PMT*

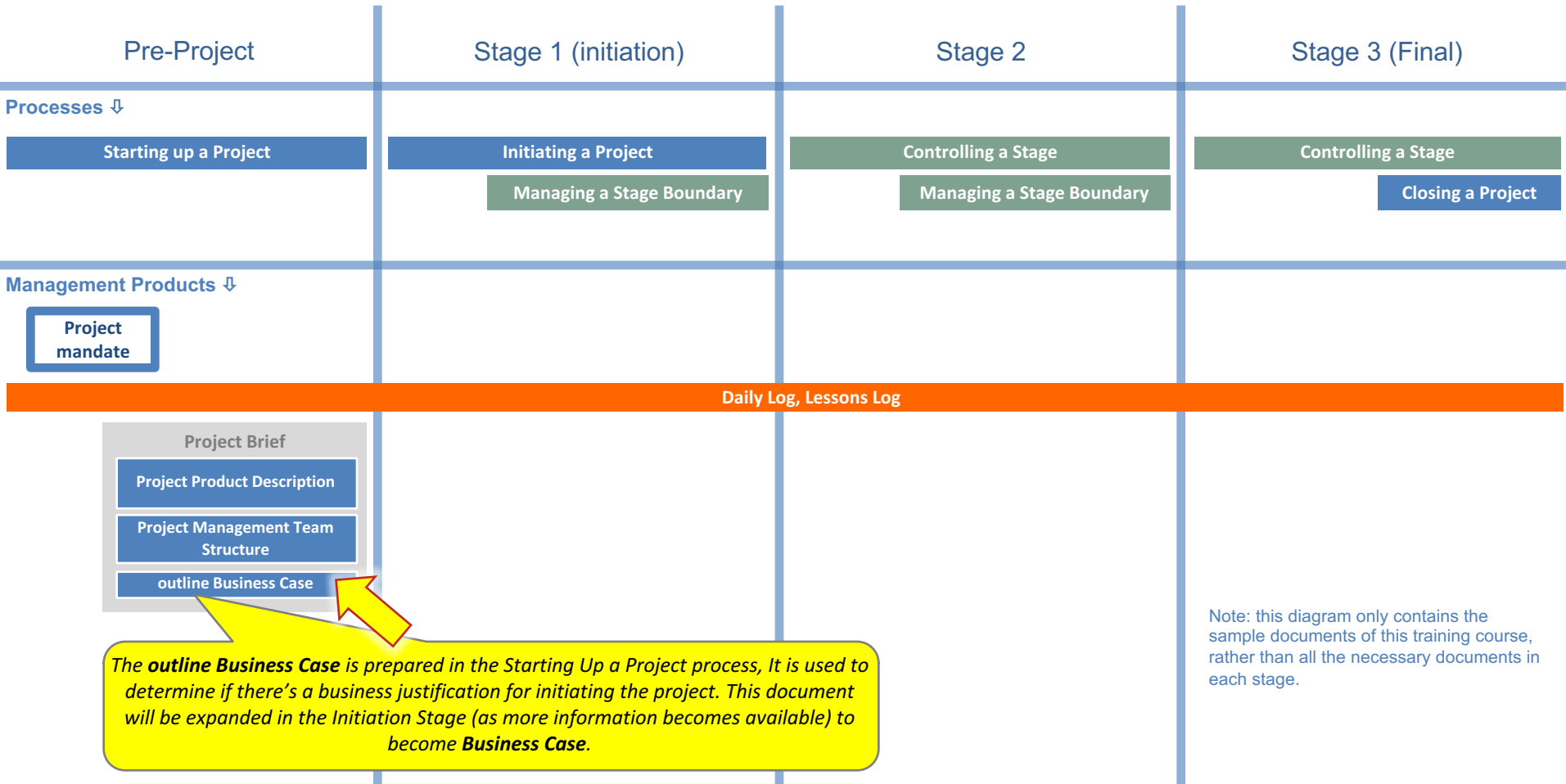
Corp.  
 Direction  
 Management  
 Delivery



### 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)



# Outline Business Case (part of Project Brief)

Document: **Outline Business Case**

Project: Pen Project

Author: Executive

Date:

## 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

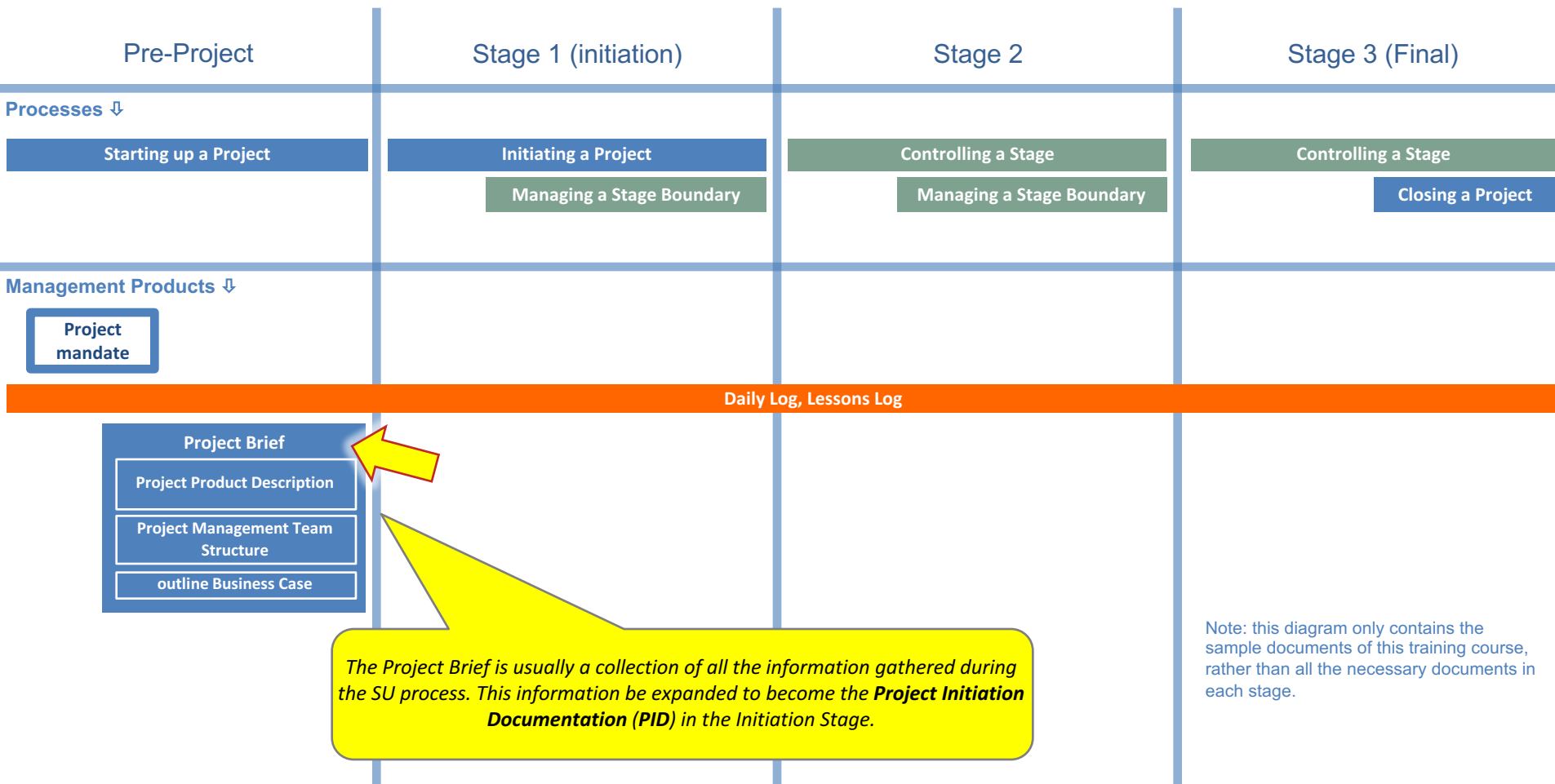
See Business Case (Initiation stage)

## 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





Document: **Project Brief**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 1. Project Definition

The project will choose a quality pen and give out  $\pm 400$  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

## 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.

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

## 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

*The **outline Business Case** has been slightly updated.*

## 5. Project Management Team

[Attached](#): Project Management Team (PMT)

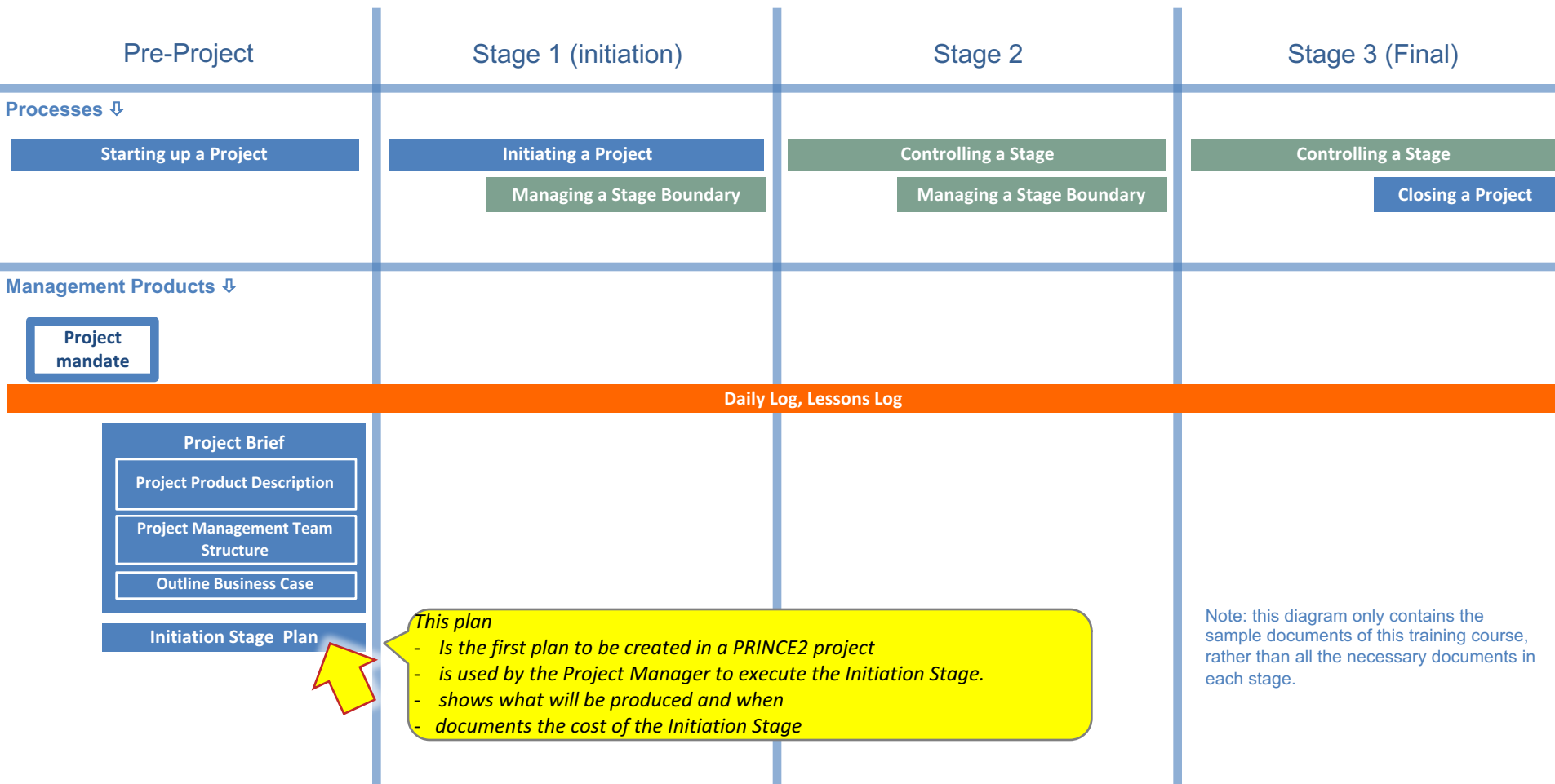
## 6. Role Descriptions

This project uses the roles description as defined by PRINCE2

- [Link](#) to the Roles Descriptions document

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

# Initiation Stage Plan



# Initiation Stage Plan

Document: **Initiation Stage Plan** Project: **Pen Project** Author: **Project Manager** Date:

## 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

Deliverables - March	4th	5th	6th	7th	8th	11th	12th	13th	14th	15th
Approach documents	6 hrs									
PBS (WBS)		4 hrs								
Product Descriptions			8 hrs							
Risk & Issues	4 hrs									
Project Plan						3 hrs				
Benefits Mgmt Approach									2 hrs	
Business Case									2 hrs	
PID										1 hrs
Next Stage Plan										2 hrs

*This is a simple example of the schedule. Note: the focus is on the products created and not the activities*

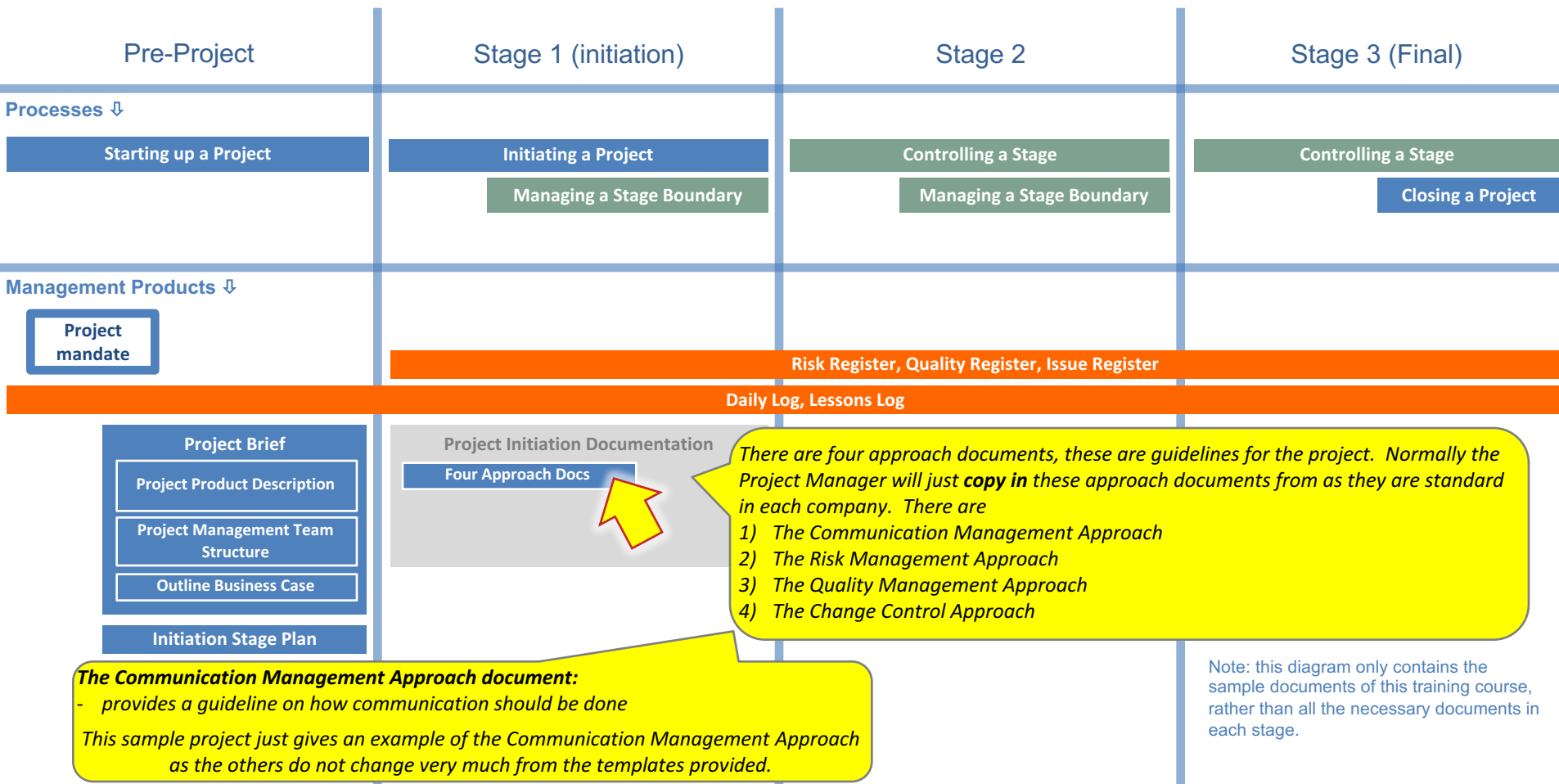
*The pre-project activities are now complete and the Project Board may give permission for the Initiation Stage to begin*

# 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)



# Communication Management Approach (part of PID)

Document: **Communication Management Approach**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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  
- Highlight Report, End Stage Report, End Project Report, Issue Reports, Lessons Report, Project Descriptions and registers

## 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

Report Name	Timing	Recipients
Highlight Report	Weekly	Project Board
End Stage Report	End of stage	Project Board
End Project Report	End of project	Project Board
Issue Report	Anytime	PM/Project Board
Electronic Newsletter	Once	Clients

## 7. Roles & Responsibilities

Project Board	Inform the rest of the management team
Project Manager	All internal communication (project team) Create the required PRINCE2 documents
Senior User	Communicate with clients

## 8. Scales: Priority & Severity

Priority	Use MoSCoW ( <b>M</b> ust, <b>S</b> hould, <b>C</b> ould, <b>W</b> ont..)
Severity levels	1 = Project Manager, 2 = Project Board

## 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.*

Document: **Risk Management Approach**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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

## 7. Scales

The following scale will be used:

<b>Very low</b>	<b>&lt; €50</b>
<b>Low</b>	<b>&lt; €100</b>
<b>Medium</b>	<b>&lt; €250</b>
<b>High</b>	<b>&lt; €500</b>
<b>Very high</b>	<b>&gt; €500</b>

## 8. Roles & Responsibilities

Project Board	Inform about new and existing risks
Project Manager	Gather risk information for the project Risk management procedure
Executive	Communicate with clients

## 9. Risk response categories

**Threat:** Avoid, reduce, transfer, share, accept, contingent plans

**Opportunity:** Exploit, enhance, transfer, share, accept, contingent plans

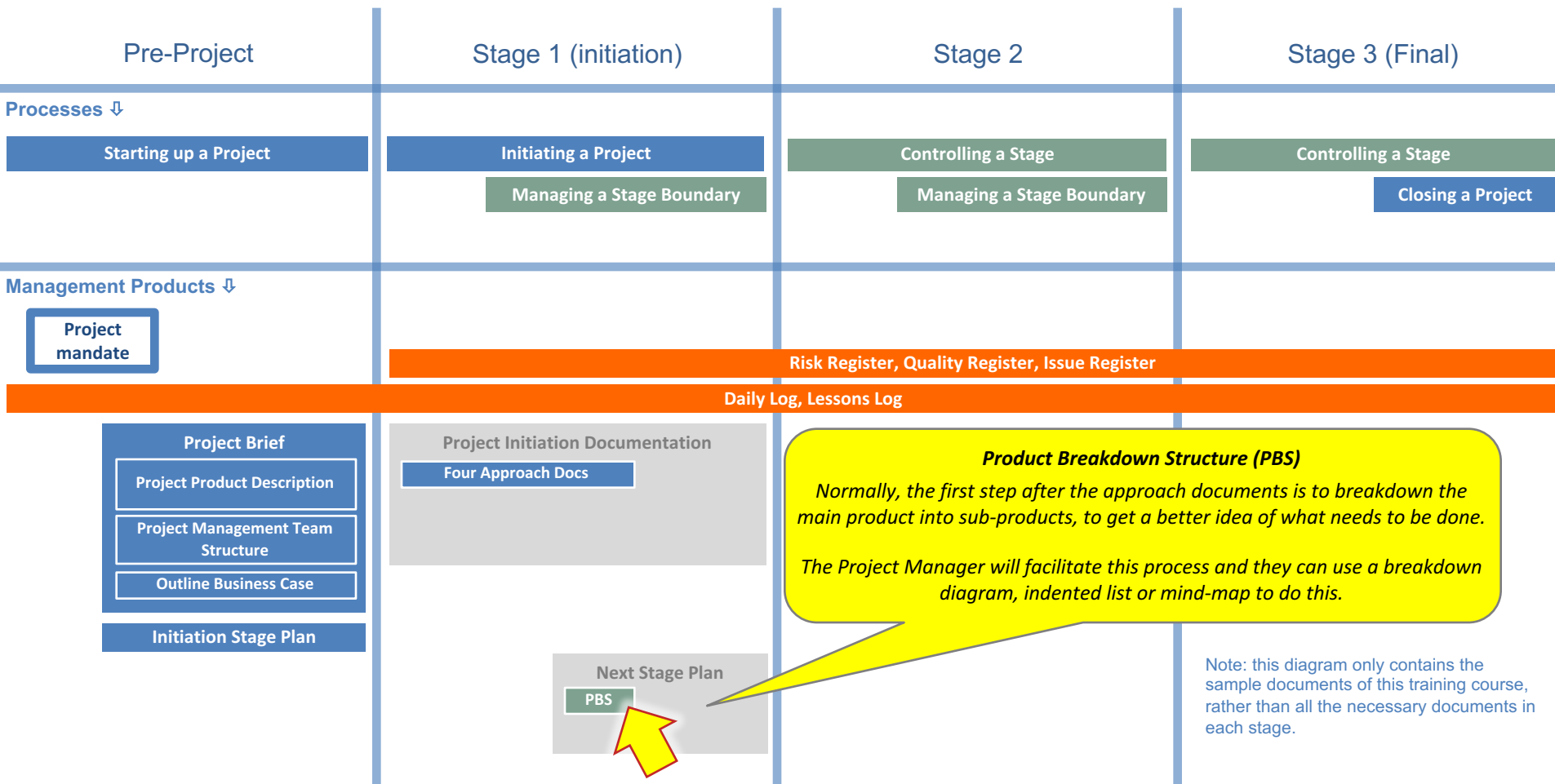
## 10. Risk Tolerances

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)





# Product Breakdown Structure (part of the next Stage Plan)

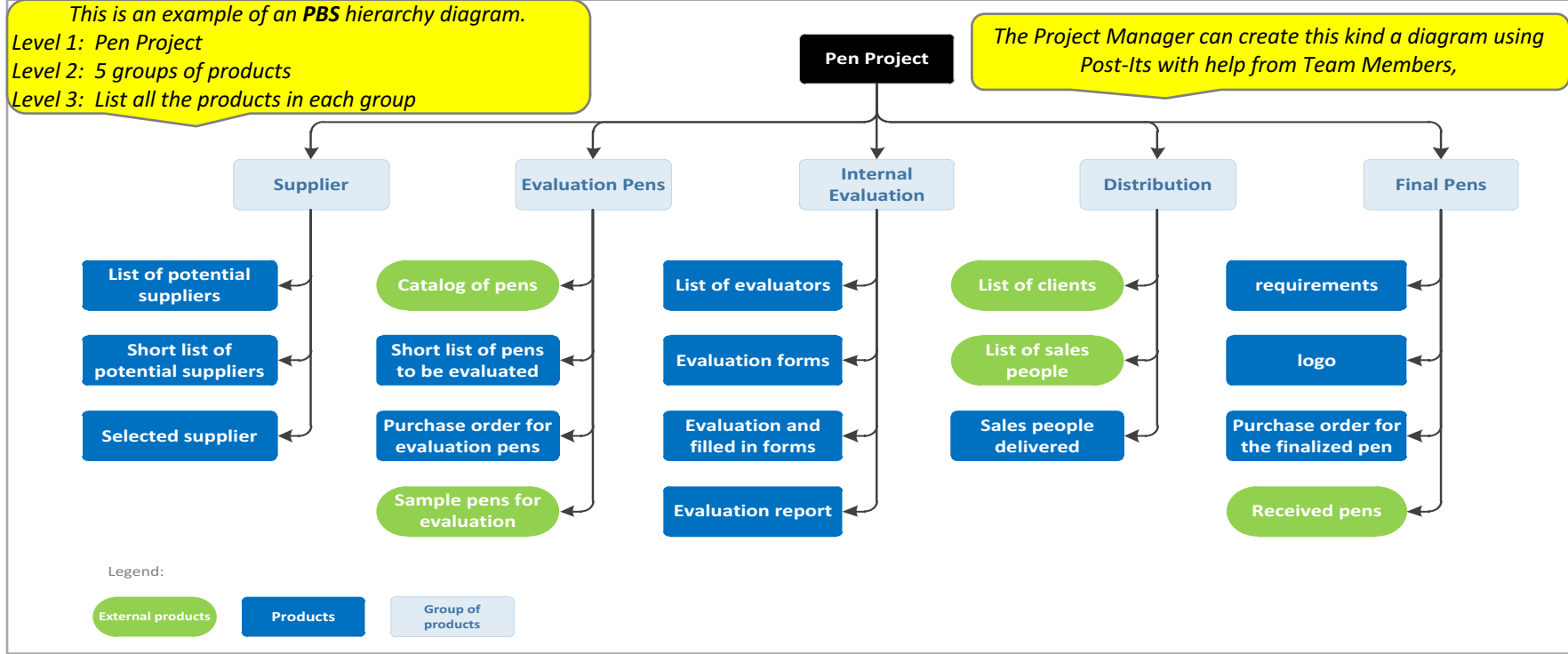
Document: **PBS for Stage 2 (hierarchy chart)**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 1. Hierarchy presentation of PBS



# Product Breakdown Structure (part of the next Stage Plan)

Document: **PBS for Stage 2 (Mindmap)**

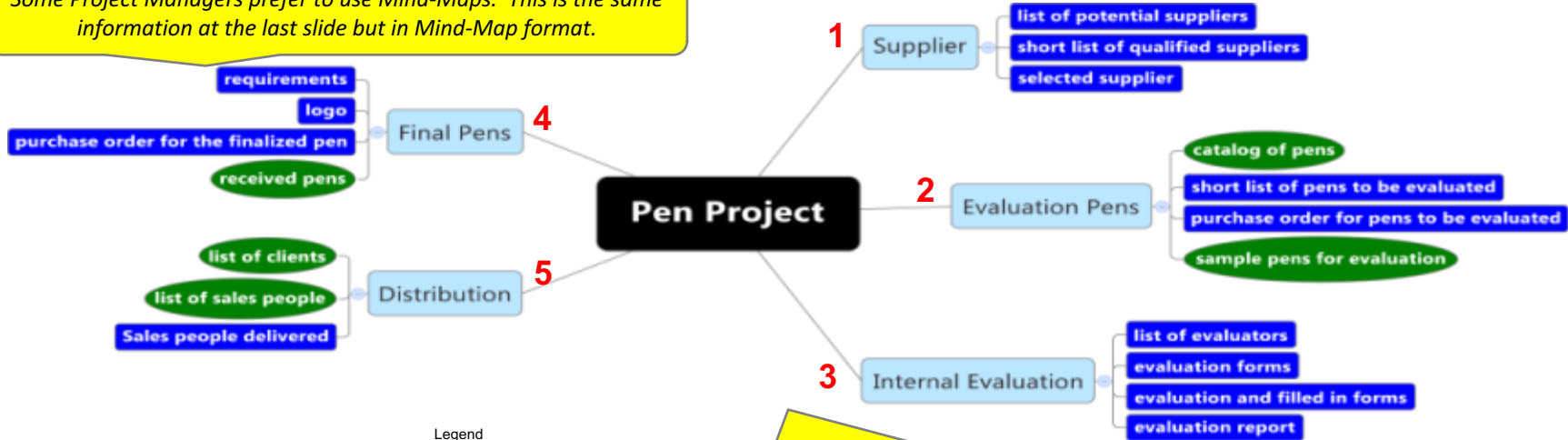
Project: **Pen Project**

Author: **Project Manager**

Date:

## 1. Mindmap presentation of PBS

*Some Project Managers prefer to use Mind-Maps. This is the same information at the last slide but in Mind-Map format.*



Legend

Group of Products

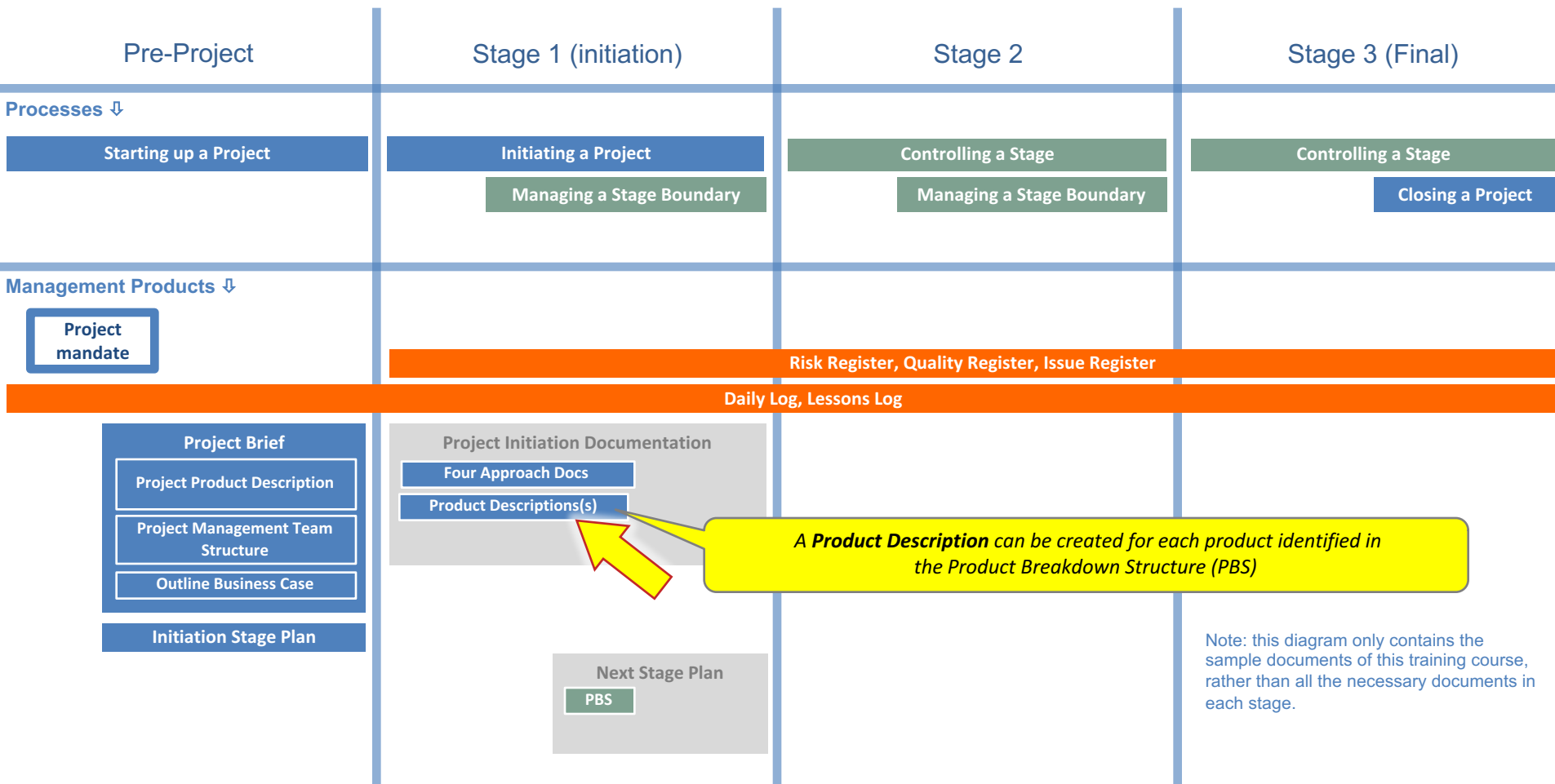
Product

External Product

*In this mind-map, there are the same 5 groups of products e.g. 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)



# Product Description: Client List

Document: **Product Description: List of Clients** Project: **Pen Project** Author: **Project Manager** Date:

1. Identifier: PEN03.2

2. Title: **Client List**

3. Purpose

List of all existing clients that will receive a pen

4. Composition

- Contact person and company names
- Current contract value for each company
- Contact person at CopyWorld365

5. Derivation (Source)

- Existing client list
- Client contract

6. Development skills required

Customer knowledge

7. Quality Criteria

1. Contract value must be the current contract value
2. Contact name must be the decision maker or main influencer

Criteria	Method	Tolerance	Skills Required
1	Review	None	Contract knowledge
2	Review	None	Contract knowledge

Producer:	Reviewer	Approver
Gerry Malone	CFO	Sales Manager

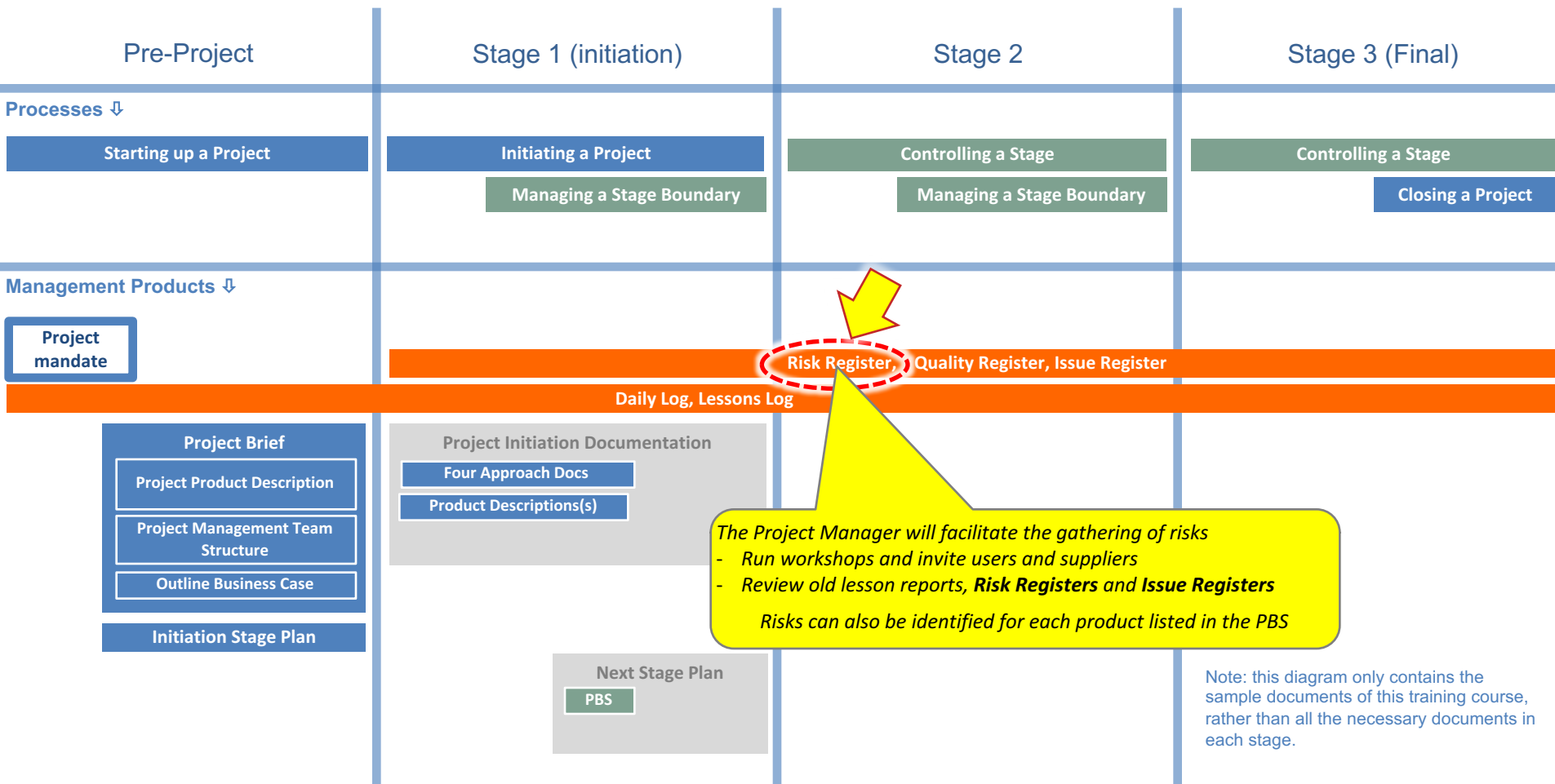
*This is an example of a **Product Description** and the objective is to describe the expected delivered product.*

*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.*

# Risk Register



# Risk Register

Document: **Risk Register** Project: **Pen Project** Author: **Project Manager** Date:

*This is a rather simple project, so there are not many risks.*

Project Name	Pen Project	Risk / Impact
Project No	008	High Risk > € 7,500
Project Manager	Rose Carr	Medium > € 1000
Project Executive	John King	Low Risk < € 1000

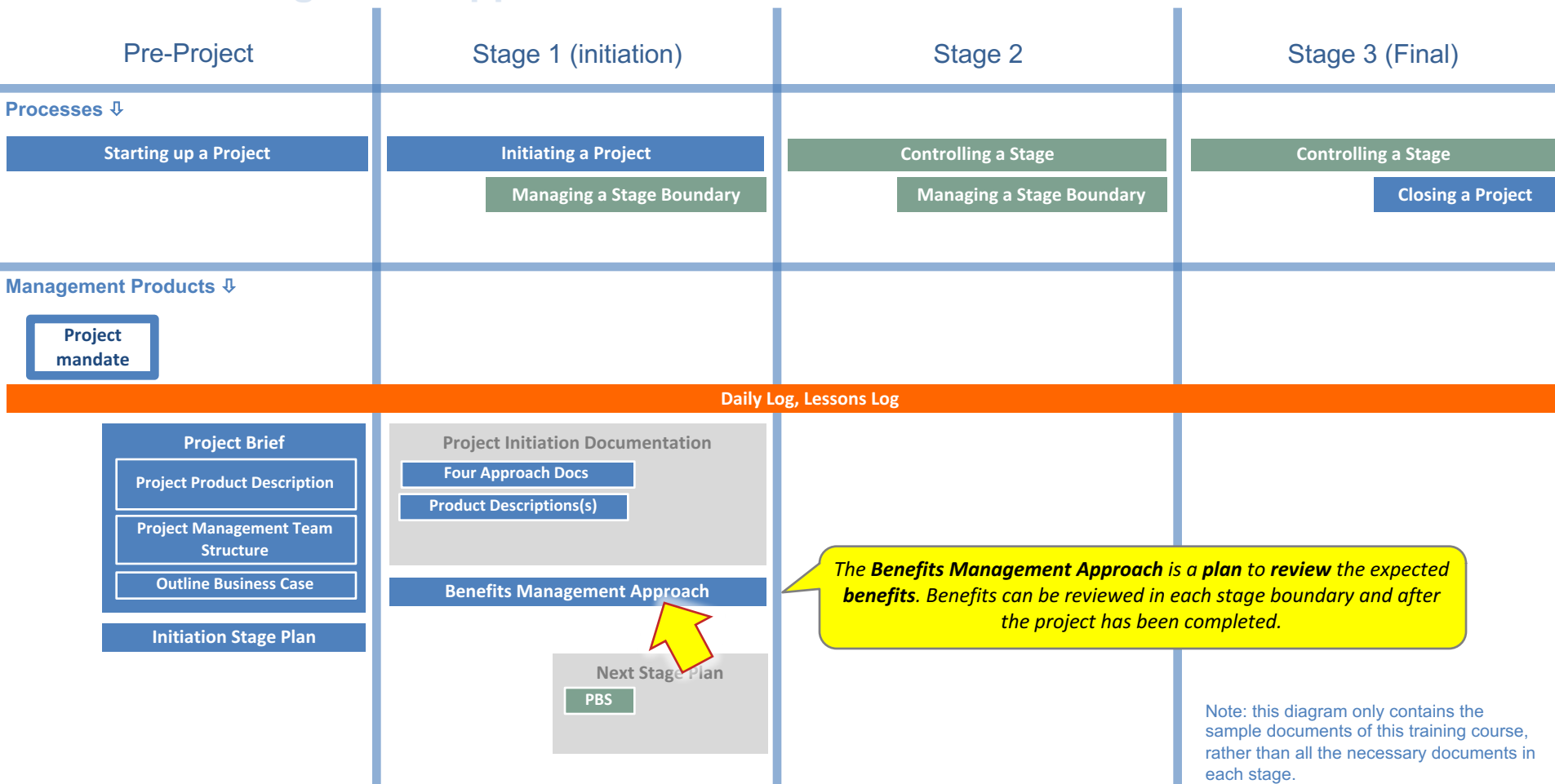
*Amounts are related to the value of the expected benefits (See the **Benefits Management Approach**)  
The expected gain is: €58,400*

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

**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**

*The response text is not included in this example*  
*New risks will continue to be identified as we plan and execute the project*

# Benefits Management Approach



Document: **Benefits Management Approach**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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

Accountable	Benefit
1. Susan Kelly:	Reduce loss of maintenance contracts by 50%
2. Susan Kelly:	Increase new machine orders by 5%

## 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

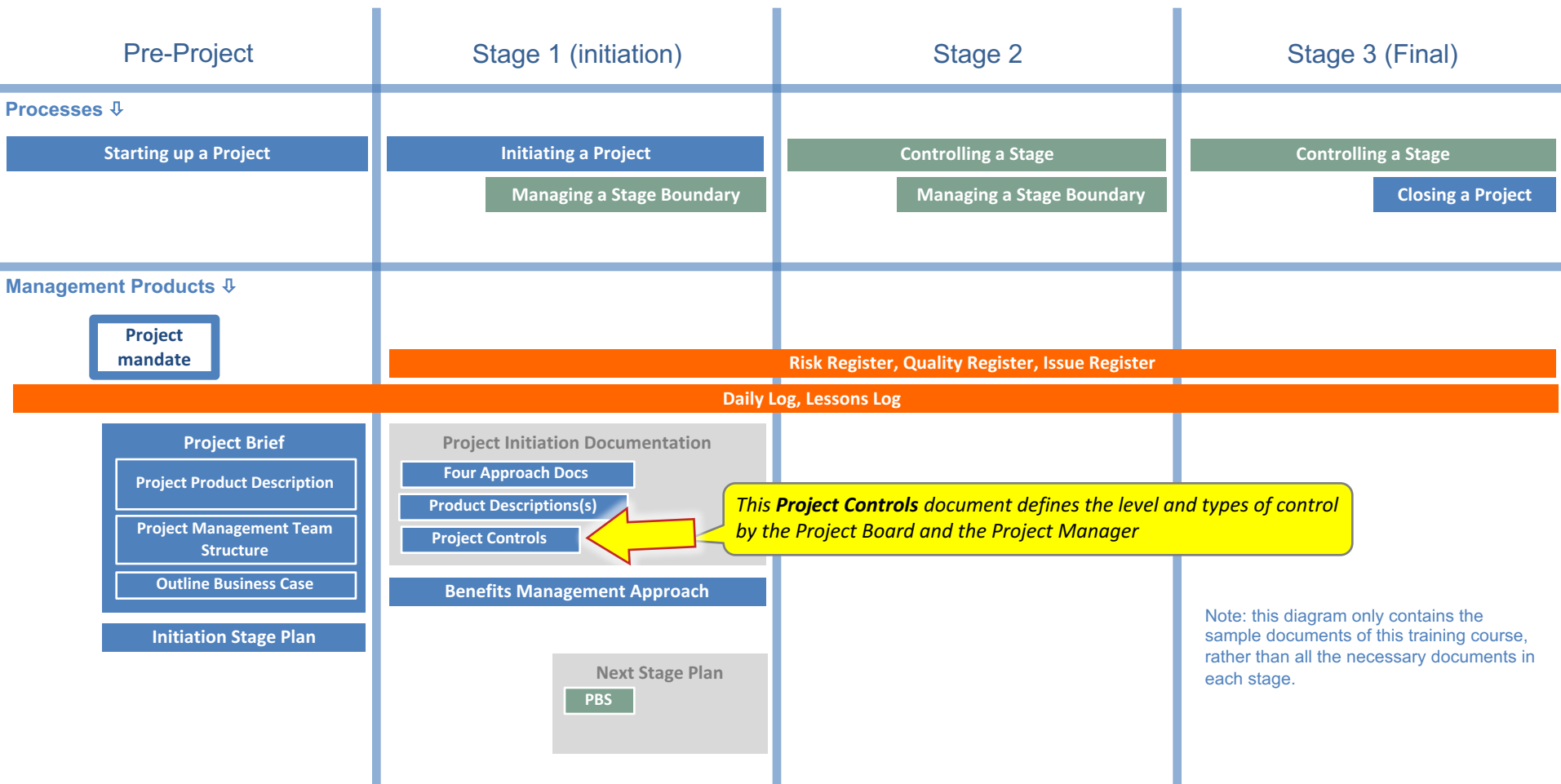
- Check if loss of orders is reduced by 50% for previous 12 months
- Check if increase in machine orders is 5% for previous 12 months

*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)



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

Document: **Project Controls**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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.

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

## 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

*This shows how we're going to manage by exception.*

## 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:  $\text{Time} = \frac{\text{Forecasted duration}}{\text{Planned duration}}$ . This time parameter will be compared to the tolerances for the whole project or a stage.

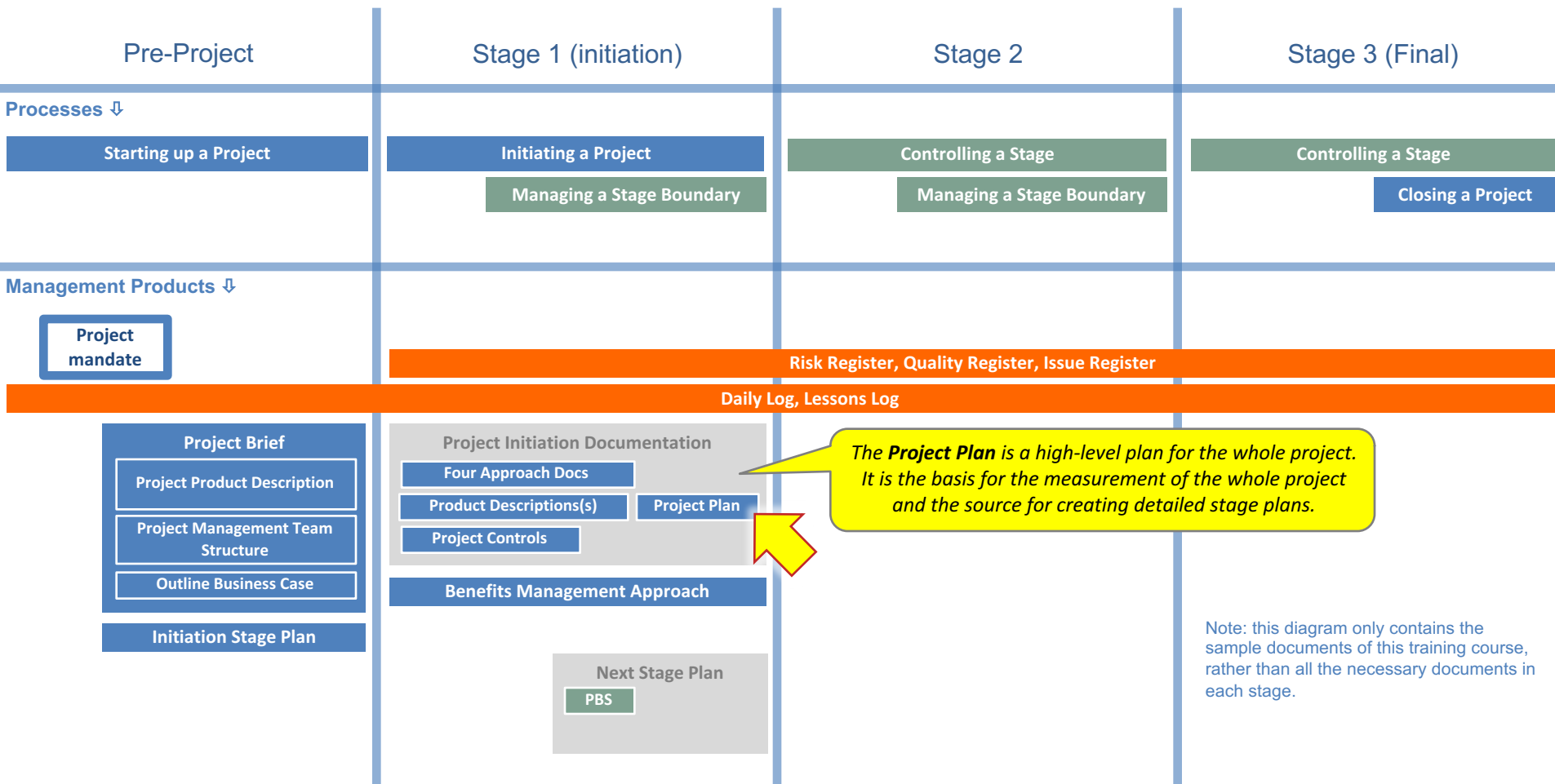
## 5. Escalation and delegation

- **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.

# Project Plan (part of PID)



Document: **Project Plan (Part 1)**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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:  $\pm 30\%$  | Cost:  $\pm 40\%$  | Scope: MoSCoW

## 7. Products Description(s)

Attached: Project Product Description

## 8. Schedule

Attached: Schedule for stage plan 1

## 9. Product Breakdown Structure



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

*A schedules 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.*

Document: **Project Plan (part 2) Schedule**

Project: **Pen Project**

Author: **Project Manager**

Date:

## Activity bar chart

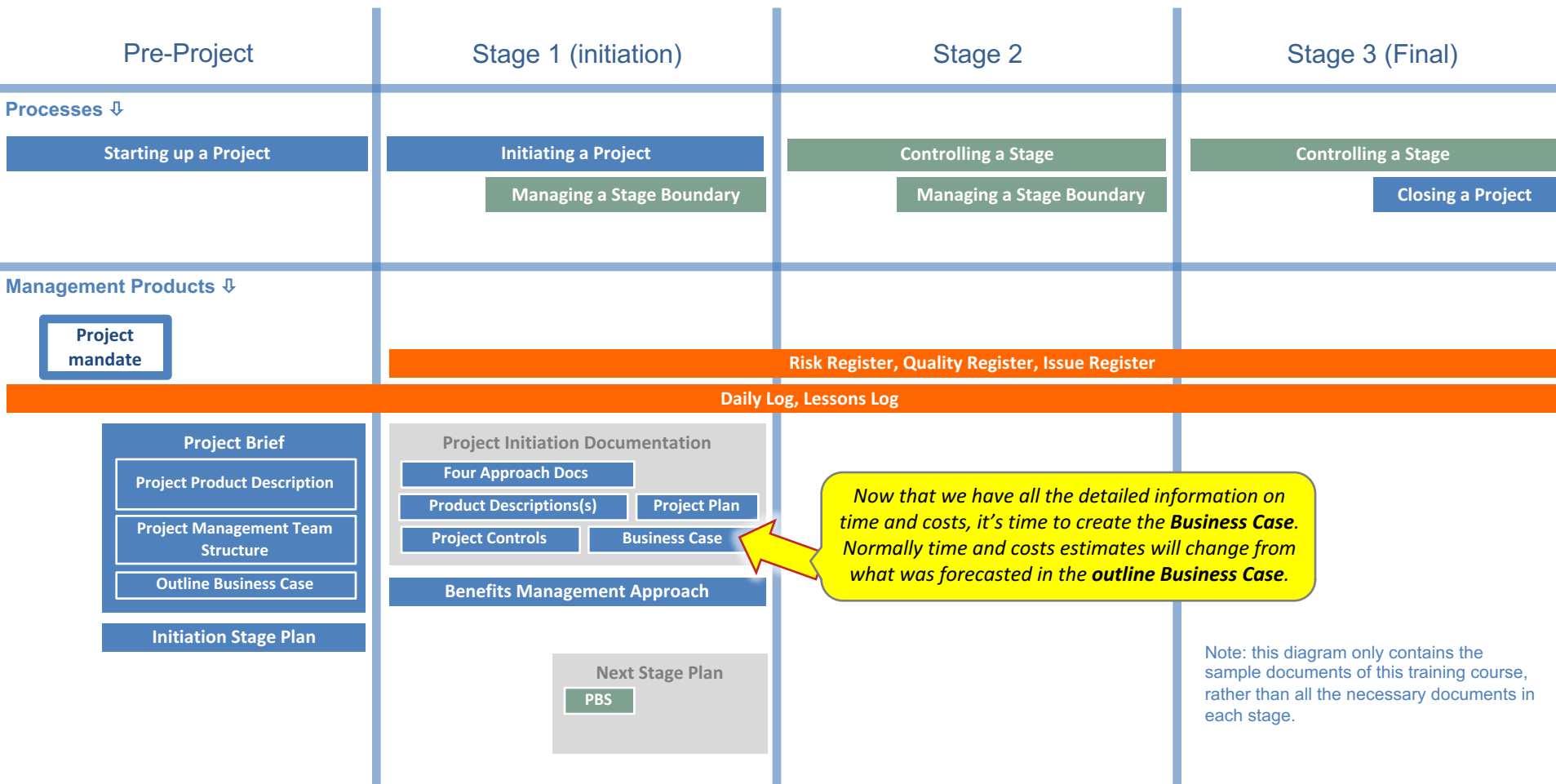


We can also prepare a list of the resources needed for the plan. It's best to prepare it as a time phased table, extracted from the schedule.

## 2 Resources

Resource Name	Work	Details	June	July	August								
			05-26	06-02	06-09	06-16	06-23	06-30	07-07	07-14	07-21	07-28	08-04
Executive	57 hrs	Work											
Senior User	49 hrs	Work											
Senior Supplier	51 hrs	Work											
Project Manager	107 hrs	Work											
Others	129 hrs	Work											

# Business Case (part of PID)



Document: **Business Case**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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

Option 2: Offer a calendar:

- Value: not perceived as a quality item

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 5<sup>th</sup>, Project End: May 31<sup>st</sup> (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

*We're undertaking this project because its expected benefits are higher than its costs.*

## 8. Investment appraisal

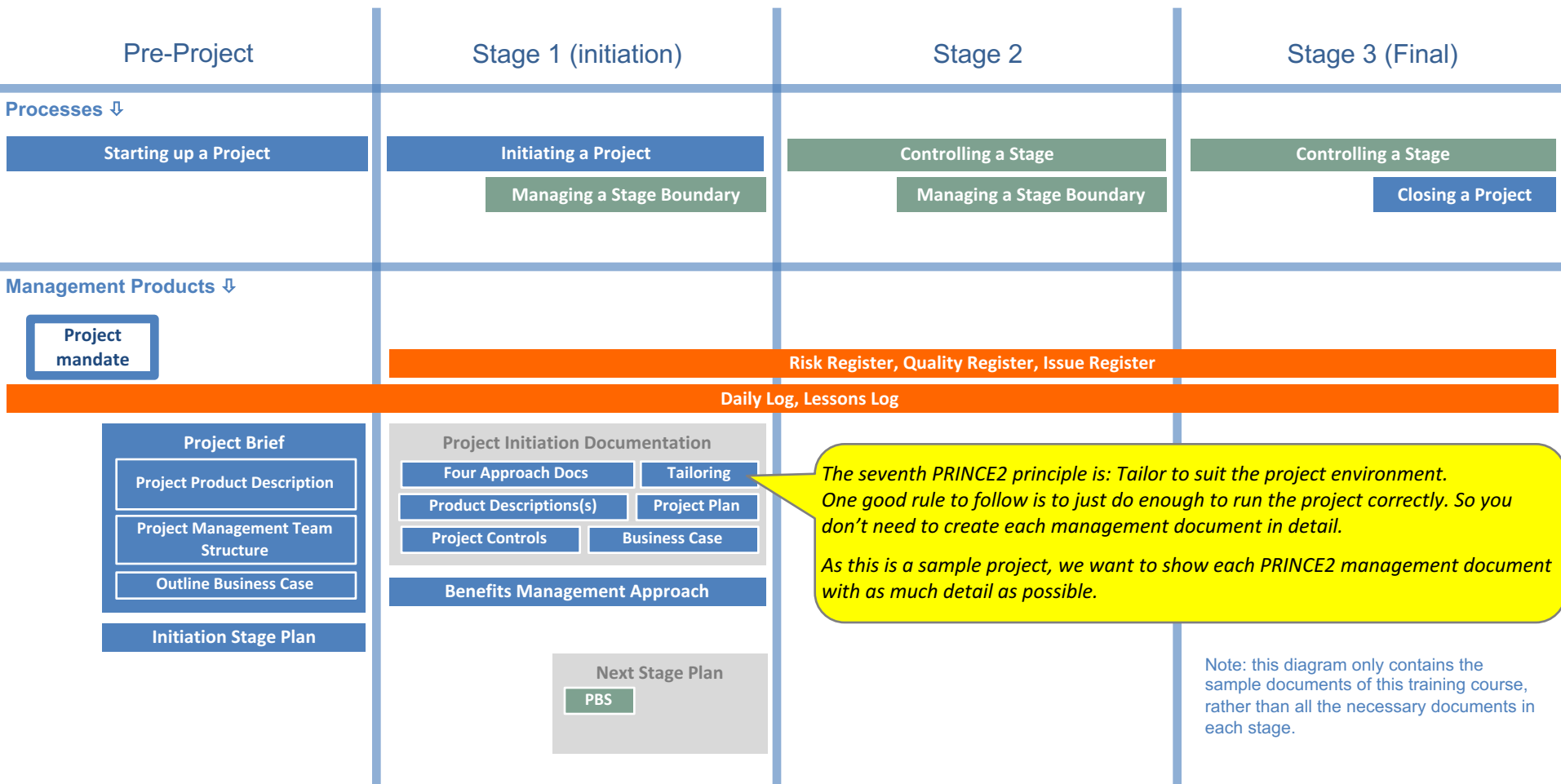
- Project cost: €4,800
- Expected gain: €42,000
- Time : 1 year
- ROI: 875%

## 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)





Document: Tailoring of PRINCE2

Project: Pen Project

Author: Project Manager

Date:

## 1. Adapting the Principles

All PRINCE2 principles will be fully applied in the project.

## 2. Adapting the Themes

The rule to follow is to keep it as simple as possible.

Ask: Ask yourself "What is the minimum that I can do manage Risk?"

Plans: Ask yourself "What is the minimum that I can do to plan the project?"

Ask the same question for all themes.

## 3. Adapting the Terms

The default PRINCE2 terminology will be used in the project, except for the Project Brief, which may also be called "project charter" in some documents or verbal communications; they will both address the same management product.

## 4. Adapting the Management Products

The management products will be kept separated (each in a single document).

We would not use formal and documented Work Packages.

Checkpoint Reports will be verbal (not written).

## 5. Adapting the Processes

All PRINCE2 processes will be kept separated and will be handled formally.

## 6. Adapting the Roles

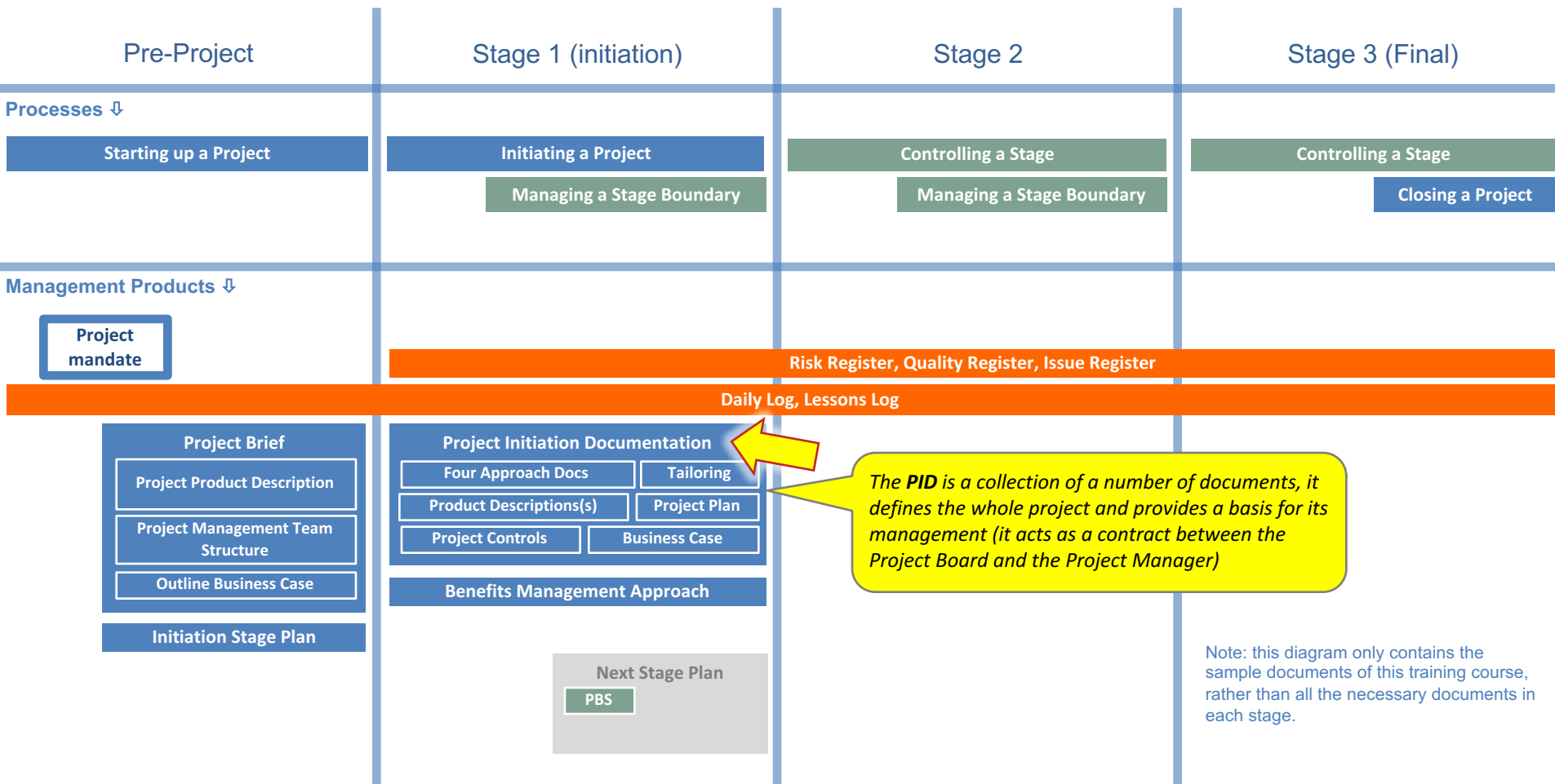
- The Project Assurance and Change Authority roles will be merged into the Project Board.
- The Project Support role will be handled by the Project Manager.
- The Project Manager will also have the role of Project Support.
- The Project Manager will communicate directly with the team members, so there is no need for a Team Manager.

*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)



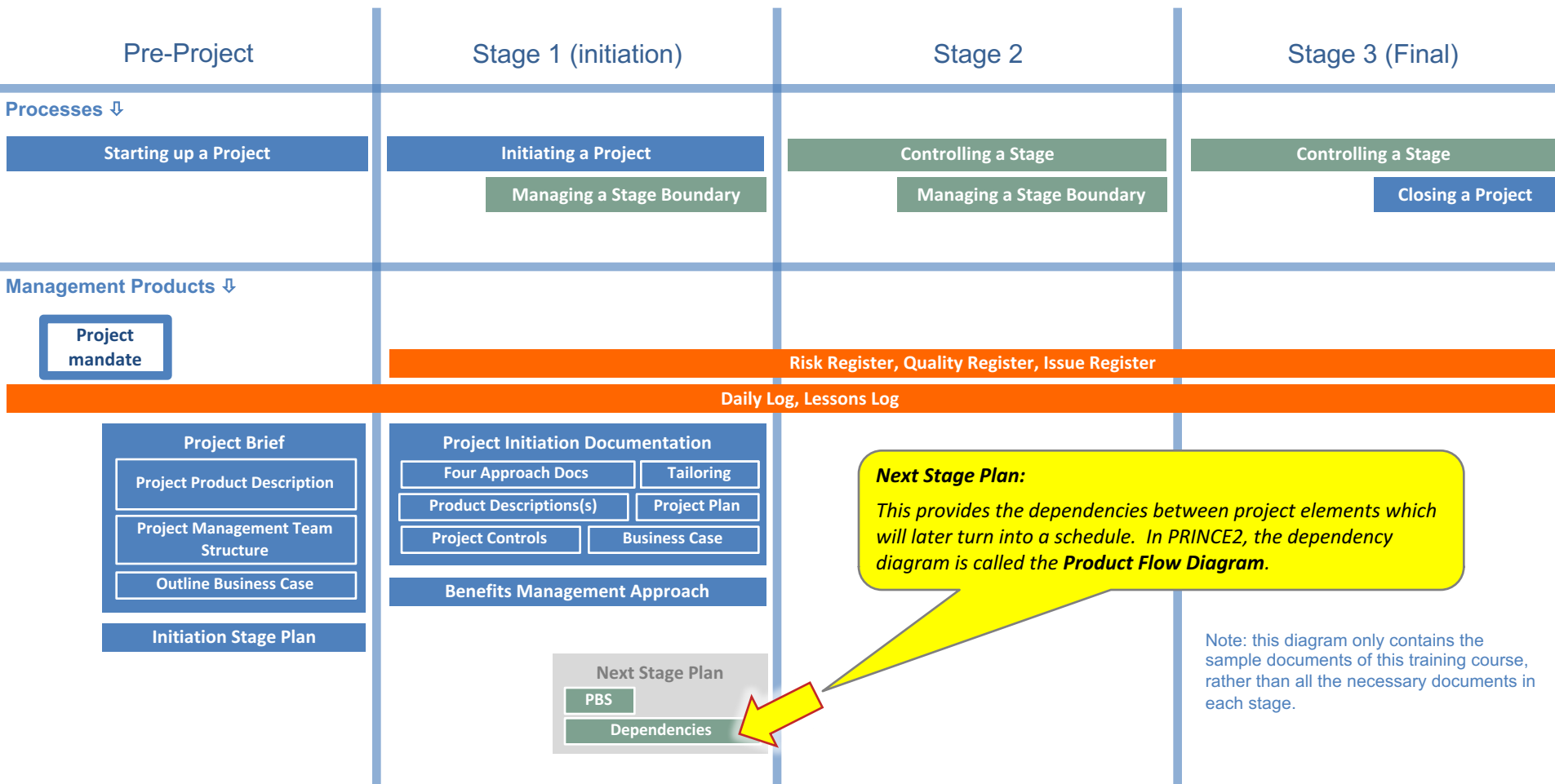
# Project Initiation Documentation (PID)

Document:	Project Initiation Documentation	Project:	Pen Project	Author:	Project Manager	Date:	
1. Project Description	The project will choose a quality pen and give out about 400 pens to our clients.	2. Roles Description	This project uses the roles description as defined by PRINCE2 -Link to the Roles Descriptions document	<i>This is mostly an assembly of other documents, so we only have references to other documents rather than embedding the information here.</i>			
Project Objectives:	<ul style="list-style-type: none"><li>1. Choose a quality that meets specifications</li><li>2. Choose a pen that users will perceive as a quality pen.</li></ul>	3. Quality Management Approach	Attached: Quality Management Approach document				
Project Scope:	<ul style="list-style-type: none"><li>1. Choose a pen</li><li>3. Promotional pen catalogues</li><li>2. Sales people list</li><li>4. List of clients that will receive a pen</li></ul>	7. Change Control Approach	Attached: Change Control Approach doc				
Constraints and assumptions:	<ul style="list-style-type: none"><li>1. Possible to find a pen in the catalogues provided</li></ul>	8. Risk Management Approach	Attached: Risk Management Approach document				
Project Tolerances:	<ul style="list-style-type: none"><li>1. Time: 3 months + 30%</li><li>2. Cost: €7 for a pen; Estimate €3400 for the project + 10%</li><li>3. Quality: Pens must meet quality requirements</li></ul>	9. Communication Management Approach	Attached: Communication Management Approach document				
2. Project Approval	The company will choose a pen that meets the requirements from an existing business gift company. Project will be run internally.	10. Project Plan	Attached: Project Plan document				
3. Business Case	Attached: Business Case document	11. Project Controls	Attached: Project Controls document				
4. Project Management Team Structure	Attached: Project Management Team Structure document	12. Tailoring of PRINCE2	Attached: Tailoring of PRINCE2 document				

# 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)



# Dependencies Diagram (part of the next Stage Plan)

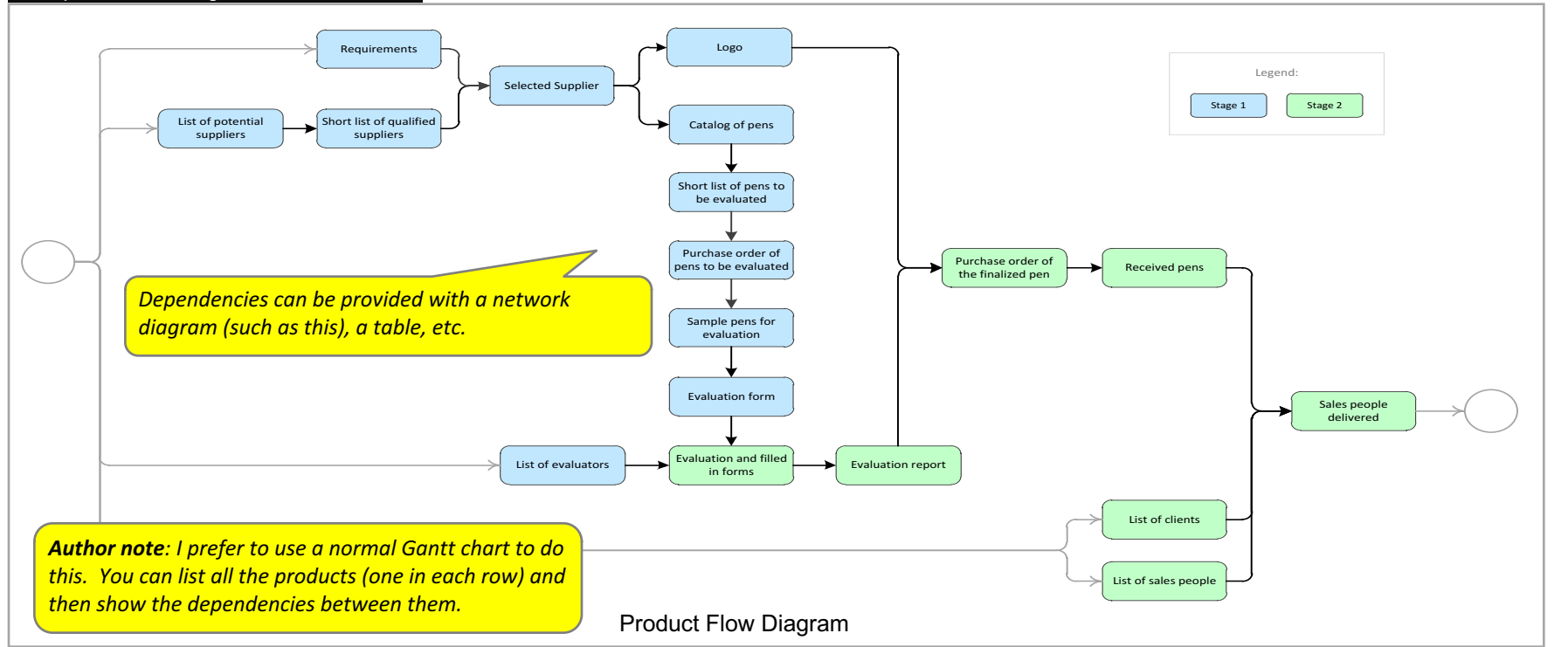
Document: **Dependencies Diagram**

Project: **Pen Project**

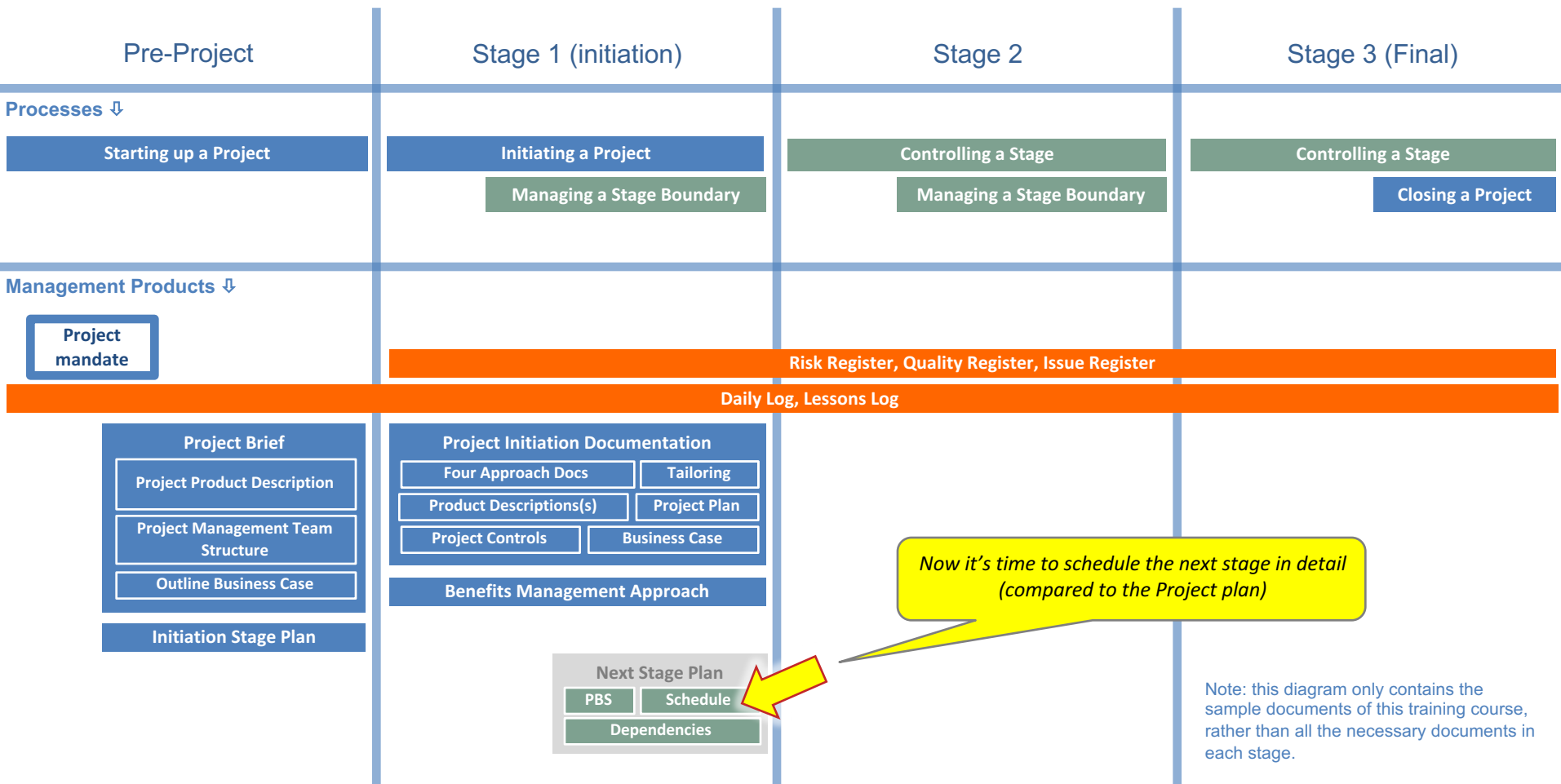
Author: **Project Manager**

Date:

## 1. Dependencies Diagram



# Schedule (part of the next Stage Plan)



# Schedule (part of the next Stage Plan)

Document: **Schedule for Stage 2 Plan**

Project: **Pen Project**

Author: **Project Manager**

Date:

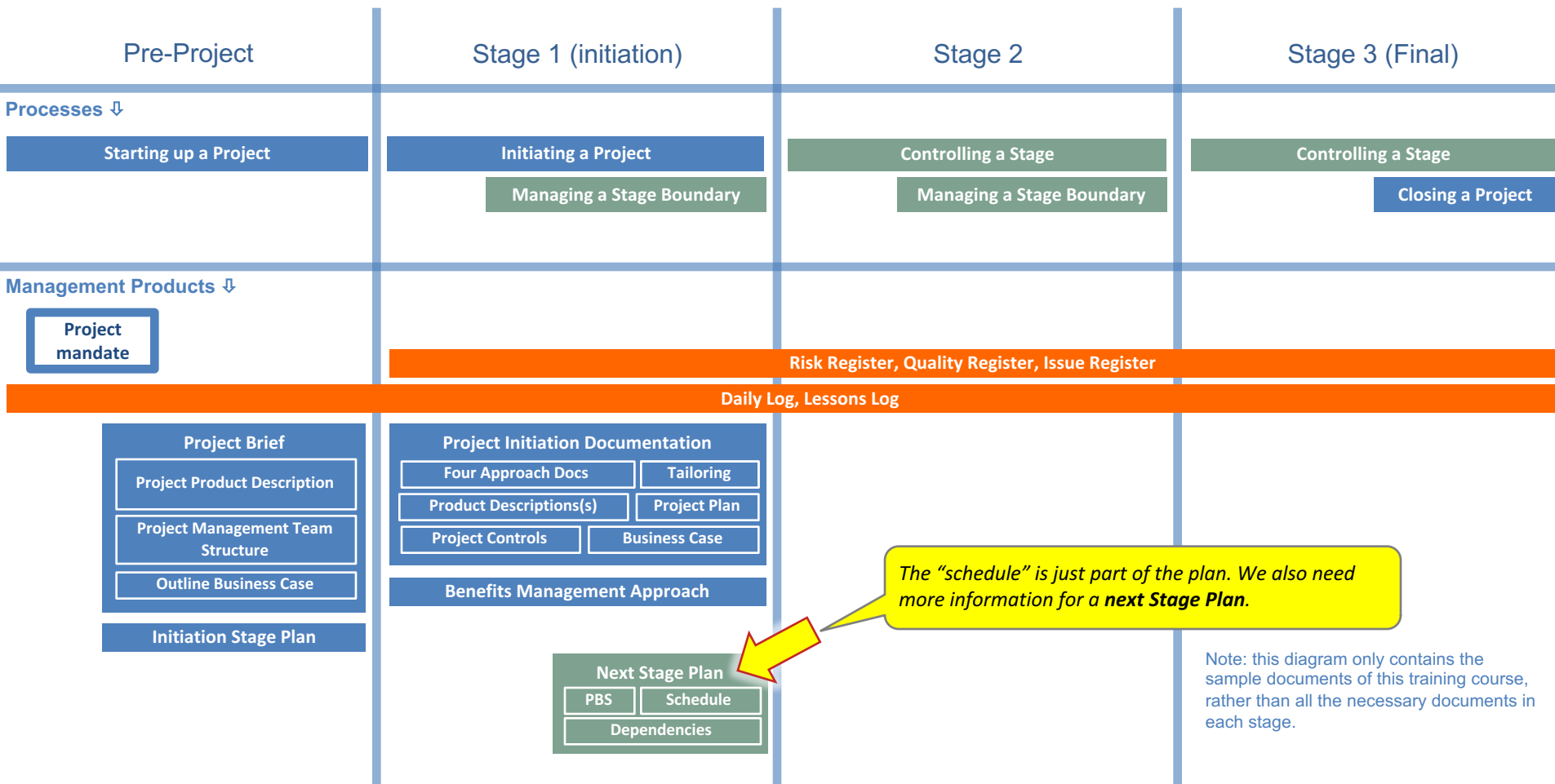
	Duration	July
		18 19 20 21 22 23 24 25 26 27 28 29 30 31 01 02 03 04
Pen Project	53 days	
Project Management	53 days	
Directing and managing the stage 2	10 days	
Preparing plan for stage 3	2 days	
Supplier	4 days	
List of potential suppliers	1.5 days	
Short list of qualified suppliers	0.5 days	
Selected Supplier	2 days	
Evaluation Pens	3.5 days	
Catalog of pens	1 day	
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	17.5 days	
List of evaluators	4 days	
Evaluation form	2 days	
Final Pens	28 days	
Requirements	1 day	
Logo	2 days	

We can use a project planning software for scheduling the project.

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



# Next Stage Plan



# Next Stage Plan

Document: **Plan for Stage 2 (description)**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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

*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:  $\pm 20\%$  | Cost:  $\pm 40\%$  | Scope:  $\pm 0\%$

## 7. Products Description(s)

Attached: Project Product Description

## 8. Schedule

Attached: Schedule for Stage Plan 2

## 9. Resources

Resources	Work	Details	06-16	06-23	July 06-30
Stage: 2	168 hrs	work	200%	100%	100%
Executive	19 hrs	work	200%	100%	100%
Others	99 hrs	work	200%	100%	100%
Project Manager	47 hrs	work	200%	100%	100%
Senior Supplier	24 hrs	work	200%	100%	100%
Senior User	19 hrs	work	200%	100%	100%

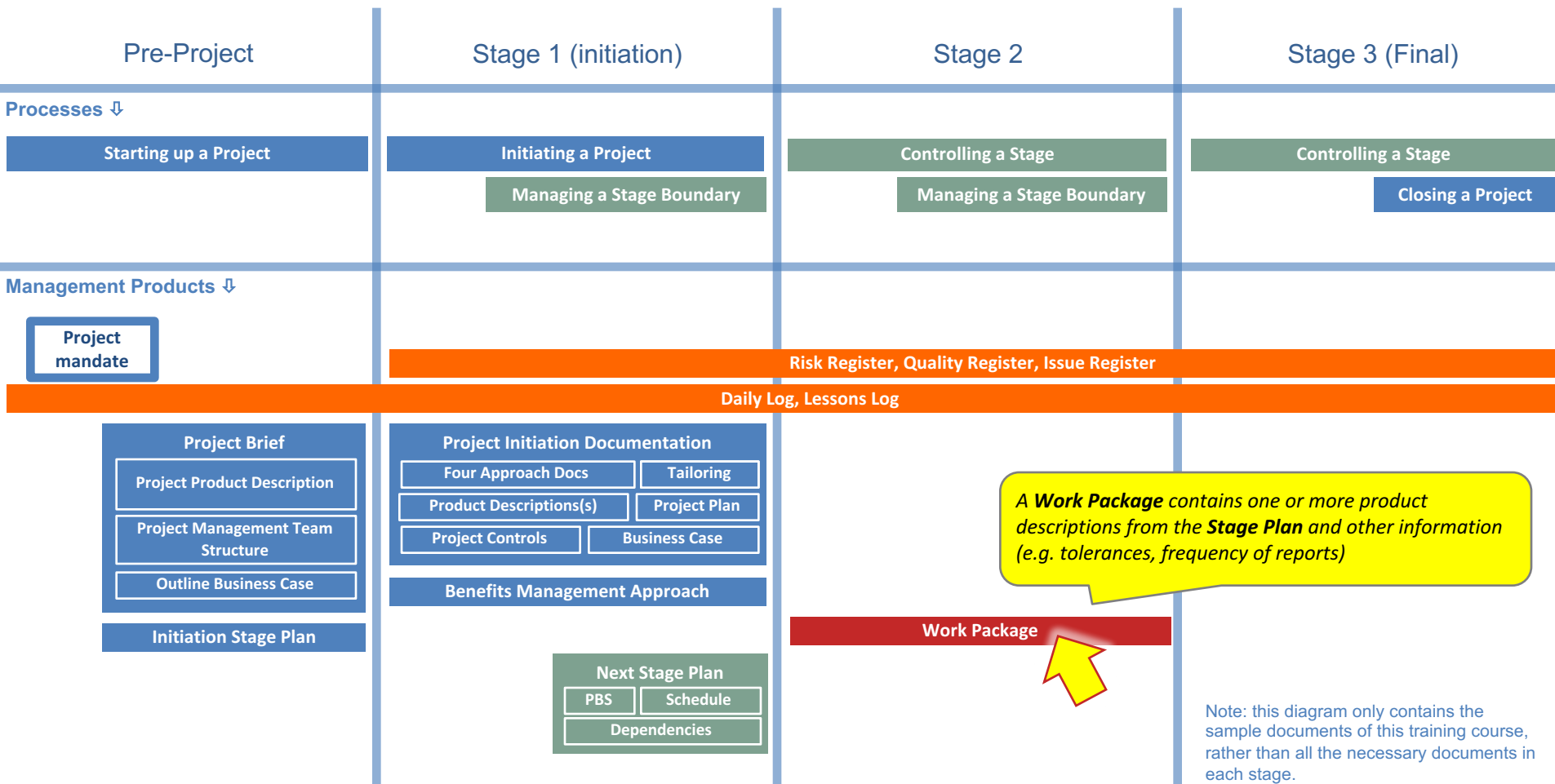
*The End Stage Report and the Lessons Report can also be submitted with the next Stage Plan*

# 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.*

# Work Package



Document: **Work Package #1**

Project: **Pen Project**

Author: **Project Manager**

Date:

1. Date

2016-06-29

2. Author/Responsible: *A clear definition of the deliverable to be delivered.*  
IT Department

3. Description

An simple evaluation form should be designed that covers everything mentioned in the requirements document and easy for the evaluators to fill in.

4. Rationale

Since the data is to be collected in a spreadsheet, the evaluation forms should be made easy to use.

*The way we're going to manage by exception.*

5. Interfaces

The Senior User will answer answer questions about the requirements.

6. Main agreement

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.

9. Tolerances

Time: 0% | Cost: 0% | Scope: 0%

7. Constraints

None

8. Reporting arrangement

All reports on this WP will be verbal and none-official, at least twice a day.

9. Problem handling and escalation

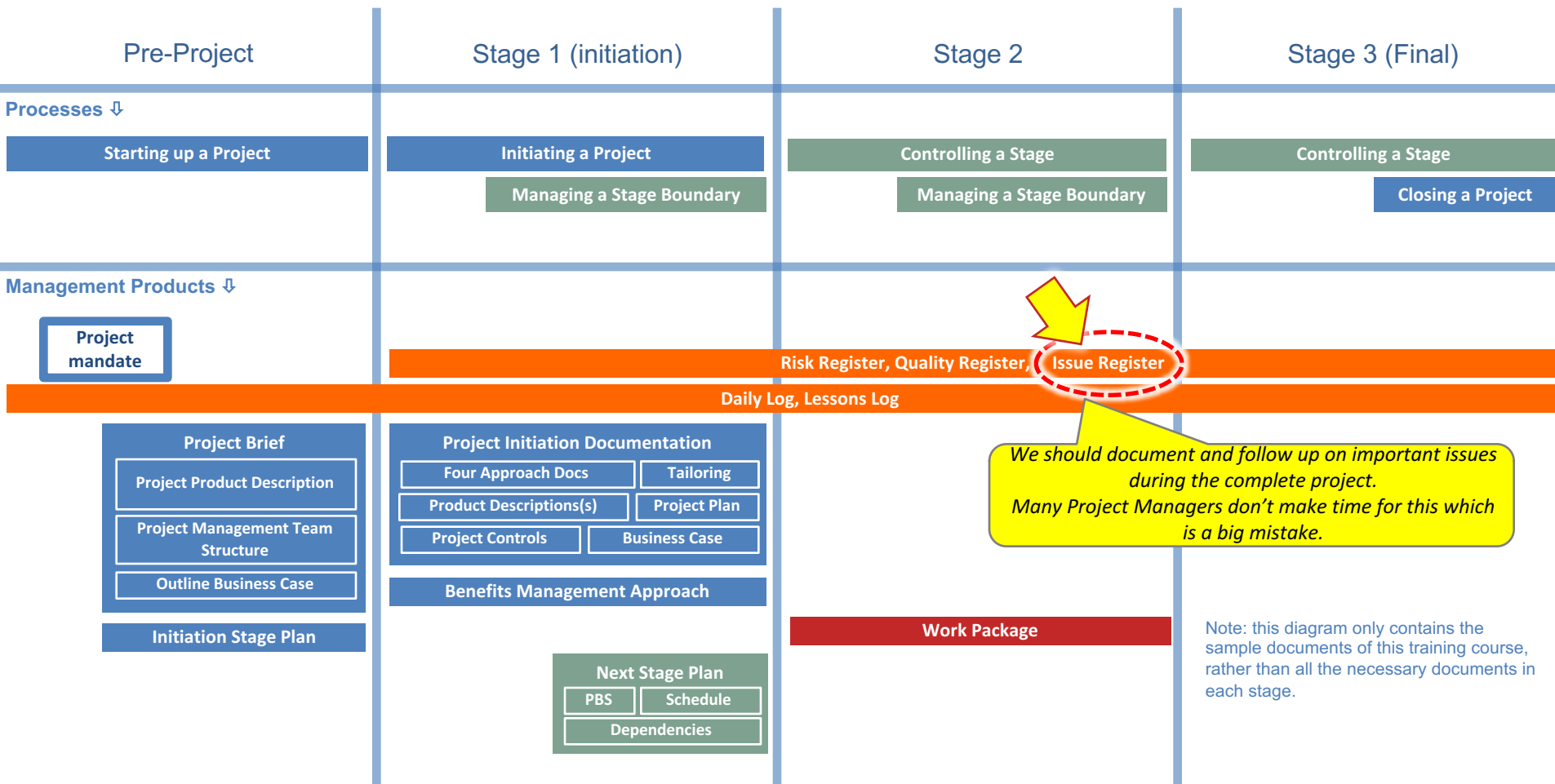
Any problem which has an effect on the time should be immediately escalated to the Project Manager.

10. Approval method

The Senior User will approve this form, based on how well it covers the factors stated in the requirements document.

*To accept the Work Package*

# Issue Register



# Issue Register

Document: **Issue Register**

Project: **Pen Project**

Author: **Project Manager**

Date:

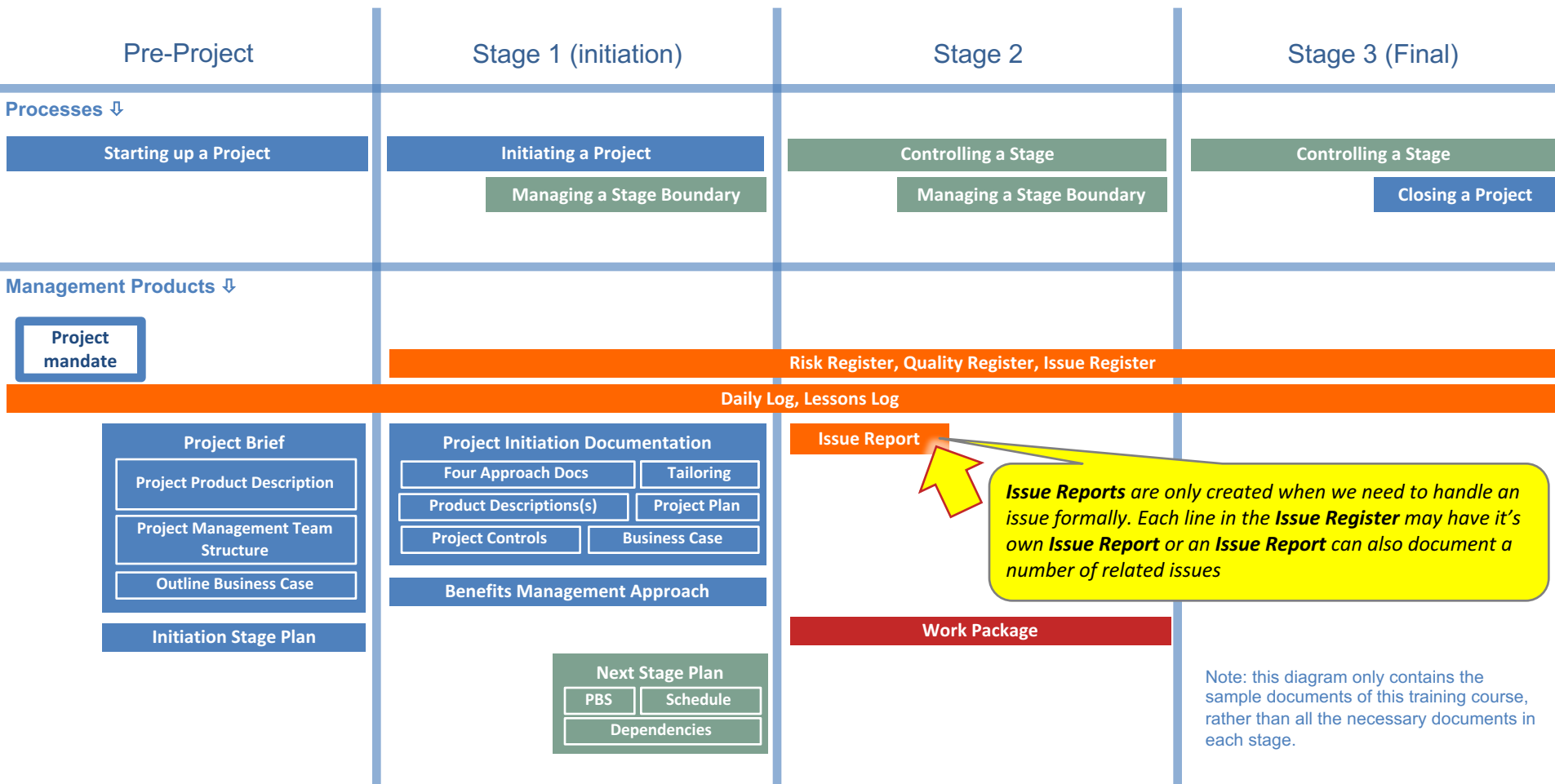
Data Date: Jun 30, 2016

ID	Description	Type	Issue Date	Created By	Reported By	Priority	Category	Status
01	Selected supplier sent the new catalog three days later than expected	Problem/concern	Jun 23, 2016	Rose Carr	Rose Carr	High	Level 2	Open <small>(Last updated Jun 30, 2016)</small>

*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



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



Document: **Issue Report for ID-01** Project: **Pen Project** Author: **Project Manager** Date:

Date: Jun 30, 2016

ID	Description	Category	Created	Created By	Updated By	Priority	Level
01	Selected supplier sent the new catalog three days later than expected	Problem/concern	Jun 29, 2016	Rose Carr	Rose Carr	High	Level 2

*Look at the impact on the project, so consider the impact on Time, Cost, Quality, Scope, Benefit and Risk*

#### 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

Accept

#### Approved by

Senior Supplier, Terry Clinton

*Approved, so the issue can be closed.*

#### Decision date

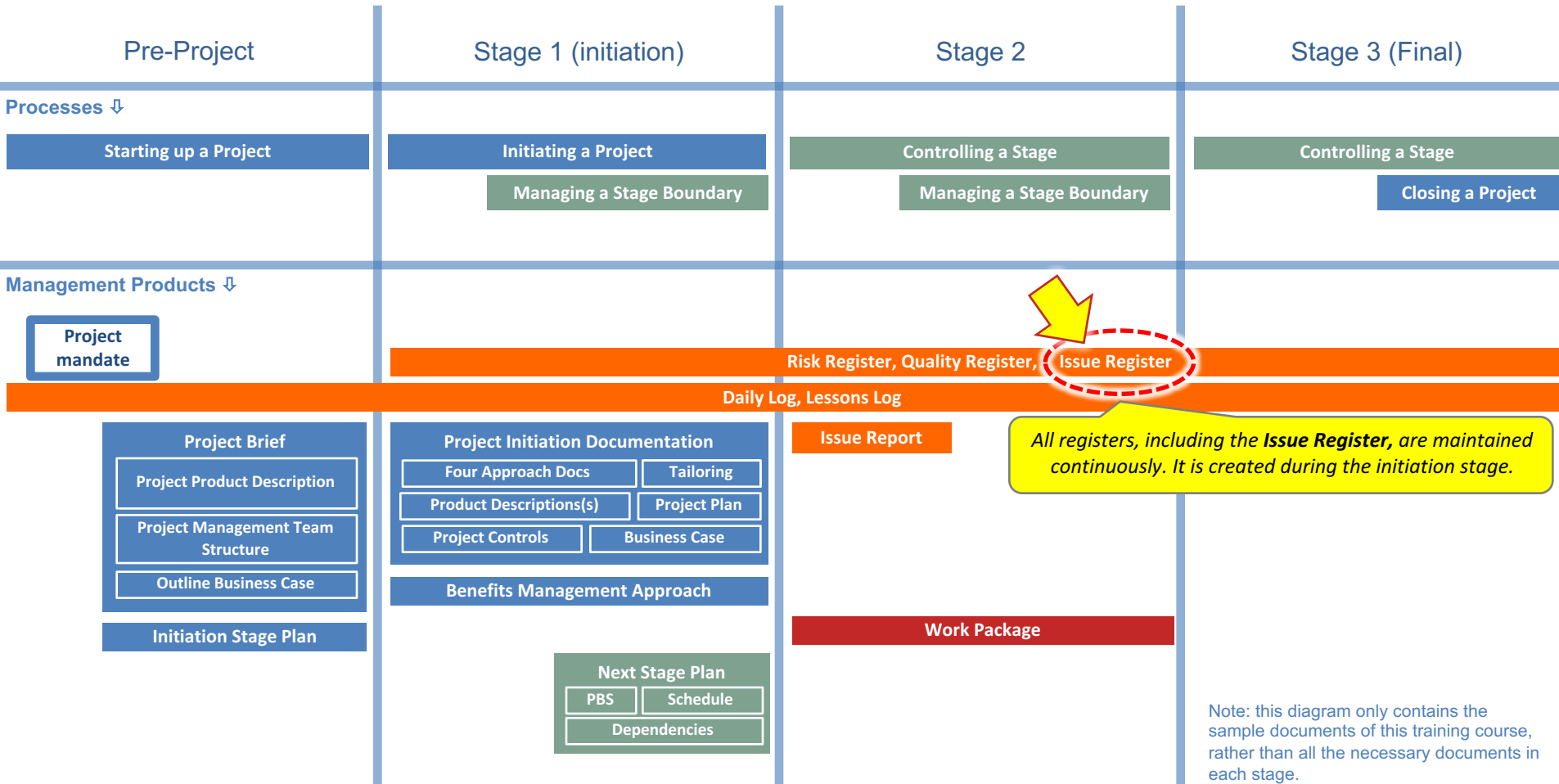
Jul 1, 2016

#### 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



# Issue Register

Document: **Issue Register**

Project: **Pen Project**

Author: **Project Manager**

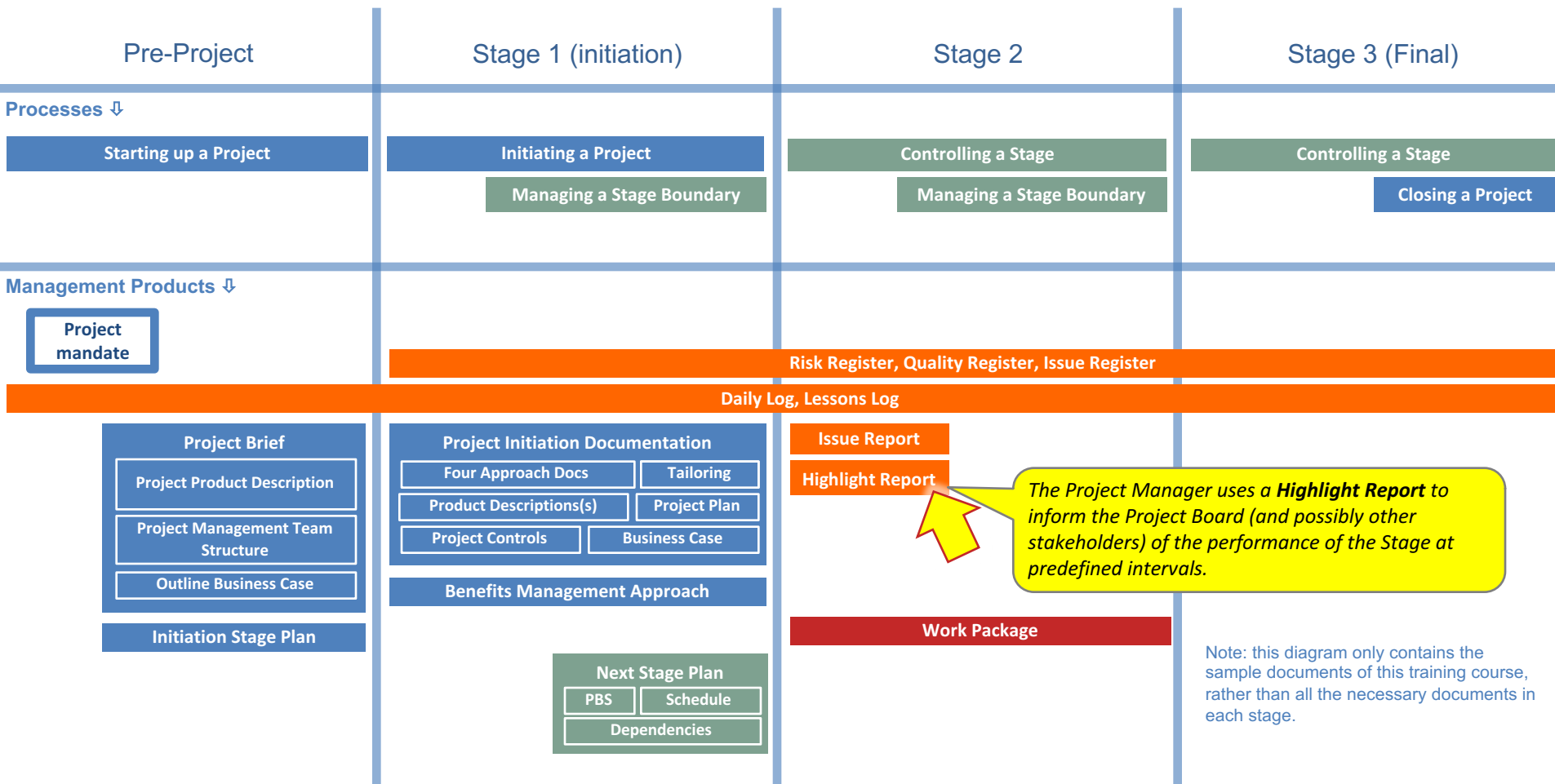
Date:

Data Date: Jul 19, 2016

ID	Description	Type	Open Date	Created By	Reported By	Priority	Severity	Status	Last Updated
01	Selected supplier sent the catalog three days later than expected	Problem/concern	Jun 29, 2016	Rose Carr	Rose Carr	High	Level 2	Closed	Jul 1, 2016
02	Five evaluators did not return the forms in time	Problem/concern	Jul 18, 2016	Rose Carr	Rose Carr	High	Level 2	Open (last updated Jun 30, 2016)	
03	Evaluation forms of four evaluators do not seem precise	Off-specification	Jul 18, 2016	Rose Carr	Rose Carr	High	Level 0	Open (last updated Jun 30, 2016)	

*The first issue is now closed and two new issues have been captured.*

# Highlight Report



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.

Document: **Highlight report # 4**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 1. Introduction and purpose of this report

End of the second week of Stage 2, for a period of one week.

## 2. Status summary

Time: +5% | Cost:  $\pm 0$  | The Project is going well so far.

## 3. 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.

## 4. 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 \*
- Evaluation form \*
- Next stage plan
  - \* We are going to get help from IT department to conduct these two packages faster and catch up on the planned schedule.

## 5. Key performance indicators

Time: +5%, this is inside the tolerances set for the Stage

Cost:  $\pm 0\%$

No exception yet

## 6. 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)

## 7. Key issues and risks

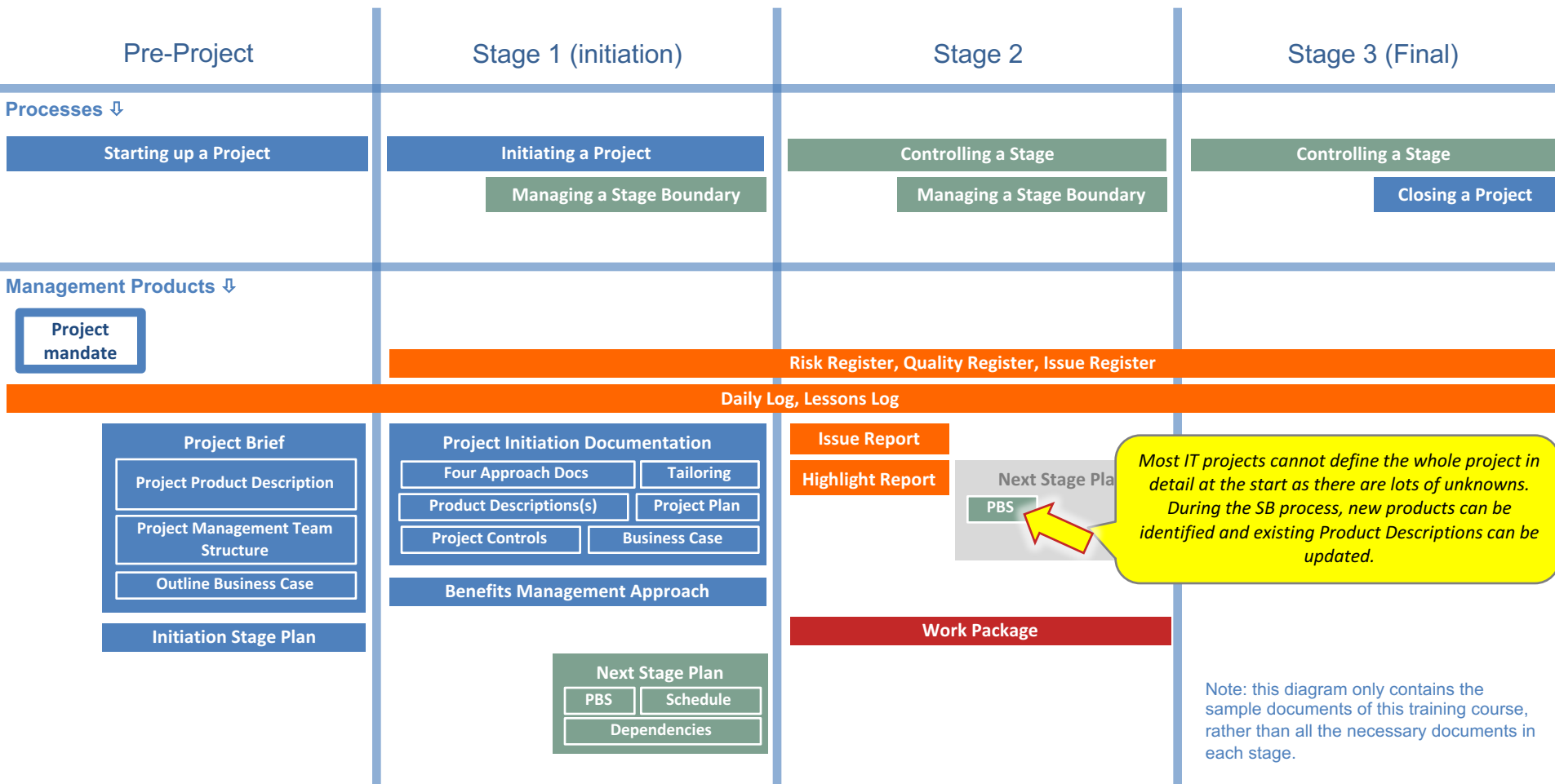
We might have more delays in receiving evaluation pens and the final pens from the supplier.

# Stage 2

## Stage Boundary

*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)



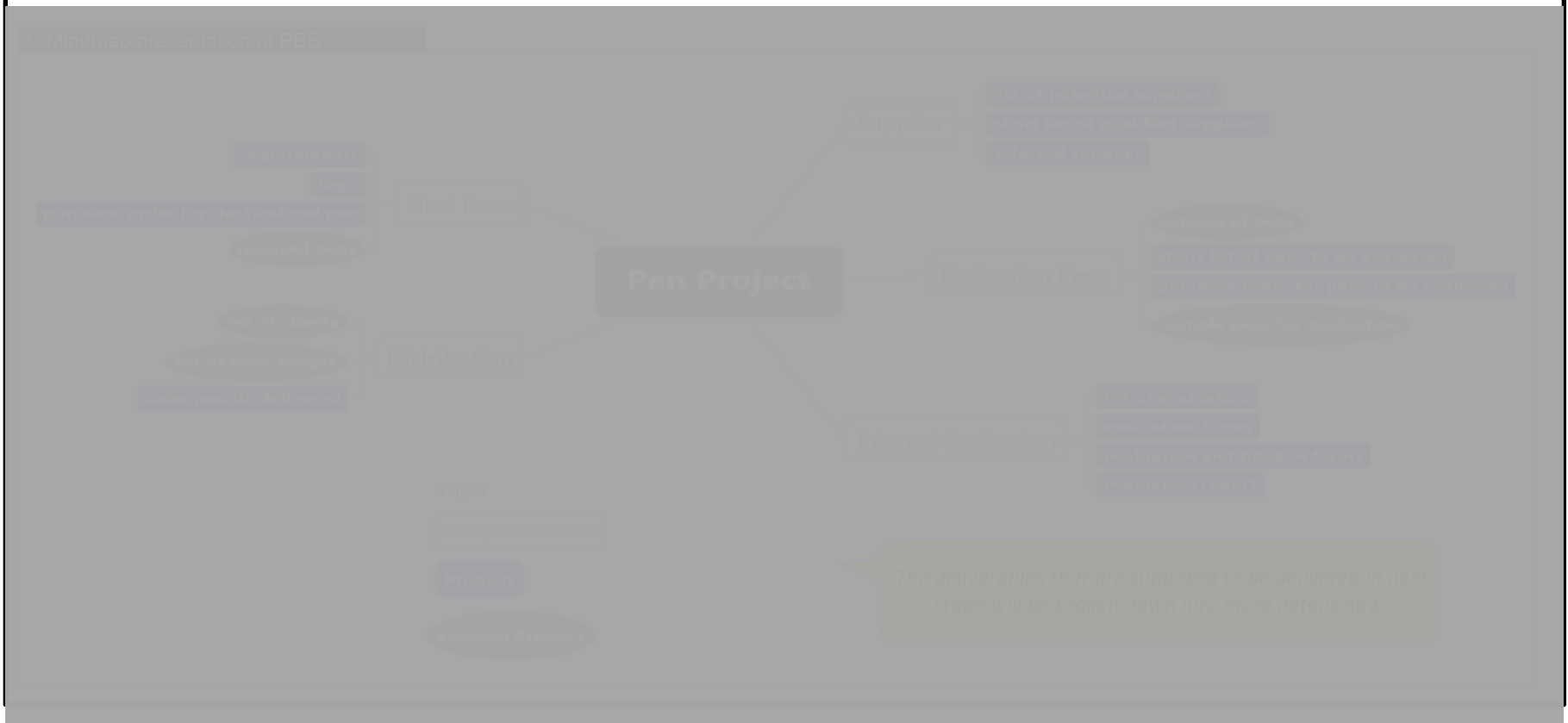
# Product Breakdown Structure (part of the next Stage Plan)

Document: **PBS for Stage 2 (Mindmap)**

Project: **Pen Project**

Author: **Project Manager**

Date:





# Dependencies Diagram (part of the next Stage Plan)

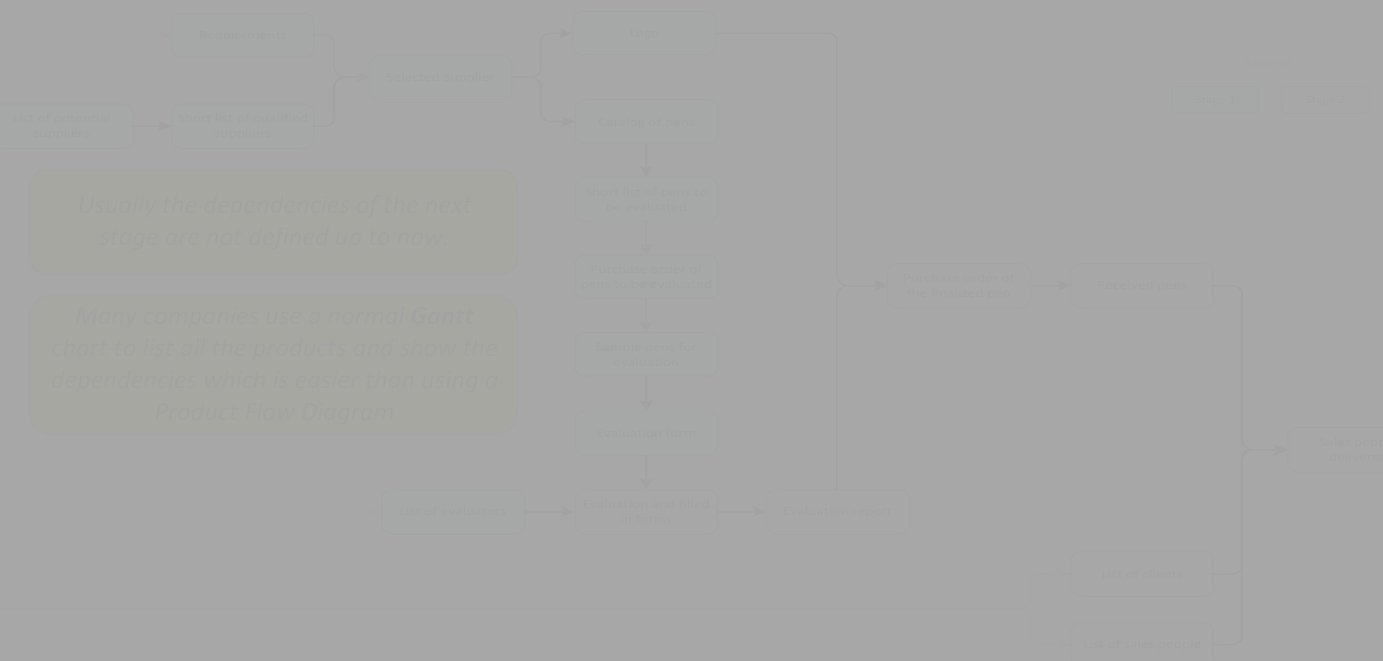
Document: **Dependencies Diagram**

Project: **Pen Project**

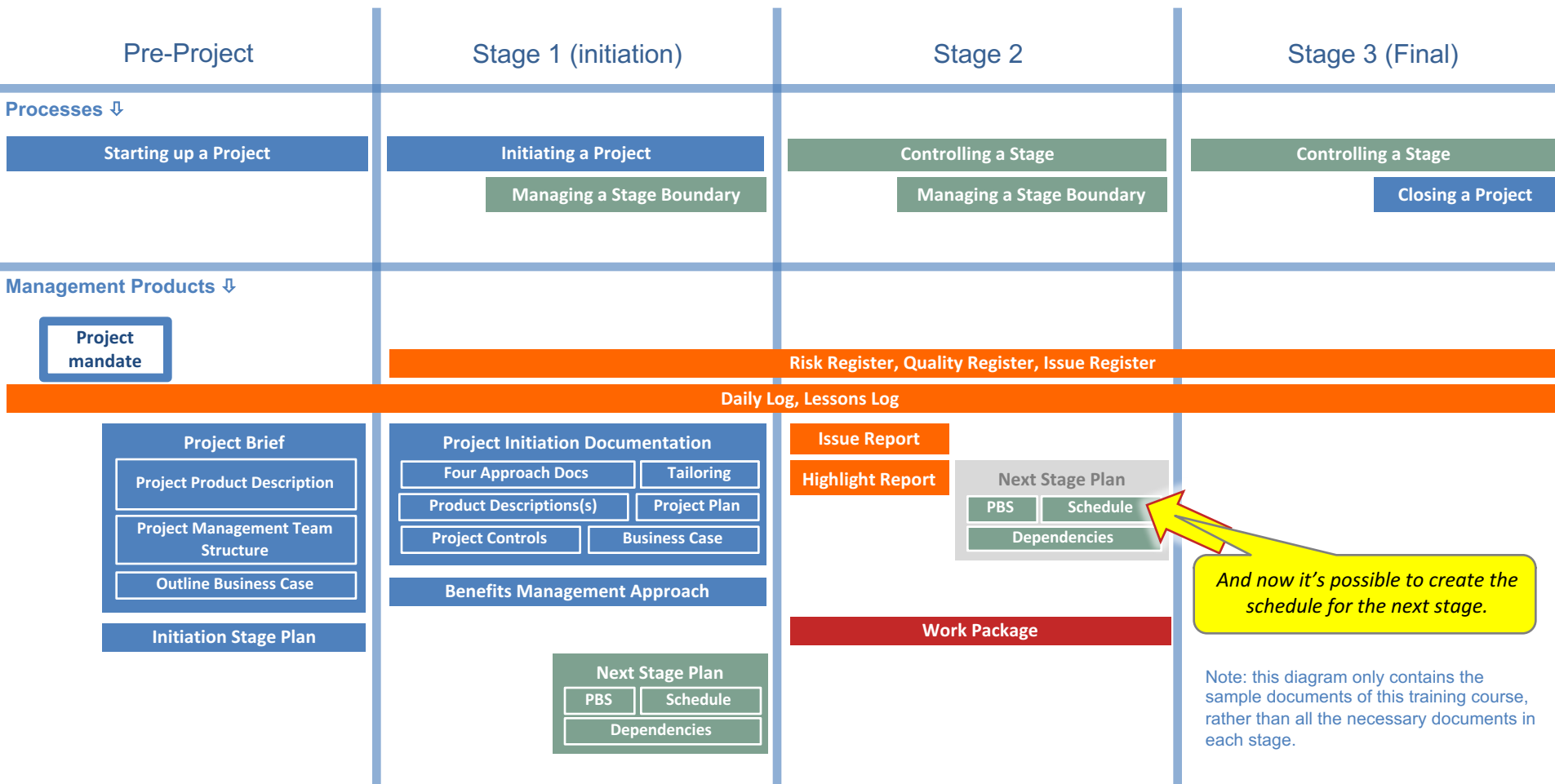
Author: **Project Manager**

Date:

## Dependencies Diagram



# Schedule (part of the next Stage Plan)



# Schedule (part of the next Stage Plan)

Document: **Schedule for Stage 3 Plan** Project: **Pen Project** Author: **Project Manager** Date:

Activity/Location	Duration	July	August
Activity Name	Duration	30 01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 01 02 03 04 05 06 07 08 09	01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 01 02 03 04 05 06 07 08 09
<b>Project Management</b>	53 days		
Directing and managing the stage 3	25 days		
Preparing the end project report	1 day		
Closing the project	0 days		
<b>Internal Evaluation</b>	17.5 days		
Evaluation and filled in forms	12 days		
Evaluation report	1.5 days		
<b>Distribution</b>	2.5 days		
List of clients	2 days		
List of sales people	2 days		
Sales people delivered	0.5 days		
<b>Final Pens</b>	28 days		
Purchase order of the finalized pen	1 day		
Received pens	4 days		

*This schedule is compatible with the one in the Project Plan; however, we can update the Project Plan schedule based on the detailed information produced here.*

## 2. Resources

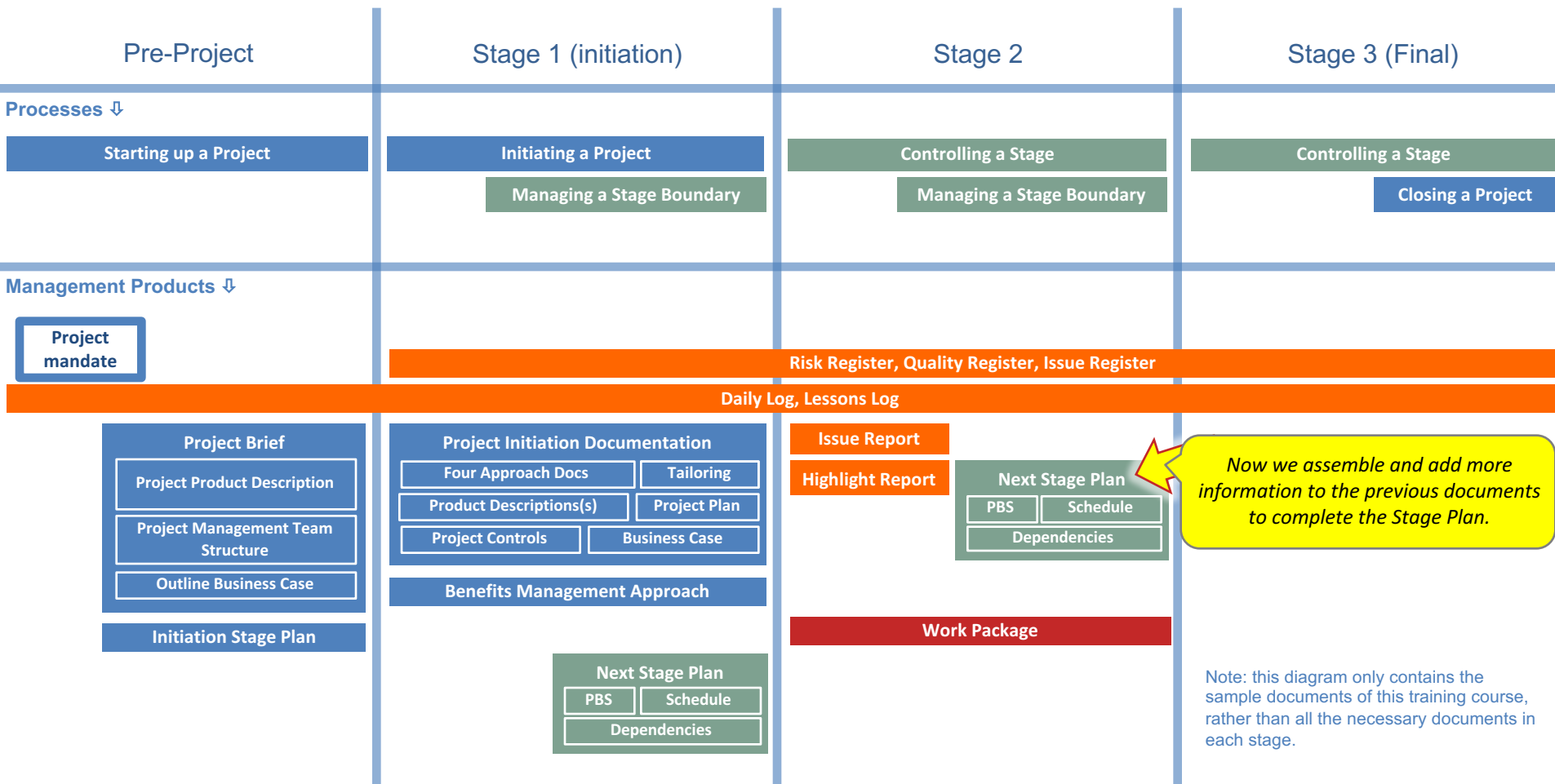
Resources	Work	Details	July	August
			06 30 07 07 07 14 07 21 07 28 08 04	01 02 03 04 05 06 07 08 09 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 01 02 03 04 05 06 07 08 09
<b>Stage 3</b>	115 hrs work			
Executive	10 hrs work			
Others	57 hrs work			
Project Manager	39 hrs work			
Senior Supplier	8 hrs work			
Senior User	11 hrs work			

## 2. Product Breakdown Structure

Attached: Product Breakdown Structure

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

# Next Stage Plan



Document: **Next Stage Plan (for Stage 3)**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 1.0 Plan Description

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.

## 2.0 Tolerances

Time:  $\pm 50\%$  | Cost:  $\pm 30\%$  | Scope: MoSCoW

## 3.0 PRINCE2 Description(s)

Attached: Project Product Description

## 4.0 Schedule

Attached: Schedule for stage 3

## 5.0 Prerequisites/Assumptions/External Dependencies

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.

## 6.0 Lessons Incorporated

Allow buffer time for delivery of pens  
investigate the ISO standard for pens: ISO 12757-2

## 7.0 Monitoring & Control

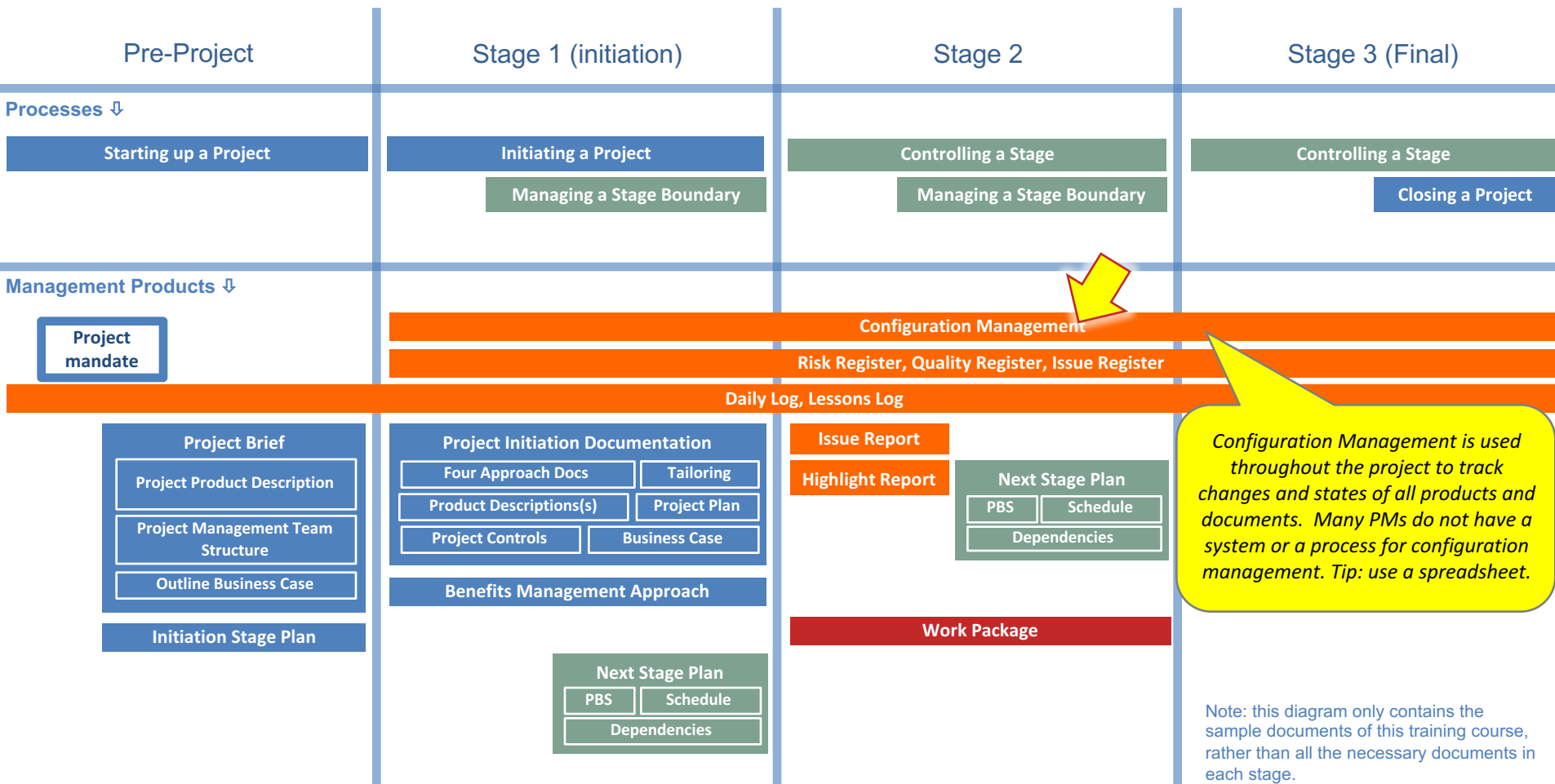
The PM will use the standard PRINCE2 documents  
A Highlight Report will be sent (end of week one) to the Project board  
An Exception Report will be used if forecasted to go out of tolerance

## 8.0 Budget

Stage budget: €3,200 (internal people time is not charged), 25 days  
Risk Budget: €0, 0 days | Change Budget: €400, 3 days

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

# Configuration Management



# Configuration Management

Product ID

Document: **Configuration Management** Project: **Pen Project** Author: **Project Manager** Date:

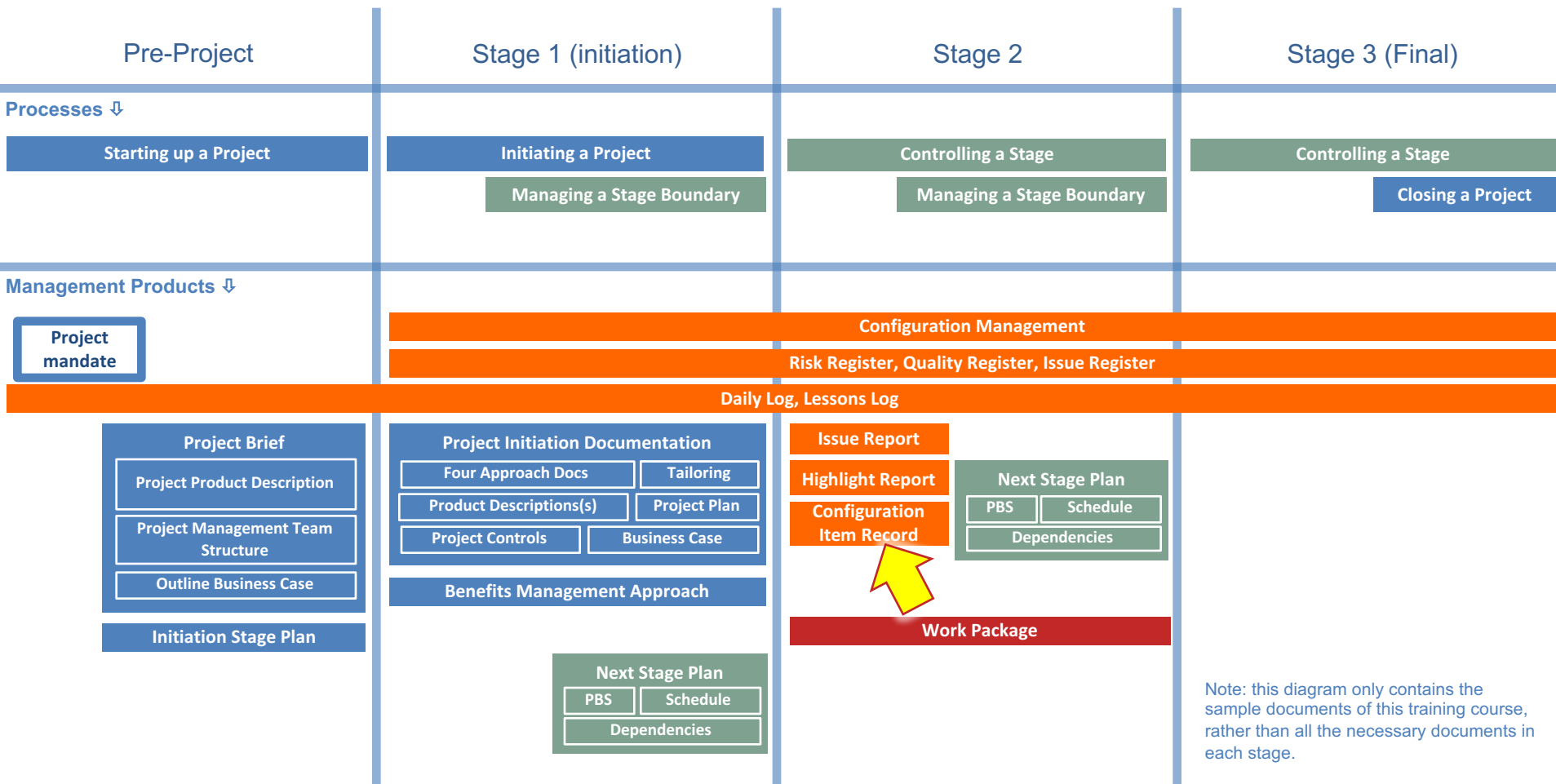
Date: 2016-07-20

ID	Configuration Item	Version	Created	Priority	Category	Status	Location	Responsible	Parent
01	List of potential suppliers	v1	2016-06-21	2	Supplier	Approved	Int.	Purchasing dep.	02
02	Short-list of qualified suppliers	v1	2016-06-21	2	Supplier	Approved	Int.	Purchasing dep.	03
03	Selected supplier	v1	2016-06-25	2	Supplier	Approved	Int.	Purchasing dep.	04
04	Catalog of pens	v1	2016-06-28	2	Supplier	Received	Ext.	Purchasing dep.	05 01
05	Short-list of pens to be evaluated	v1	2016-06-29	2	Evaluation pens	Approved	Int.	Purchasing dep.	06
06	Purchase order of pens to be evaluated	v1	2016-06-29	2	Evaluation pens	Approved	Int.	Purchasing dep.	09
07	List of evaluators	v1	2016-07-03	2	Internal Evaluation	Approved	Int.	Purchasing dep.	09
08	Evaluation form	v2	2016-07-03	2	Internal Evaluation	Approved	Int.	Purchasing dep.	09
09	Evaluation results	v1	2016-07-19	3	Internal Evaluation	Approved	Int.	Purchasing dep.	10 02, 03
10	Evaluation report			3	Internal Evaluation	In develop.	Int.	Purchasing dep.	15
11	List of clients			3	Distribution	Pending	Ext.	Sales dep.	
12	List of sales people			3	Distribution	Pending	Ext.	Sales dep.	
13	Requirements	v2	2016-06-20	2	Final Pens	Approved	Int.	Purchasing dep.	05
14	Logo	v4	2016-06-27	2	Final Pens	Approved	Int.	Purchasing dep.	15
15	Purchase order of the finalized pens			3	Final Pens	Pending	Int.	Purchasing dep.	

Notice that each row contains data that describes the product. So each row is a record that provides configuration information for each item (product). Hence the name CIR.

This 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 house keeping. This list is set up in the initiation Stage and is updated/ revised through the rest of the project.

# Configuration Item Record





# Configuration Item Record

Document: Configuration Item Record #14

Project: Pen Project

Author: Project Manager

Date:

Date: 2016-07-20

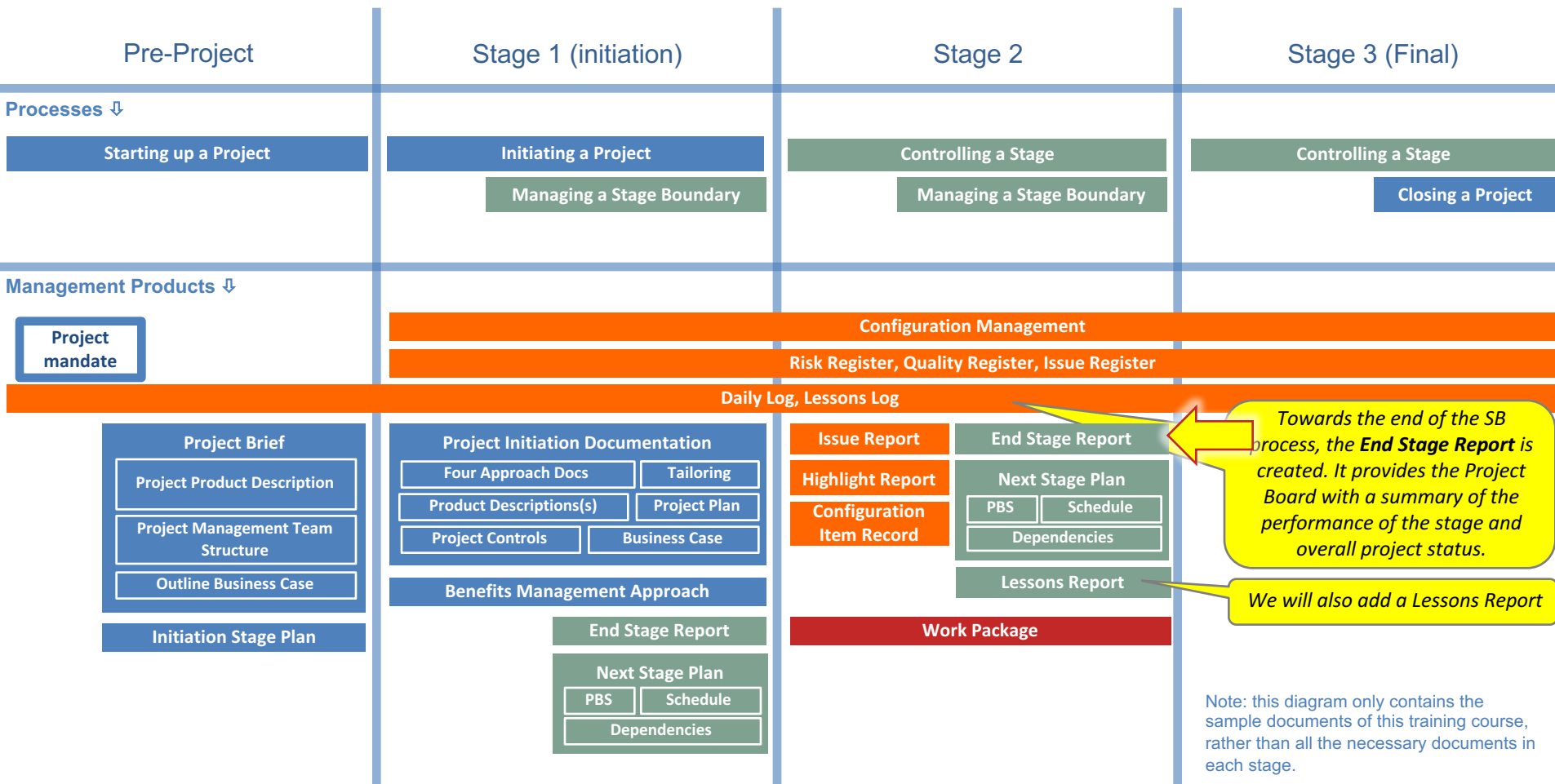
Item ID	100
Item Name	Logo
Current version	4
Date of last update	2012-06-27
Management stage	2
Item Type	Marketing
Status	Approved (ready for use)
Source	Internal (Marketing Department)
Owner	Purchasing Department
Users	All (Public)
Location	Marketing Pack
Related	Marketing Guidelines Doc (MKT045) Marketing Pack
Cross Reference	NA

*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.*

# End Stage Report and Lessons Report



# End Stage Report

Document: **End Stage Report #2**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 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 is 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

Document: **Lessons report #2**

Project: Pen Project

Author: Project Manager

Date:

## 1 Executive Summary

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

*What we've learned through the stage:*

## 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.

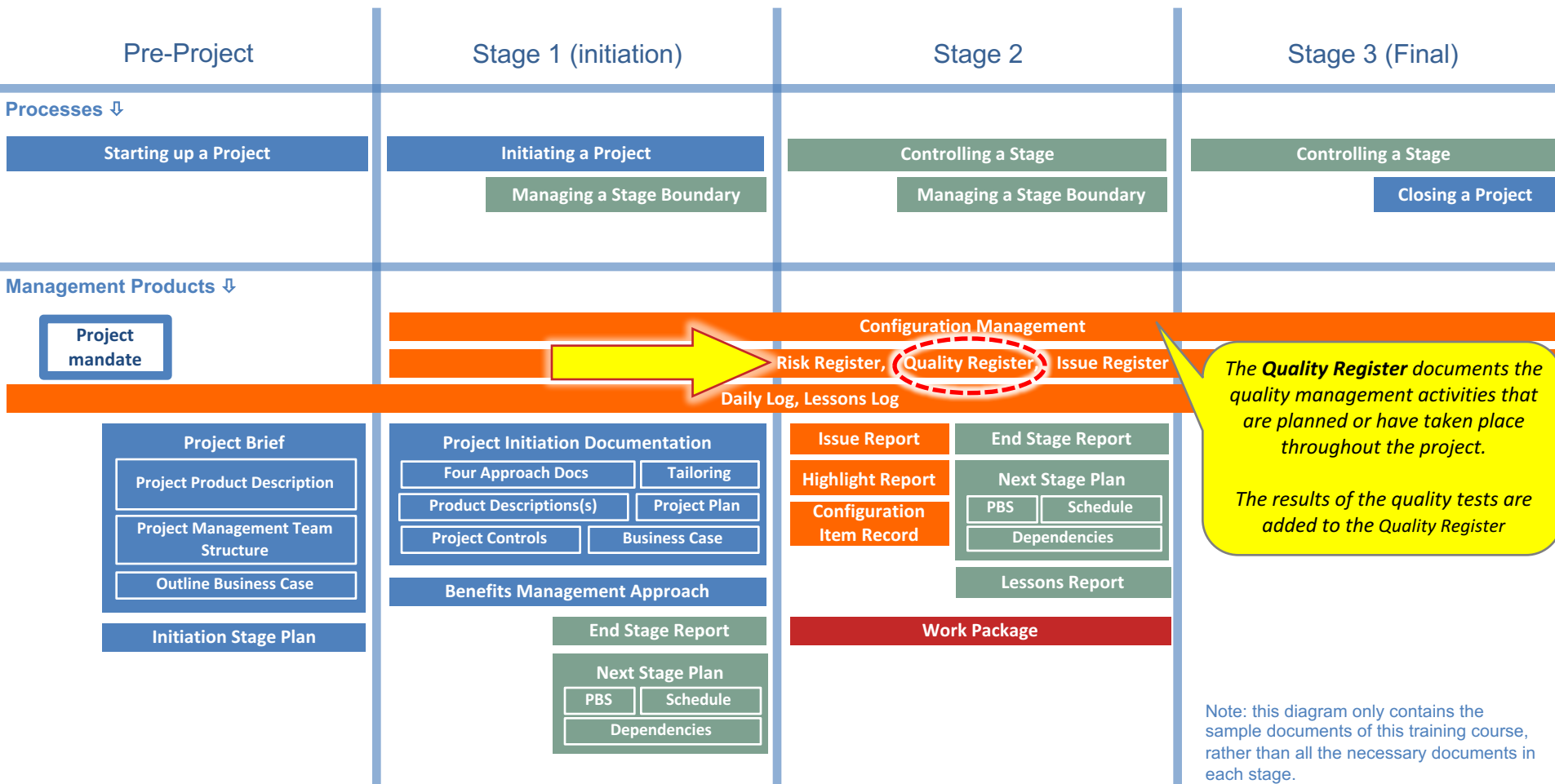
# Stage 3

## 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*

*The Closing a Project process at the end of this stage.*

# Quality Register

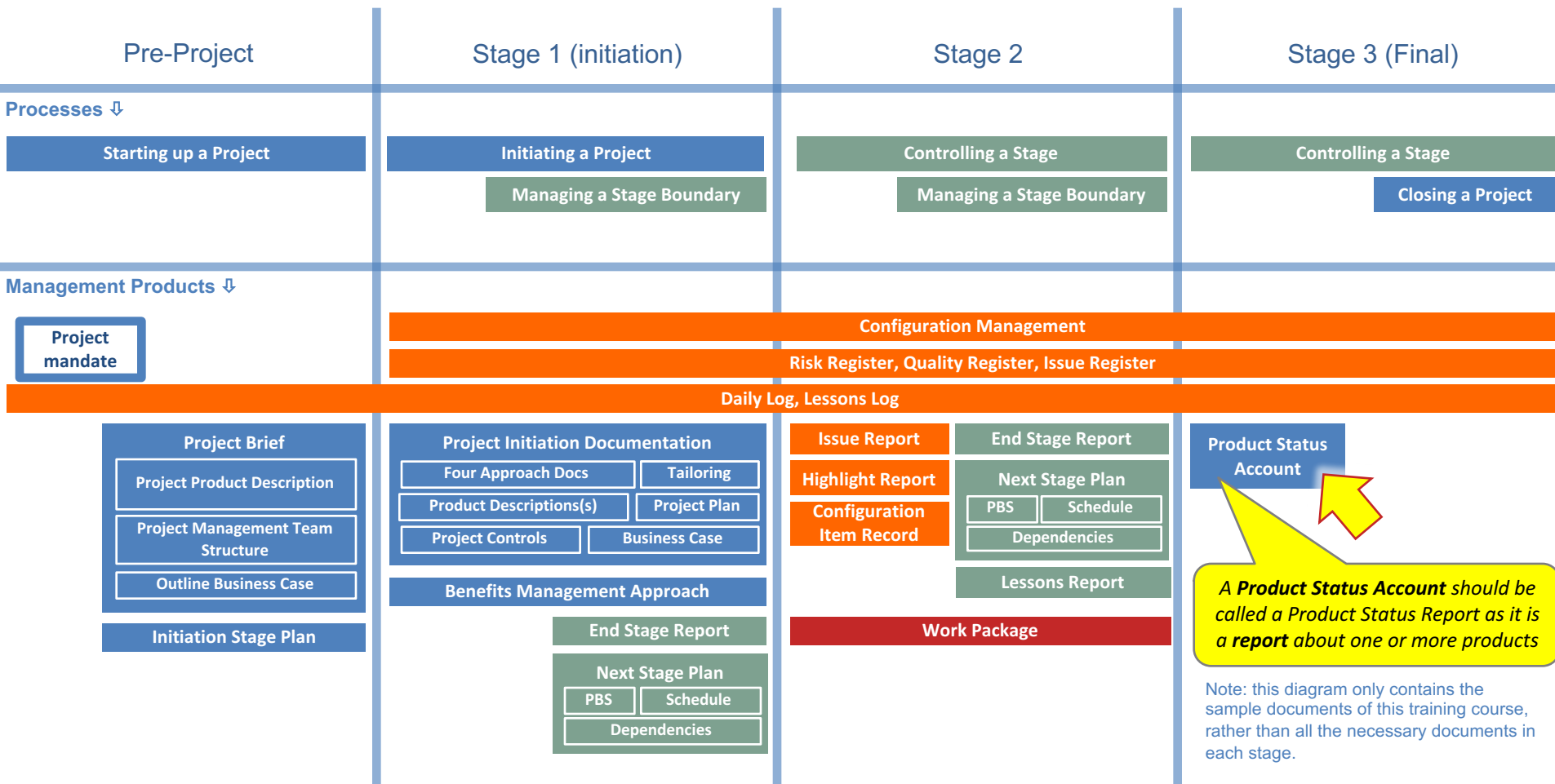


Note: this diagram only contains the sample documents of this training course, rather than all the necessary documents in each stage.

■ Data is taken from the Project, Stage, Team Plan (Schedule)

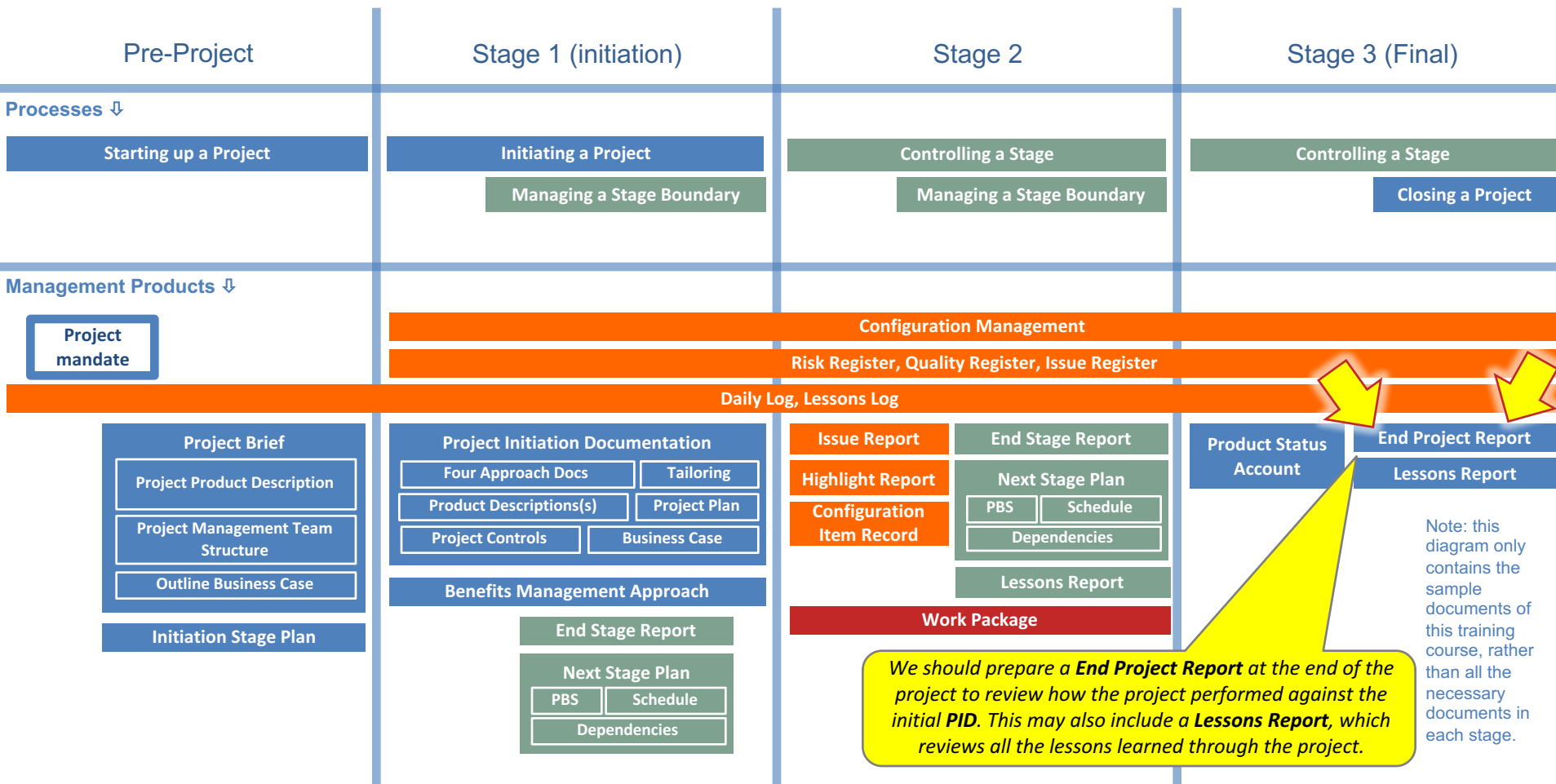
Document		Quality Register	Project			Pen Project		Data is taken from the Product Descriptions (Project Plan)						
Date: 2016-07-20														
ID	Version	Description	Category	Responsible	Responsible	Responsible	Start	End	Start	End	Start	End	Status	Link
01	01	List of potential suppliers	Inspection	John	Bob	Frank	6-21	6-20	6-21	6-20	6-21	6-21	Pass	<a href="#">Link</a>
02	02	Short list of qualified suppliers	Inspection	John	Bob	Frank	6-21	6-21	6-21	6-21	6-21	6-21	Pass	<a href="#">Link</a>
03	03	Selected supplier	Inspection	John	Bob	Frank	6-25	6-25	6-26	6-25	6-27	6-27	Fail	<a href="#">Link</a>
04	05	Short list of pens to be evaluated	Inspection	John	Bob	Frank	6-29	6-30	6-30	6-30	7-1	7-1	Pass	<a href="#">Link</a>
05	06	Purchase order of pens to be evaluated	Inspection	Robin	Stephan	Frank	6-29	6-30	6-30	6-30	7-2	7-2	Pass	<a href="#">Link</a>
06	07, 08, 09, 10	Evaluation of pens	Inspection	Robert	Stephan	Frank		7-28		7-29		7-29		
07	11, 12	List of clients and sales people	Inspection	Mary	Bob	Frank		7-30		7-30		7-30		
08	13	Requirements	Inspection	Tom	Stephan, Bob	Frank	6-20	6-20		6-22		6-22		
09	14	Logo	Inspection	Daniel	Mary	Frank	6-27	6-27		6-27		6-27		

# Product Status Account





# End Project Report and Lessons Report



# Lessons Report (part of End Project Report)

Document: **Lessons Report - Final**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 1. Executive Summary

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.

## 2. Scope of the report

The end of the project

## 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.

## 4. Lessons (continue)

### 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.*

Document: **End Project Report**

Project: **Pen Project**

Author: **Project Manager**

Date:

## 1.1.1. Review of the progress 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.

## 1.1.2. 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.

## 1.1.3. How did we perform the whole project?

## 1.2. 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

## 1.3. 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 we 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.

## 1.4. 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.

## 1.5. Lessons learned

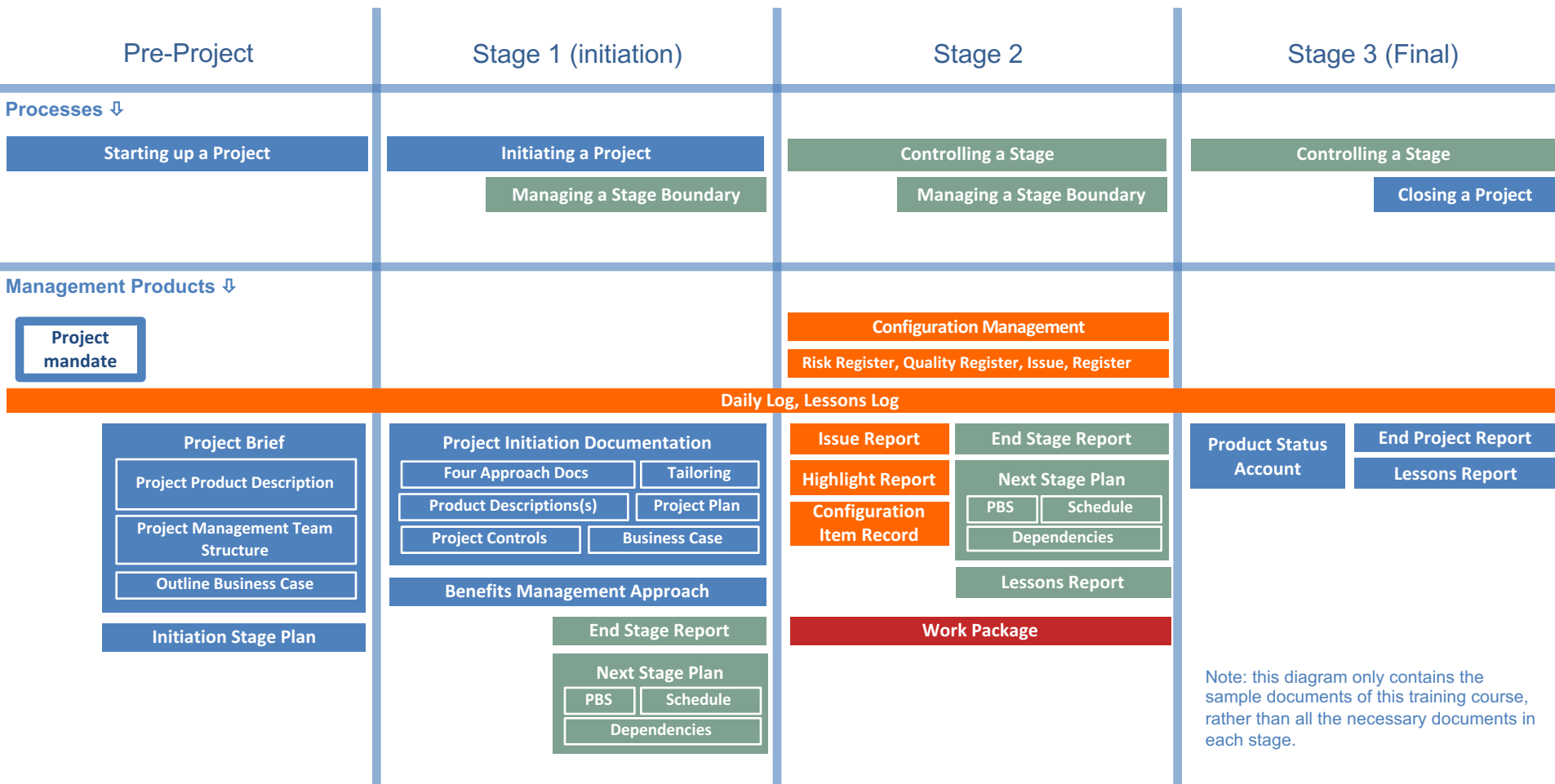
Attached: Lessons Report - Final

# Summary

## What we practiced in this sample project:

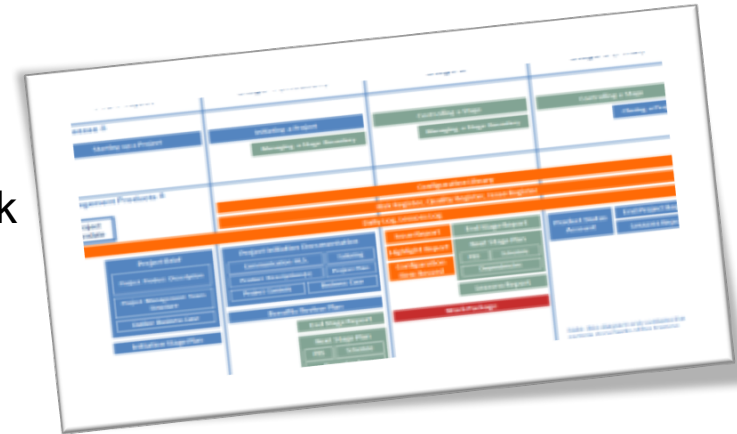
- **Pre-Project**
  - Project mandate
  - Daily Log
  - Lessons Log
  - Project Brief
  - Project Product Description
  - Project Management Team Structure
  - Outline Business Case
  - Initiation Stage Plan
- **Stage 1**
  - Benefits Management Approach
  - Risk Register
  - Project Initiation Documentation
  - 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



## 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)



## Notes

Thanks for leaving a comment on LinkedIn, Facebook, Twitter, etc...



## Notes

## Notes

## Notes

## Notes