



**FACULTY OF
ECONOMICS AND
ADMINISTRATION**



MASARYKOVA UNIVERZITA

Business Projects Seminar Slides

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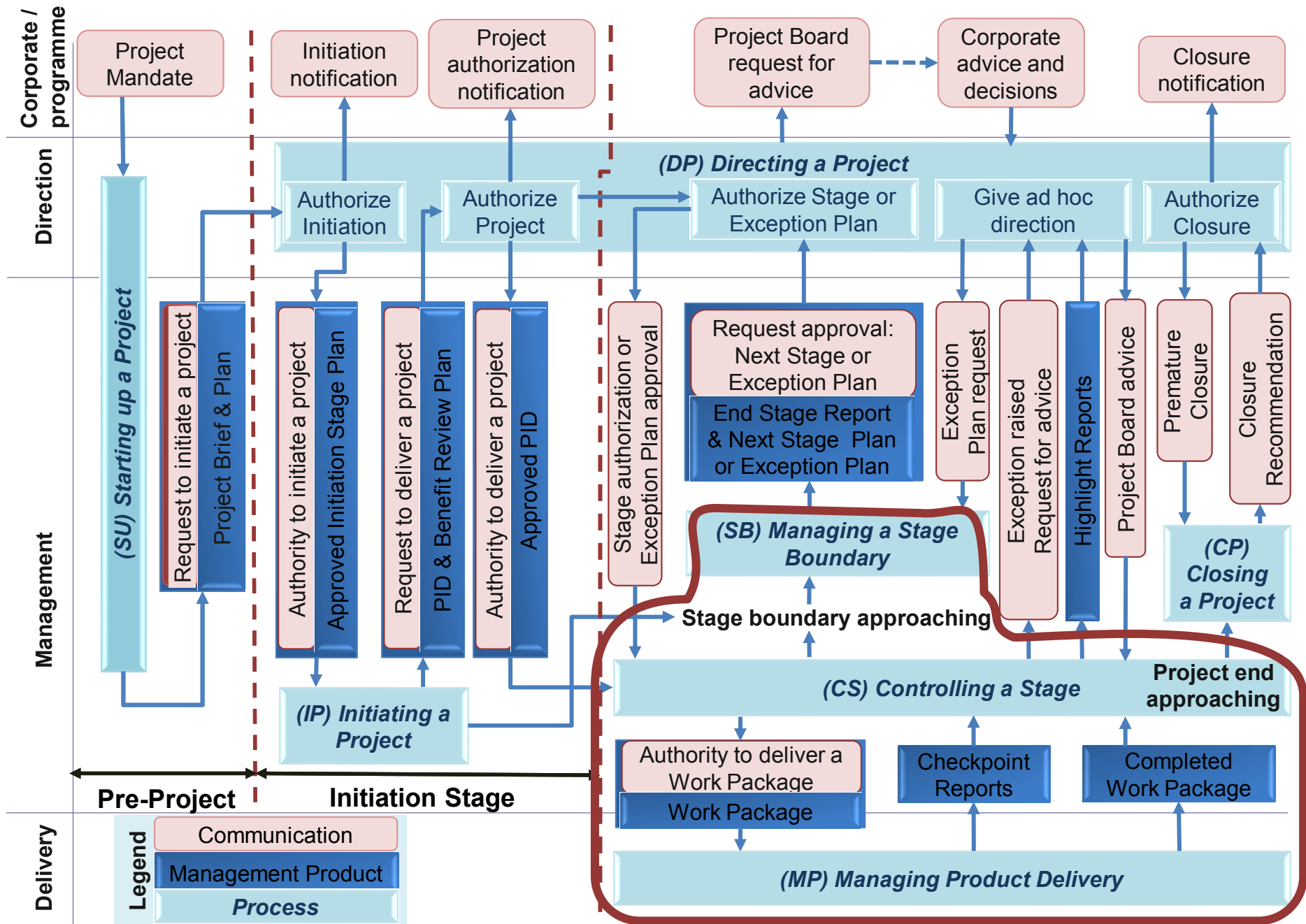
Seminar 5

Controlling a Stage
Managing Product Delivery
Logs and Registers Exercise

The *purpose* of the *Controlling a Stage* process is to assign work to be done, monitor such work, deal with issues, report progress to the Project Board, and take corrective actions to ensure that the stage remains within tolerance.

(Axelos, 2009, p. 149)

CONTROLLING A STAGE



Controlling a Stage Objectives

The process objectives are to ensure:

- A product based focus is maintained and that scope creep does occur
- Risks and issues are dealt with in accordance with the management strategies
- The stage's agreed products are delivered within the stated standards, in accordance with the plan and are fit for purpose
- The products are delivered within the allocated tolerances

Triggers and Outputs

- Triggered by a:
 - Stage plan authorization or Exception Plan approval
 - Project Board advice
 - Receipt of a Checkpoint Report or completed Work Package
 - New issue
- Outputs and their Purpose:
 - Raised Exception
 - Request for advice
 - Highlight Reports
 - Authority to deliver a Work Package

The *purpose* of the *Managing Product Delivery* process is to control the link between the Project Manager and the Team Manager(s), by placing formal requirements on accepting, executing and delivering project work. (Axelos, 2009, p. 185)

MANAGING PRODUCT DELIVERY

Managing Product Delivery Objectives

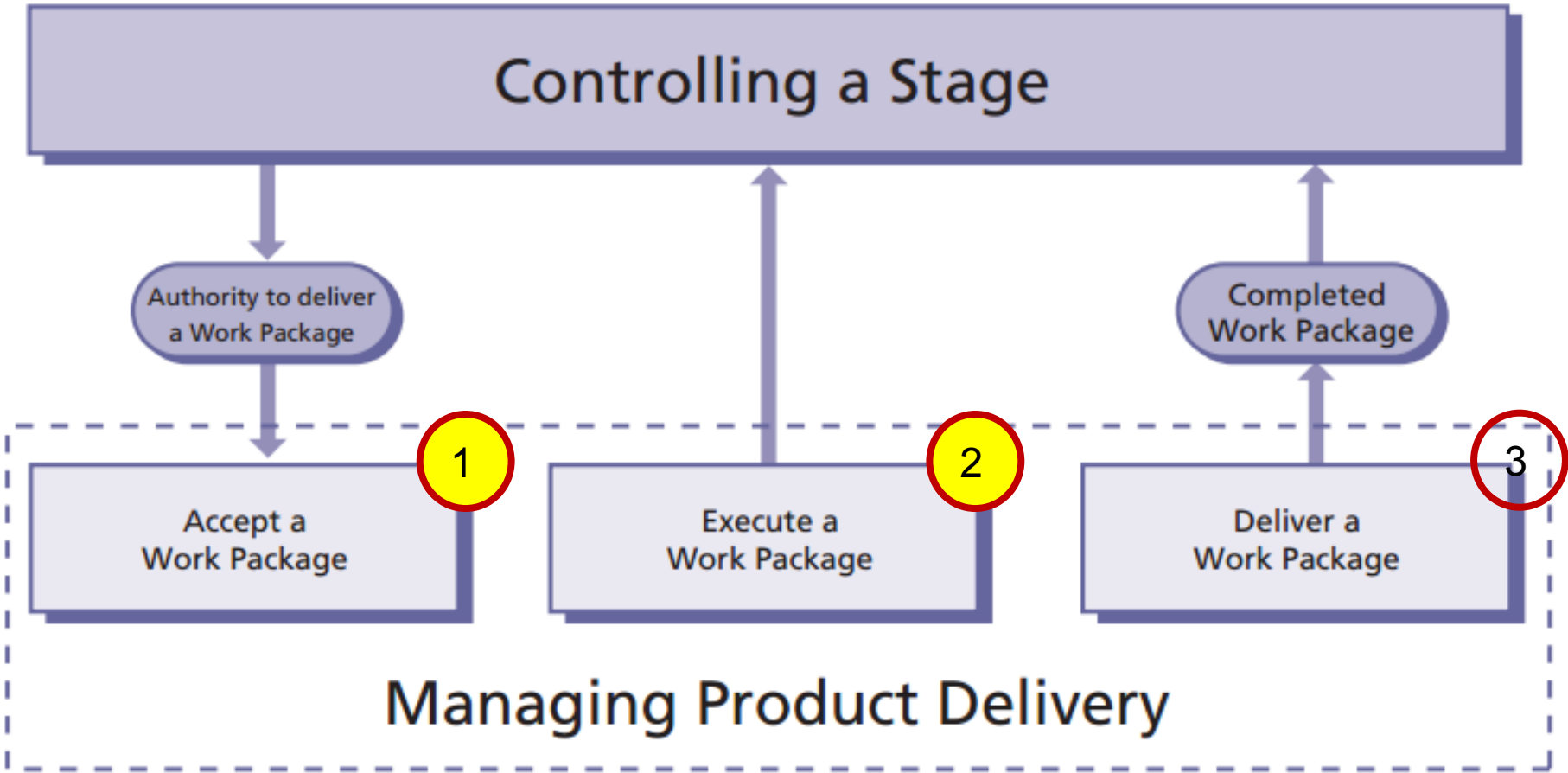
The process objectives are to ensure:

- Agreement regarding the products to be created and the work required is obtained before work begins
- Work is authorized prior to commencing
- All people involved with the products to be produced understand the plan in terms of expected cost, time, or effort
- Products are delivered within the tolerances specified and expectations are met
- Progress reporting is agreed and the information is provided to Project Management to ensure a proper level of control and management

Triggers and Outputs

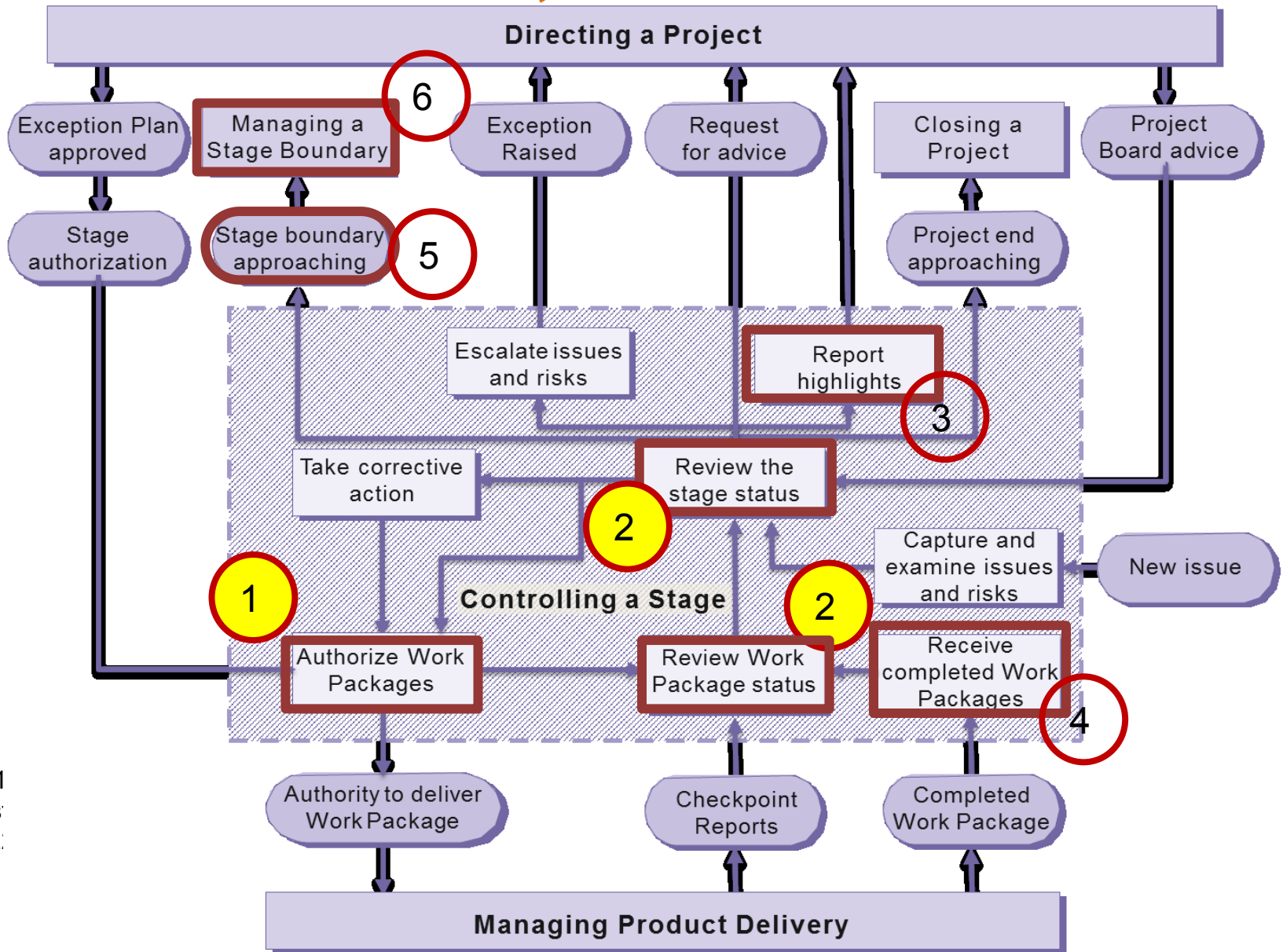
- Triggered by a:
 - Authority to deliver a Work Package
- Outputs:
 - Checkpoint Reports
 - Completed Work Package
 - Issues and Risks

Overview



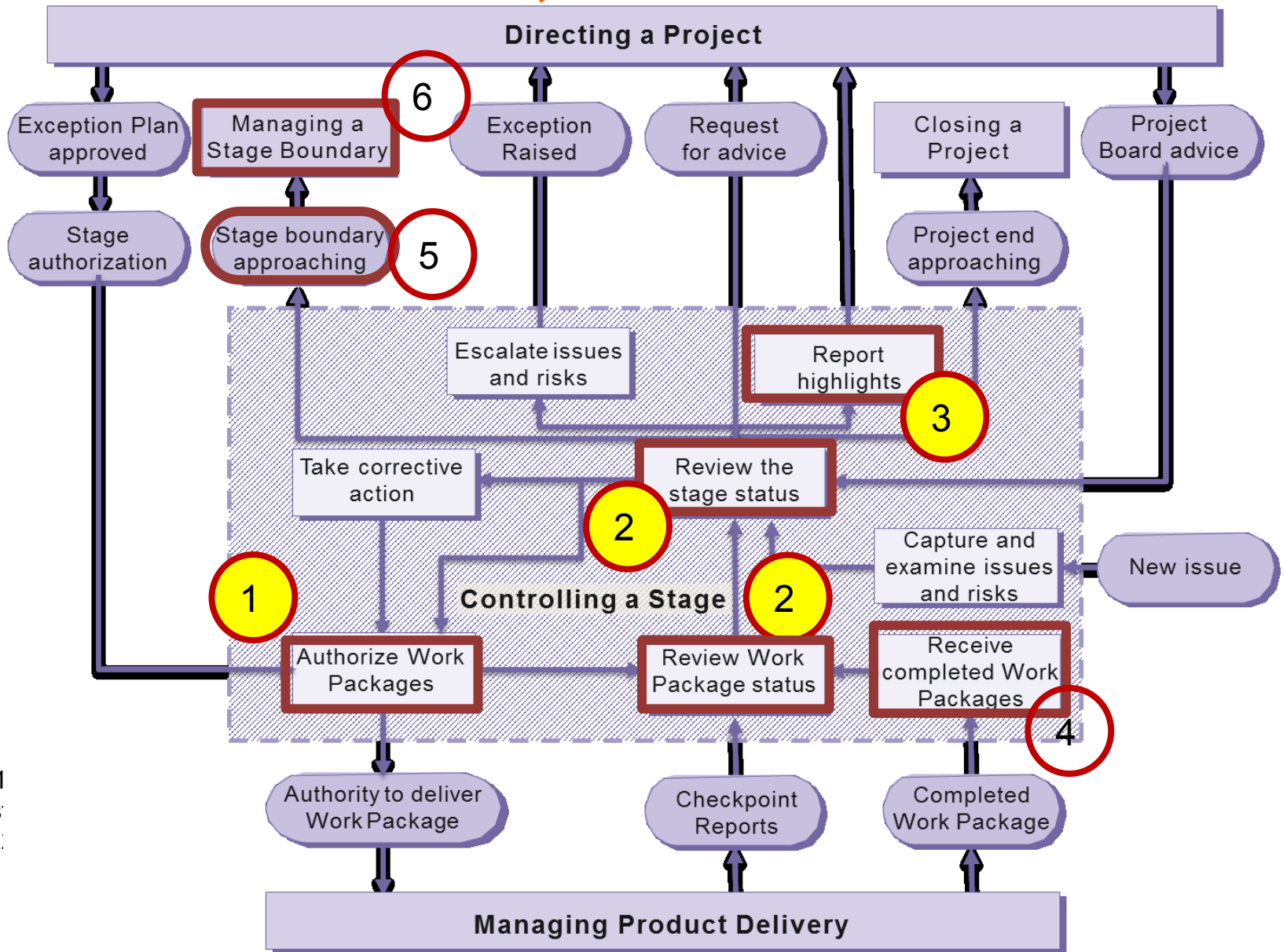
(Figure 16.1 Managing Successful Projects with PRINCE2® 2009 edition).

Overview, Perfect World



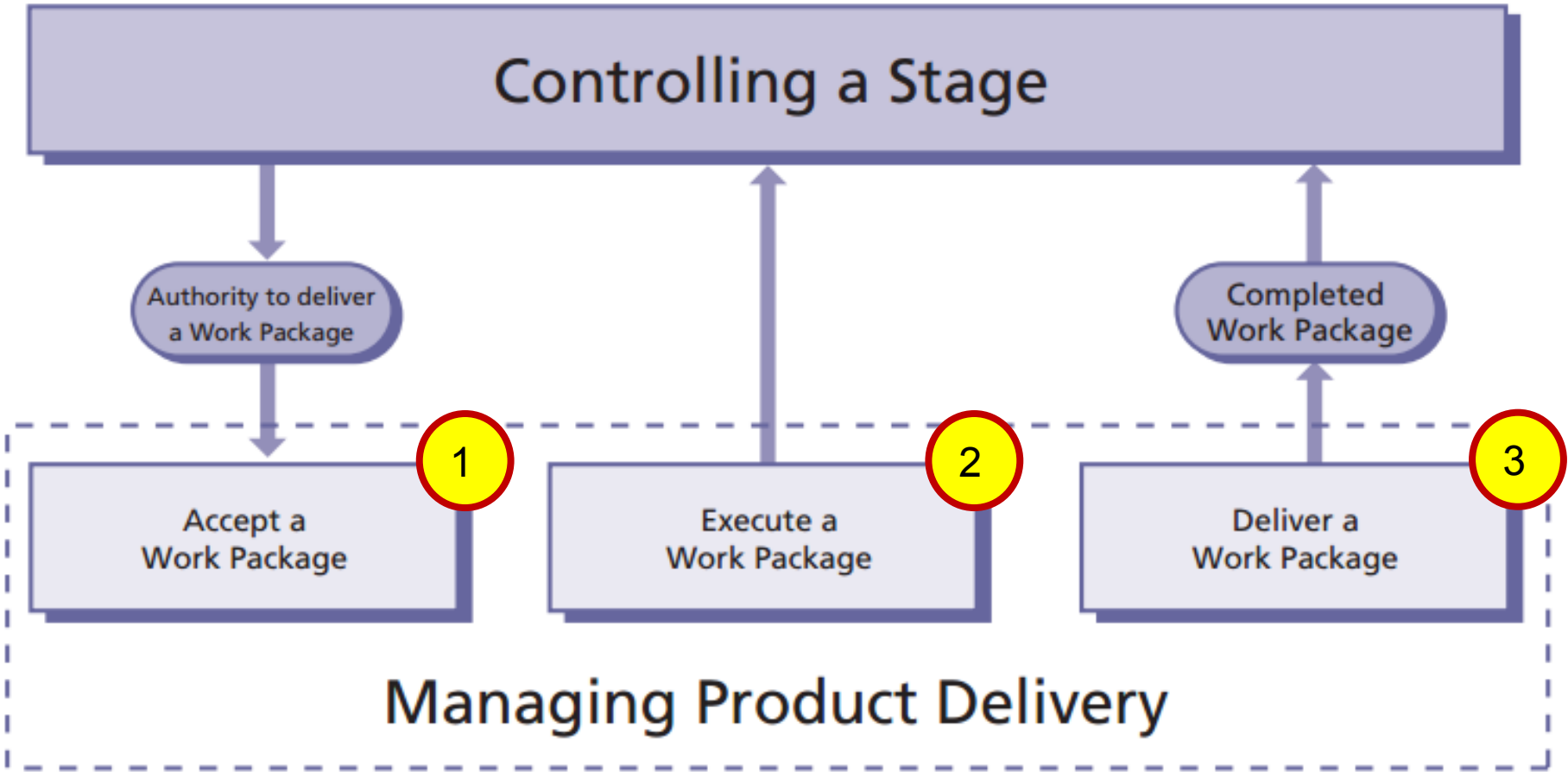
(Figure 1
Success:
PRINCE2)

Overview, Perfect World



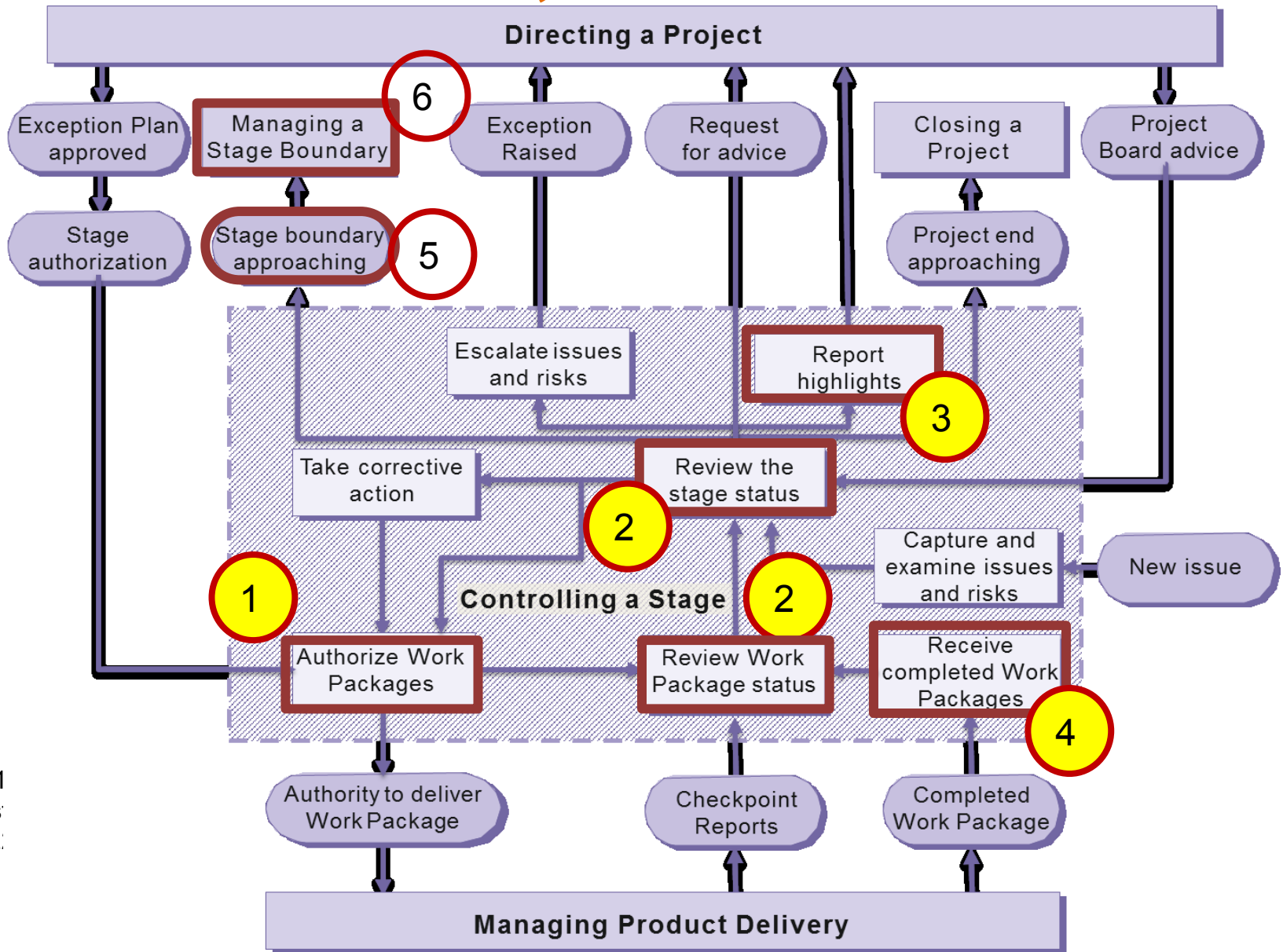
(Figure 1
Success:
PRINCE

Overview



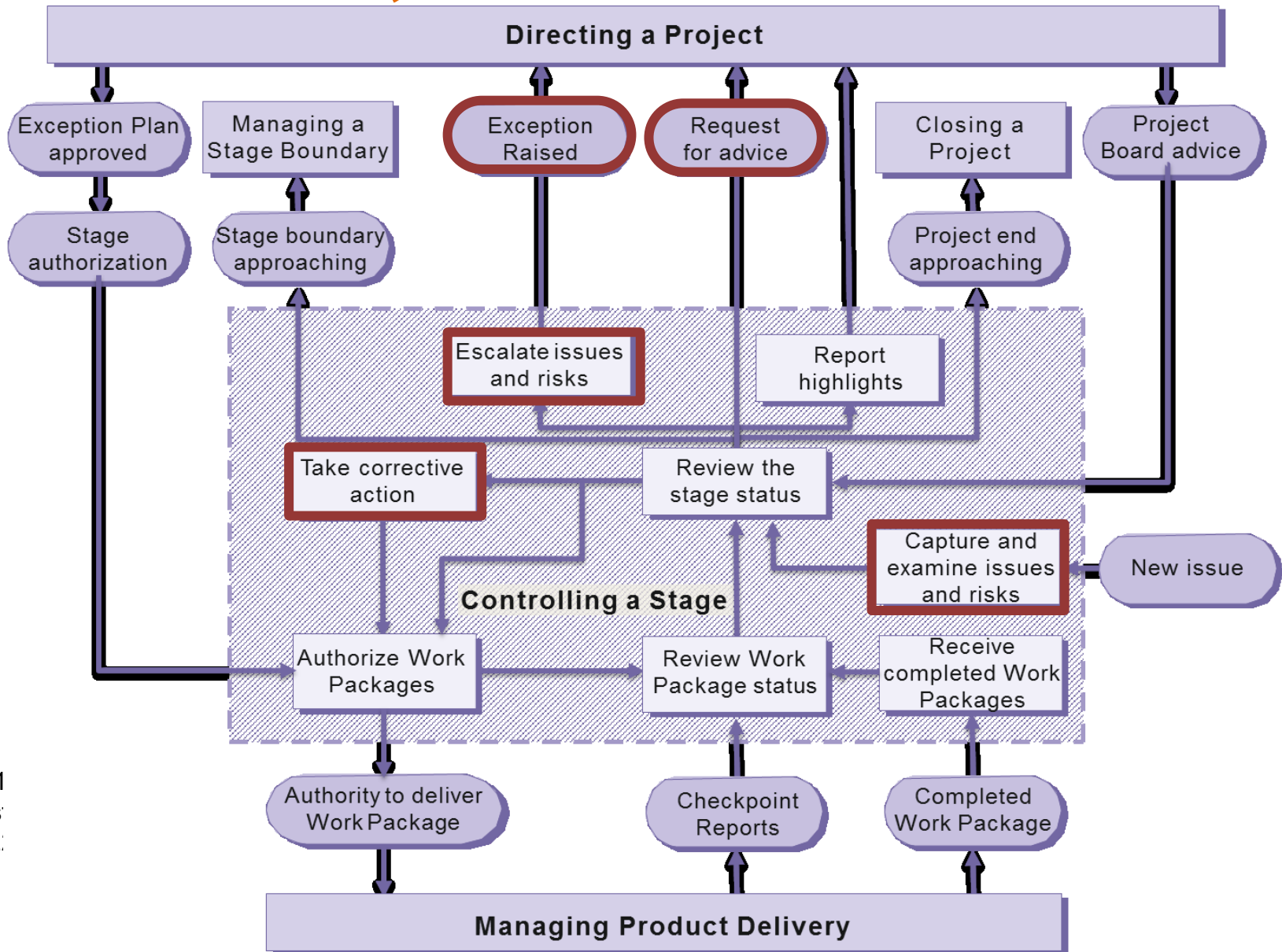
(Figure 16.1 Managing Successful Projects with PRINCE2® 2009 edition).

Overview, Perfect World



(Figure 1
Success:
PRINCE:

Overview, Not So Perfect World



(Figure 1
Success:
PRINCE2)

This exercise contains additional scenario information. In your assigned teams and using the information in this exercise and the Project Brief, determine the correct course of action and complete the entries in the appropriate log or register. The scenario items are in chronological order. Please address them as such. Your group has 40 minutes to complete this task.

EXERCISE 5. LOGS AND REGISTERS

Logs and Registers

- The goal is to better understand the daily use of the PRINCE2 Logs and Registers.
- Using the scenario update, create the appropriate entries in the Logs and Registers provided.
- The event listed in the scenario update are provided in chronological order and must be addressed sequentially.
- Time: 40 minutes.

EXERCISE 5 RESULTS

Sequential Entries – 1-1

1. Two entries are required in the Risk Register
2. The Risk Register and Risk Grid should be updated with information gathered at the meeting for the two risks.

Updated Risk Register, Entry 1

Czech Razorbacks

Risk Register

Merchandising Strategy Project

Risk ID Number: 0003

Date Raised: DD/MM/YY

Risk Author: Project Manager

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity
The new Merchandise Manager is young and inexperienced. This may cause a reduction in merchandise sales by up to 20%.	Personnel	20	Decrease in profit after tax of 5.100.000 Kč	1.020.000 Kč	After Project

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated
Send the new manager on merchandise management training. Training to be completed by completion of the project.	Avoid	Open	Věra Violetová	Lenka Procházková	DD/MM/YY

Updated Risk Register, Entry 2

Risk ID Number: 0004

Date Raised: DD/MM/YY

Risk Author: Project Manager

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity
Current merchandise stocks may become unsaleable causing a potential inventory write-down of 6.000.000 Kč.	Economic	30	Financial loss of 6.000.000 Kč.	1.800.000 Kč	After Project

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated
Do nothing.	Accept	Closed	Věra Violetová	Věra Violetová	DD/MM/YY

Updated Risk Grid

Czech Razorbacks

Risk Grid

Merchandising Strategy Project

Probability Impact Grid

Probability	0.9	Very High	71-90%	0.045	0.09	0.18	0.36	0.72
	0.7	High	51-70%	0.035	0.07	0.14	0.28	0.56
	0.5	Medium	31-50%	0.025	0.05	0.1	0.2	0.4
	0.3	Low	11-30%	0.015	0.03	0.06	0.12	0.24
	0.1	Very Low	1-10%	0.005	0.01	0.02	0.04	0.08
				Very Low	Low	Medium	High	Very High
			0.05	0.1	0.2	0.4	0.8	
			Impact					

Risk ID Plot

				R005
		R003		

Current Value of Accepted Risks

1.800.000 Kč

Outside of the Risk Tolerance

Sequential Entries – 1-2

1. The Risk Register and Risk Grid should be updated with information gathered at the meeting.
2. An entry should be made in the Project Manager's Daily Log recording that the meeting took place and the Risk Register updated. A point to follow-up with the risk owner in the future may be helpful.
3. There is no entry in the Issue Log as these are not new issues. These items should have been transferred from the Project Brief to the Risk Register when it was first established.

Daily Log Entry

Czech Razorbacks

Daily Log

Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
0175	DD/MM/YY	Two risks outlined in the Project Brief were missed when transferring risks from the Business Case to the Risk Register.	Hold a risk meeting and update the Risk Register.	Risk Management Team and Project Manager	DD/MM/YY	Risks investigated and Risk Register updated.

Sequential Entries - 2

1. At the moment, this issue should be dealt with informally. An entry should be made in the Daily Log and a meeting set up to talk to Zdeňka.

Daily Log Entry

Czech Razorbacks

Daily Log

Merchan

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date
0176	DD/MM/YY	Zdeňka Dvořáková has expressed concern that the migration to the new SharePoint server on Sunday from midnight until 07:00 may impact the project.	Meet with Zdeňka	Project Manager	DD/MM/YY

Sequential Entries - 3

1. Update the Daily log to reflect your meeting.
 2. There is a new issue which affects baselined management products. It must be dealt with formally as a “Request for Change”. A entry in the Issue Register is required.
- Issues being dealt with formally require an Issue Report.
 - In many projects, approval of changes to baselined management products such as this do not require Board approval. Instead, the Project Board delegates its change authority to the Project Manager.

Update the Daily Log

Czech Razorbacks

Daily Log

Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
0175	DD/MM/YY	Two risks outlined in the Project Brief were missed when transferring risks from the Business Case to the Risk Register.	Hold a risk meeting and update the Risk Register.	Risk Management Team and Project Manager	DD/MM/YY	Risks investigated and Risk Register updated.
0176	DD/MM/YY	Zdeňka Dvořáková has expressed concern that the migration to the new SharePoint server on Sunday from midnight until 07:00 may impact the project.	Meet with Zdeňka	Project Manager	DD/MM/YY	Met with Zdeňka. Shutdown has no impact. New issue about Comms. Issue ID no. 0001

Issue Register Entry

Czech Razorbacks

Issue Register

Merchandising Strategy Project

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001	RFC	DD/MM/YY	Zdeňka Dvořáková	Project Manager	Changes required to CMS and COM Strategy due to new COM policy	Med-High	Class 5	Open	DD/MM/YY

Sequential Entries - 4

1. Make an entry in the Daily Log.
2. Analyse the situation, gather information.
3. No entry in the Issue Register yet, we may be able to address this informally.
4. No entry in the Risk Register as this may not be a risk.

Daily Log Entry

Czech Razorbacks

Daily Log

Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
0175	DD/MM/YY	Two risks outlined in the Project Brief were missed when transferring risks from the Business Case to the Risk Register.	Hold a risk meeting and update the Risk Register.	Risk Management Team and Project Manager	DD/MM/YY	Risks investigated and Risk Register updated.
0176	DD/MM/YY	Zdeňka Dvořáková has expressed concern that the migration to the new SharePoint server on Sunday from midnight until 07:00 may impact the project.	Meet with Zdeňka	Project Manager	DD/MM/YY	Met with Zdeňka. Shutdown has no impact. New issue about Comms. Issue ID no. 0001
0177	DD/MM/YY	The font specified in the Work Package for the survey questions is not currently available due to migration to the new SharePoint server.	Find out when will the font be available. If the Work Package is on the critical path, can we change the specified font? If yes, how?	Project Manager	DD/MM/YY	

Sequential Entries - 5

1. This is a negative risk to the project.
2. Make an entry in the Risk Register and the Risk Grid.
3. The risk falls outside the risk tolerance for the project. This can be seen on the grid.
4. Risk tolerance is exceeded and an issue needs to be raised along with an exception report.
5. Current stage is on hold pending a decision from the Project Board.
6. Make an entry in the Daily log.

Risk Register Entry

Czech Razorbacks

Risk Register

Merchandising Strategy Project

Risk ID Number: 0005

Date Raised: DD/MM/YY

Risk Author: Project Manager

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity
City Council has offered to build a new stadium at no financial cost to the team. If the executive team decides to accept, this project would no longer be funded. Issue No. 0002.	Economic	90	Loss of all project benefits. 25.500.000 Kč.	25.500.000 Kč.	Imminent

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated
Raise an Exception Report to the Project Board as this risk breaches the tolerance level assigned to the project.	TBD	Open, raise to Project Board	Project Manager	Project Manager	DD/MM/YY

Risk Grid Entry

Czech Razorbacks

Risk Grid

Merchandising Strategy Project

Probability Impact Grid

Risk ID Plot

Probability	0.9	Very High	71-90%	0.045	0.09	0.18	0.36	0.72
	0.7	High	51-70%	0.035	0.07	0.14	0.28	0.56
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				Very Low	Low	Medium	High	Very High
				0.05	0.1	0.2	0.4	0.8
				Impact				

				R0005
		R0003		

Current Value of Accepted Risks

1.800.000 Kč

Outside of the Risk Tolerance

Issue Register Entry

Czech Razorbacks

Issue Register

Merchandising Strategy Project

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001	RFC	DD/MM/YY	Zdeňka Dvořáková	Project Manager	Changes required to CMS and COM Strategy due to new COM policy	Med-High	Class 5	Open	DD/MM/YY
0002	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2	Open	DD/MM/YY
0003									

Homework

- Read pages 167 to 202 of Managing Successful Projects and Appendices:
 - A.3, Checkpoint Report
 - A.5, Configuration Item Records
 - A.7, Daily Log
 - A.9, End Stage Report
 - A.10, Exception Report
 - A.11, Highlight Report
 - A.12, Issue Register
 - A.13, Issue Report
 - A.14, Lessons Log
 - A.23, Quality Register
 - A.25, Risk Register
 - A.26, Work Package