

# Index

## • A •

Accept (risk action), 230  
action recommendation, follow-on, 149–150  
activity, 74, 105, 134. *See also specific activities*  
activity trigger, 74  
answer  
    finding more than one correct, 31–32  
    marking up, 33  
Answer The Flipping Question (ATFQ), 35, 312  
APMG Ltd  
    public centre, taking exam at, 9  
    UK address, 3  
applying for special provision, 19  
appointments, 184  
arriving in good time, 312  
AS RAFT mnemonic for negative risk  
    actions, 230  
assertion–reason question, 40–42  
ATFQ (Answer The Flipping Question), 35, 312  
Authorize a Stage or Exception Plan, 74, 75  
Authorize Initiation, 74  
Authorize project closure, 74  
Authorize the project, 74  
auto-responder, e-mail, 23  
Avoid (risk action), 230

## • B •

baseline, 250  
baseline management product, 274, 316–317  
benefits, 165, 166, 167–168, 175  
Benefits Review Plan  
    Business Case theme, 168  
    Closing a Project process, 150  
    Initiating a Project process, 91–92  
budget  
    change, 248  
    risk, 232  
Business Case theme  
    about, 163  
    benefits, 165, 166, 167–168, 175

Benefits Review Plan, 168  
Foundation exam, answers, 176  
Foundation exam, questions, 169–171  
Foundation exam, revision checklist, 164  
as living document, 166–167  
location, 59  
management product, 277  
Practitioner exam, answers, 177–178  
Practitioner exam, questions, 171–174  
Practitioner exam, revision checklist, 164  
project justification, 163, 165  
quick quiz, answers, 175  
quick quiz, questions, 166  
business viewpoint, 293

## • C •

Change Authority, 245–247  
change budget, 248  
change management, 243  
Change theme  
    about, 243  
    Change Authority, 245–247  
    change budget, 248  
    change management, 243  
    configuration management, 243, 249–251  
    Exception Plan, 248  
    Foundation exam, answers, 256–257  
    Foundation exam, questions, 251–253  
    Foundation exam, revision checklist, 244  
    issues, 243, 247–248, 256  
    Off-specification, 245–246, 247, 248  
    Practitioner exam, answers, 257–258  
    Practitioner exam, questions, 253–255  
    Practitioner exam, revision checklist, 245  
    Problem/concern, 247  
    Project Board, 245–246  
    Project Manager, 246  
    quick quiz, answers, 256  
    quick quiz, questions, 247  
    Request for Change, 243, 245–246, 247  
Checkpoint Report, 262  
classic question, 36–37

- Closing a Project process
  - about, 147
  - Benefits Review Plan, 150
  - closure, approaches to, 149
  - follow-on action recommendations, 149–150
  - Foundation exam, answers, 157–158
  - Foundation exam, questions, 151–153
  - Foundation exam, revision checklist, 147–148
  - Practitioner exam, answers, 158–160
  - Practitioner exam, questions, 154–156
  - Practitioner exam, revision checklist, 148–149
- closure, approaches to, 149
- compulsory project justification, 165
- confidence, 311
- Configuration Item Record
  - configuration management, 249
  - management product, 276
- configuration management
  - baseline, 250
  - Configuration Item Record, 249
  - Configuration Management Strategy, 250
  - need for, 249
  - release, 250
  - verification, 250–251
- Configuration Management Strategy, 250
- control, 262
- Controlling a Stage process
  - about, 101–102
  - escalating, 105
  - exception management, 104
  - Foundation exam, answers, 113
  - Foundation exam, questions, 107–109
  - Foundation exam, revision checklist, 102–103
  - issues, 106
  - Practitioner exam, answers, 114–115
  - Practitioner exam, questions, 110–112
  - Practitioner exam, revision checklist, 103
  - Review the stage status, 105
  - risks, 106
  - Work Package, 104
- conventions used in book, 2
- critique question, 37–38
- customer/supplier project justification, 165

## • D •

- decision making, 73–74
- dictionary, 313
- Directing a Project process
  - about, 71, 73
  - activity trigger, 74
  - decision making, 73–74
  - Exception Assessment, 75
  - exception management, 75–76
  - Foundation exam, answers, 83–84
  - Foundation exam, questions, 76–78
  - Foundation exam, revision checklist, 72
  - Practitioner exam, answers, 84–86
  - Practitioner exam, questions, 79–82
  - Practitioner exam, revision checklist, 72
  - Project Board, 73
- distance learning, 24
- dyslexia, 18–19

## • E •

- elements and integration
  - Foundation exam, answers, 301
  - Foundation exam, questions, 296–298
  - Practitioner exam, answers, 302–303
  - Practitioner exam, questions, 299–300
- principle, 292
- process, 290–291, 294–295
- project environment, tailoring to, 292–293
- purpose statement, 294, 301
- quick quiz, answers, 301
- quick quiz, questions, 294
- theme, 292, 294–295
- viewpoints, 293
- email auto-responder, 23
- emotions, guarding your, 15
- End Stage Assessment (ESA), 262
- Enhance (risk action), 230
- eraser, 312
- ESA (End Stage Assessment), 262
- escalating, 105
- event-driven control, 262
- evolving project justification, 165
- exam day, problem on, 20
- exam kit, 312–313
- exam nerves, 17, 50

Exception Assessment, 75  
 exception management  
   Controlling a Stage process, 104  
   Directing a Project process, 75–76  
   Managing Product Delivery process, 120–121  
   Progress theme, 261–262  
 Exception Plan  
   Change theme, 248  
   Managing a Stage Boundary process, 136  
   Plans theme, 214  
 Exploit (risk action), 230  
 external product, 319, 320  
 eyesight limitation, 19

## • F •

failure  
   exam nerves, 50  
   Foundation exam, 46–47  
   handling, 45–47  
   mind set, getting right, 52  
   reasons for, 47–50  
   re-take, deciding about, 51  
   re-take, preparing for, 51–52  
 Fallback (risk action), 230  
 feasibility work, 90  
 feelings, guarding your, 15  
 follow-on action recommendation, 149–150  
 Foundation Certificate, 10, 11, 13  
 Foundation exam. *See also specific topics*  
   about, 1  
   answer, more than one correct, 31–32  
   failure, 46–47  
   guessing, 29–30, 31  
   gut reaction, 30  
   preparing for, 26–32  
   question, negative, 30  
   question style, 26–27  
   results, 11, 12  
   strategy, developing, 27–32  
   structure, 11  
   ‘structure’ tactics, avoiding, 28–29  
   time management, 11, 31  
   writing on question paper, 27

## • G •

gap between training course and exam, 12–13  
 gear, 312–313

Give ad-hoc direction, 74  
 glossary in native language, 18, 32, 313  
 Graham, Nick (author)  
   *PRINCE2 For Dummies*, 1, 2, 9, 21  
 ‘great divide’ for multiple role allocation, 182  
 guessing  
   Foundation exam, 29–30, 31  
   Practitioner exam, 36  
 gut reaction, 30

## • H •

help, getting, 308  
 Highlight Report, 262

## • I •

icons, explained, 4  
 ID, photo, 312  
 Initiating a Project process  
   about, 87, 89  
   Benefits Review Plan, 91–92  
   feasibility work compared to, 90  
   Foundation exam, answers, 98  
   Foundation exam, questions, 93–95  
   Foundation exam, revision checklist, 88  
   Practitioner exam, answers, 99–100  
   Practitioner exam, questions, 95–97  
   Practitioner exam, revision checklist, 88  
   Project Initiation Documentation, 90–91  
 Initiation Stage, 89, 90  
 internal product, 319, 320  
 issue  
   Change theme, 243, 247–248, 256  
   Controlling a Stage process, 106

## • J •

job, 183

## • K •

knowledge, finding holes in your, 48

## • L •

language  
   exam in your second, 18  
   glossary in your native, 18, 32, 313

'learn from experience' principle, 295  
 Lessons Report, 276

## • M •

management levels  
 Organization theme, 181  
 Progress theme, 262  
 management product  
 about, 273–274, 316  
 baseline, 274, 316–317  
 Business Case theme, 277  
 categories, 274  
 Configuration Item Record, 276  
 creating, 277  
 Foundation exam, answers, 285–286  
 Foundation exam, questions, 278–280  
 Lessons Report, 276  
 list, 275–276  
 Practitioner exam, answers, 286–287  
 Practitioner exam, questions, 280–284  
 Project Approach, 276  
 record, 274, 317  
 report, 274, 317  
 responsibility for, 277  
 re-take, preparing for, 52  
 sections, 277  
 use, 277  
 Managing a Stage Boundary process  
 about, 133–134  
 Exception Plan, 136  
 Foundation exam, answers, 145  
 Foundation exam, questions, 138–140  
 Foundation exam, revision checklist, 135  
 Practitioner exam, answers, 145–146  
 Practitioner exam, questions, 141–144  
 Practitioner exam, revision checklist, 135  
 product, creating, 137  
 risks, 137  
 trigger, 136  
 Update the Project Plan, 134  
 Managing Product Delivery process  
 about, 117–118  
 exception management, 120–121  
 Foundation exam, answers, 129  
 Foundation exam, questions, 122–124  
 Foundation exam, revision checklist, 118

Practitioner exam, answers, 130–131  
 Practitioner exam, questions, 125–128  
 Practitioner exam, revision checklist, 119  
 responsibility for, 120  
 Team Plan, 120  
 teamwork, 121  
 Work Package, 117, 120–121  
*Managing Successful Projects with PRINCE2.*  
 See manual  
 manual  
 about, 2  
 annotating, 34, 309, 314  
 open book rules, 32–33, 312  
 tabbing, 34, 309, 313–314  
 matching question, 39–40  
 mind set, getting right, 52  
 multi-organisation project justification, 165

## • N •

negative question, 30  
 negative risk, 229, 230  
 nerves, exam, 17, 50  
 not for profit project justification, 165

## • O •

Off-specification, 245–246, 247, 248  
 open book rules, 32–33, 312–313  
 Organization theme  
 about, 179  
 appointment, changing, 184  
 appointment, timing of, 184  
 Foundation exam, answers, 192–193  
 Foundation exam, questions, 185–187  
 Foundation exam, revision checklist, 180  
 jobs, 183  
 management levels, 181  
 Practitioner exam, answers, 193–194  
 Practitioner exam, questions, 187–191  
 Practitioner exam, revision checklist, 181  
 project organisation structure, 181–182  
 quick quiz, answers, 192  
 quick quiz, questions, 183  
 role allocation, 'great divide' for, 182  
 roles, 182–183, 192  
 stakeholders, 184

● *p* ●

- PBS (Product Breakdown Structure), 212, 213, 215–216, 318
- pencil, 312
- pencil sharpener, 312
- PFD (Product Flow Diagram), 212–213, 215, 216, 318
- photo ID, 312
- physical needs, 19
- PID (Project Initiation Documentation), 90–91
- planning
- product, 52
  - Quality theme, 198
  - revision, 21–22
- Plans theme
- about, 209–210
  - Exception Plan, 214
  - Foundation exam, answers, 224
  - Foundation exam, questions, 217–219
  - Foundation exam, revision checklist, 210–211
  - levels of plan, 213–214
  - management interest in, 214
  - Practitioner exam, answers, 224–226
  - Practitioner exam, diagram, 215–216
  - Practitioner exam, questions, 220–222
  - Practitioner exam, revision checklist, 211
  - product, 212, 223
  - Product Breakdown Structure, 212, 213, 215–216
  - Product Checklist, 215
  - Product Flow Diagram, 212–213, 215, 216
  - Project Plan, 213, 214
  - quick quiz, answers, 223
  - quick quiz, questions, 212
  - Stage Plan, 213, 214
  - Team Plan, 213, 214
  - Work Package, 213–214
- positive risk, 229, 230
- PPD (Project Product Description), 321
- practice papers, official, 2–3, 313
- Practitioner Certificate, 10, 13
- Practitioner exam. *See also specific topics*
- about, 1
  - answers, marking up, 33
  - diagram, 215–216
  - feelings, guarding your, 15
  - guessing, 36
  - manual, annotating, 34, 309, 314
  - manual, tabbing, 34, 309, 313–314
  - open book rules, 32–33, 312–313
  - preparing for, 32–42
  - question styles, 36–42
  - scenario information, 14–15, 35, 42–43
  - strategy, developing, 33–36
  - structure, 14
  - time management, 15, 34–35
  - training course and exam, gap between, 12–13
- preparation
- about, 25
  - Foundation exam, 26–32
  - Practitioner exam, 32–42
  - re-take, 51–52
- pre-requisites, 319
- PRINCE2 For Dummies* (Graham), 1, 2, 9, 21
- principle. *See also specific principles*
- elements and integration, 292, 295
  - ‘learn from experience,’ 295
  - re-take, preparing for, 52
  - tracking through method, 295
- Problem/concern, 247
- process. *See also specific processes*
- cycle, compared to, 232
  - elements and integration, 290–291
  - re-take, preparing for, 51
  - theme, relation to, 294–295
- process model, 55
- product. *See also management product;*
- product diagram
  - about, 315, 316
  - creating, 137
  - external, 319, 320
  - internal, 319, 320
  - planning, 52
  - Plans theme, 212, 223
  - Product Description, 321
  - Project Product Description, 321
  - quality-related, 321
  - specialist, 273, 316
  - types, 316
- Product Breakdown Structure (PBS), 212, 213, 215–216, 318
- Product Checklist, 215
- Product Description, 198, 321

- product diagram
  - about, 317–318
  - fitting together, 318
  - Product Breakdown Structure, 212, 213, 215–216, 318
  - Product Flow Diagram, 212–213, 215, 216, 318
- Product Flow Diagram (PFD), 212–213, 215, 216, 318
- Progress theme
  - about, 259–260
  - control, event-driven, 262
  - control, time-driven, 262
  - exception management, 261–262
  - Foundation exam, answers, 268
  - Foundation exam, questions, 263–265
  - Foundation exam, revision checklist, 260
  - management levels, 262
  - Practitioner exam, answers, 268–270
  - Practitioner exam, questions, 265–267
  - Practitioner exam, revision checklist, 261
  - Project Board, 261–262
  - Project Manager, 261, 262
  - tolerance limits, 261–262
- Project Approach, 276
- Project Assurance, 182
- Project Board, 73, 182, 245–246, 261–262
- Project Brief, 58, 59
- project environment, tailoring to, 292–293
- Project Initiation Documentation (PID), 90–91
- project justification, 163, 165
- Project Manager, 182, 246, 261, 262
- project organisation structure, 181–182
- Project Plan, 213, 214
- Project Product Description (PPD), 321
- public centre, taking exam at, 9
- purpose statement, 294, 301, 309

## • Q •

- QR (Quality Review), 199, 206
- quality, appropriate, 197
- Quality Register, 198–199
- Quality Review (QR), 199, 206
- Quality theme
  - about, 195
  - Foundation exam, answers, 206–207
  - Foundation exam, questions, 200–202

- Foundation exam, revision checklist, 196
- planning, 198
- Practitioner exam, answers, 207–208
- Practitioner exam, questions, 202–205
- Practitioner exam, revision checklist, 196
- Product Description, 198
- quality, appropriate, 197
- Quality Register, 198–199
- Quality Review, 199, 206
- quick quiz, answers, 206
- quick quiz, questions, 199
  - as tricky area, 308
- quality-related product, 321
- question paper, writing on, 27
- question styles
  - assertion–reason, 40–42
  - classic, 36–37
  - critique, 37–38
  - difficulties with, 49
  - matching, 39–40
  - sequence, 38–39
  - understanding, 26–27
- questions
  - negative, 30
  - practising with, 17, 309
- Quick Quiz icon, 4

## • R •

- Read The Flipping Question (RTFQ), 29, 35, 168, 311
- record, 274, 317
- Reduce (risk action), 230
- Reject (risk action), 230
- release, 250
- Remember icon, 4
- report, 274, 317
- Request for Change (RFC), 243, 245–246, 247
- Re-registration exam
  - preparing for, 16
  - questions, practising with, 17
  - structure, 16
- responsibility. *See also* roles and responsibilities
  - management product, 277
  - Managing Product Delivery process, 120
- rest, 313
- results, Foundation exam, 11, 12

- re-take, 51–52
  - Review the stage status (activity), 105
  - revision
    - help, getting, 308
    - keeping up with, 307–308
    - knowing how it all fits together, 309
    - manual, annotating, 34, 309, 314
    - manual, tabbing, 34, 309, 313–314
    - planning, 21–22
    - practising with exam questions, 309
    - purpose statement, 309
    - scheduling, 307
    - systematic approach to, 308
    - time management, 22–24
    - tricky areas, 308
  - RFC (Request for Change), 243, 245–246, 247
  - risk
    - Controlling a Stage process, 106
    - Managing a Stage Boundary process, 137
    - negative, 229, 230
    - positive, 229, 230
  - risk action, 230–231, 239
  - risk budget, 232
  - Risk theme
    - about, 227
    - AS RAFT mnemonic for negative risk
      - actions, 230
    - Foundation exam, answers, 239–240
    - Foundation exam, questions, 233–235
    - Foundation exam, revision checklist, 228
    - Practitioner exam, answers, 241
    - Practitioner exam, questions, 236–238
    - Practitioner exam, revision checklist, 229
    - process compared to cycle, 232
    - quick quiz, answers, 239
    - quick quiz, questions, 231
    - risk, negative, 229, 230
    - risk, positive, 229, 230
    - risk actions, 230–231, 239
    - risk budget, 232
    - SEER mnemonic for positive risk
      - actions, 230
  - roles and responsibilities
    - Organization theme, 182–183, 192
    - re-take, preparing for, 51
    - Starting Up a Project process, 59
  - RTFQ (Read The Flipping Question), 29, 35, 168, 311
- S •**
- sample papers, official, 2–3, 313
  - scenario information, 14–15, 35, 42–43
  - scheduling revision, 307
  - scope creep, 243
  - second language, taking exam in your, 18
  - section, management product, 277
  - SEER mnemonic for positive risk
    - actions, 230
  - sequence question, 38–39
  - Share (risk action), 230
  - special provision, applying for, 19
  - special requirements
    - dyslexia, 18–19
    - exam day, problem on, 20
    - physical needs, special, 19
    - second language, taking exam in your, 18
    - special provision, applying for, 19
  - specialist product, 273, 316
  - Stage Plan, 213, 214
  - stakeholder, 184
  - Starting Up a Project process
    - about, 57
    - Foundation exam, answers, 67–68
    - Foundation exam, questions, 60–62
    - Foundation exam, revision checklist, 56
    - Practitioner exam, answers, 68–70
    - Practitioner exam, questions, 62–66
    - Practitioner exam, revision checklist, 56–57
    - Project Brief, 58, 59
    - purpose, 57
    - roles and responsibilities, 59
    - timing, 58
  - strategy, developing
    - Foundation exam preparation, 27–32
    - Practitioner exam preparation, 33–36
  - structure
    - Foundation exam, 11
    - Practitioner exam, 14
    - Re-registration exam, 16
  - ‘structure’ tactics, avoiding, 28–29
  - success, keys to, 9–10
  - supplier viewpoint, 293
  - supplies for exam, 312–313
  - sweets, 312

## • T •

tailoring to project environment, 292–293  
Team Plan  
  Managing Product Delivery process, 120  
  Plans theme, 213, 214  
teamwork, 121  
theme. *See also specific themes*  
  about, 292  
  process, relation to, 294–295  
  re-take, preparing for, 51  
time management  
  failure of, 49–50  
  Foundation exam, 11, 31  
  Practitioner exam, 15, 34–35  
  revision, 22–24  
time-driven control, 262  
tolerance limits, 136, 261–262  
training course, 8–9, 12–13, 23–24  
Transfer (risk action), 230  
tricky areas, 308  
trigger, 74, 136

## • U •

understanding, finding holes in your, 49  
Update the Project Plan (activity), 134  
user viewpoint, 293

## • V •

verification, 250–251  
viewpoint  
  business, 293  
  supplier, 293  
  user, 293

## • W •

water, 312  
Work Package  
  Controlling a Stage process, 104  
  Managing Product Delivery process,  
    117, 120–121  
  Plans theme, 213–214  
writing on question paper, 27