



PRINCE2[®]

7th Edition

Masterclass

Handbook



Handbook 9

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Module 9

Lesson 1

The Quality Practice

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Quality Practice Learning Outcomes - 1

FOUNDATION: Explain the purpose of the quality practice

Describe the key relationships between the quality practice and the principles

Understand the PRINCE2 risk practice and how it is applied throughout the project

Explain the purpose of the key management products required to support the quality practice:

▪ **PID:** quality management approach

Product description

▪ **Project log:** quality register and product register

Define key concepts related to the quality practice:

▪ user quality expectations
▪ acceptance criteria

▪ quality specifications
▪ requirements

Describe the guidance for effective management of quality:

▪ quality planning
▪ quality control
▪ quality assurance



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Quality Practice Learning Outcomes - 2

FOUNDATION:

Describe the PRINCE2 technique for the quality practice

PRACTITIONER:

Apply the PRINCE2 quality practice, demonstrating an understanding of:

a) the key management products required to support the quality practice

- **PID:** quality management approach
- Product description
- **Project log:** quality register and product register

b) The areas of focus for key roles associated with the quality practice

c) Effective management and associated techniques

Analyse whether an approach to applying the quality practice is effective and fit for purpose, taking into consideration:

The PRINCE2 principles, and the effective management and associated techniques of the practice, and tailoring to the project's environment & context



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Quality practice syllabus

The **Quality Practice** is one of the seven **PRINCE2 practices**The main aim of this module is to ensure that you understand that the **products** created by the project must fulfil the **expected expectations and benefits**It is important to note that **quality and planning practices** are strongly related, as quality needs to be incorporated into the **project planning stages**

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Module quality practice syllabus

By the end of Module 9, you will understand:

The PRINCE2 quality method
 Quality terminology and definitions
 Product-based quality approach
 Quality planning
 Users quality expectations
 Quality tolerances
 Product descriptions
 The product register
 Quality responsibilities
 Quality control
 The quality register
 Quality assurance

The quality management technique
 Functional requirements
 Non-functional requirements
 The quality management approach
 Controlling quality
 Supporting quality techniques
 Applying quality
 Quality delivery methods
 Quality sustainability
 Quality scale
 Quality practice roles
 Quality practice principles



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The PRINCE2 quality method - 1

The PRINCE2 method includes systematic activities to:

explicitly **confirm** the **user's quality expectations** and **acceptance criteria** for the project products in the **project product description**

identify the **project products** to the level at which the project can **exert control**

Users' quality expectations

Acceptance criteria

Project product description

Project products



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The PRINCE2 quality method - 2

The PRINCE2 method includes systematic activities to:

The **quality specifications** by which they will be assessed, the **quality techniques** to be used in checking their quality, and the **quality responsibilities** of those involved

define the project products in **product descriptions**

Product descriptions

Quality specifications

Quality techniques

Quality responsibilities

implement and track the **quality techniques** employed throughout the project

Quality should be built into everything; not just tested at the end of the project



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Module 9

Lesson 2

Quality terminology

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Quality terminology



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Quality terminology overview

Quality planning: involves identifying the major products of the project and documenting them in terms of user's expectations and acceptance criteria

It includes developing the quality management approach and obtaining board approval for these as a baseline

Quality control: involves implementing the quality management approach, assessing quality issues and obtaining product **acceptance**

Quality assurance: involves ensuring techniques are sufficient to confirm that quality requirements are met



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Quality definitions

Quality practice:

The purpose of the **quality practice** is to document the **user's requirements** of the **project products** and to establish how they will be met

All project stakeholders have expectations of how the project will be performed and of the products it will deliver

Quality:

The degree to which a set of **inherent characteristics** of a product, service, process, person, organization, system, or resource fulfils its requirements



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Requirement

Requirement:

A need or expectation that is documented in an approved **management product**

Captured and documented needs or expectations are considered **requirements**, which constitute part of the **project scope**

Needs and expectations that are not captured in an approved management product are **not** part of the **project scope**

This distinction is essential to enable **effective monitoring and control**



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Acceptance criteria

Acceptance criteria:

A **prioritized list of criteria** that the **project product** must meet before the **user** will accept it

Project product description

For example, measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders

Stated in the **project product description**, owned by the business, and approved by the project board

Acceptance criteria are typically described in terms of the **functional capabilities** the business expects to achieve upon **acceptance** of the **project products**



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Quality specifications

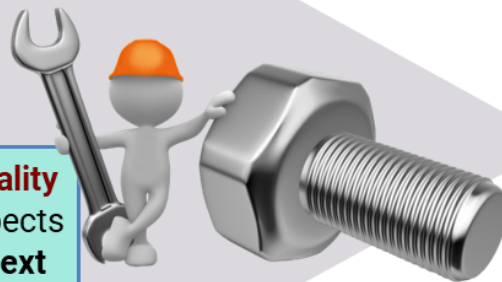
Quality specifications:

A description of the **quality measures** that will be applied by those performing **quality control** and the quality levels that a finished product must meet

Quality specifications are stated in **product descriptions**

Typically derived from the **user's quality expectations** and determined by aspects of the business or **operational context**

Operational context could include applicable **regulatory requirements** or requirements driven by existing policies and practices



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Module 9

Lesson 3

The product-based quality approach

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Product-based quality approach summary

Product-based quality approach

Translate requirements into **acceptance criteria** and **quality specifications** for project **products** and the **activities** to deliver them

Avoids work that **cannot** be traced back to the project's **business justification**

Clear traceability of quality specifications and control to required **products**



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Product-based quality approach - 1

The principle of focusing on products is central to the **PRINCE2** approach to quality

PRINCE2 uses the term **requirements** to describe the expectations, needs, and desires of a project's stakeholders for the project products, outcomes, and benefits

No project can ever satisfy all requirements, which is why requirements need to be **prioritized** and agreed in a controlled manner

The benefits of a product-based quality approach are highlighted next ...

PRIORITIES

- 1.
- 2.
- 3.



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Product-based quality approach - 2

PRINCE2 provides a product-based approach to requirements that aims to **translate requirements** into **acceptance criteria** and **quality specifications** for **project products** and the **work activities** to deliver them

This helps avoid expending resources on **work** that cannot be traced back to the **project's business justification**

The product-based quality management approach ensures **clear traceability** of quality specifications and quality controls to the required products, thereby **avoiding conflicts** over unmet user quality expectations

The larger the project **scope and duration**, the larger/more dynamic the **requirements** set the project manager must handle



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Product-based quality approach - 3

No matter how thoroughly and accurately **stakeholder requirements** have been captured in **product descriptions** in the process of **initiating a project**, the project management team should **anticipate requirements changes** and be prepared to handle them

Requirements management is an ongoing activity that constitutes the first part of the **product-based quality management approach**

It is easier and cheaper to **correct quality issues and flaws early** in the project lifecycle, rather than when **testing** the finished product or, worse, when the product is in **operational use**



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Lesson 4

The quality management technique

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PRINCE2 7th Edition PRINCE2 quality management technique - 1

PRINCE2 includes a **three-step quality management technique** (**planning quality**, **controlling quality**, and **accepting products**) integrated around the **principle of focusing on products**

Driven by the **project product description** requirements, this aligns the **project products** and the project's **quality management approach** through a stepwise cycle of **quality planning**, **quality control**, and **product acceptance**

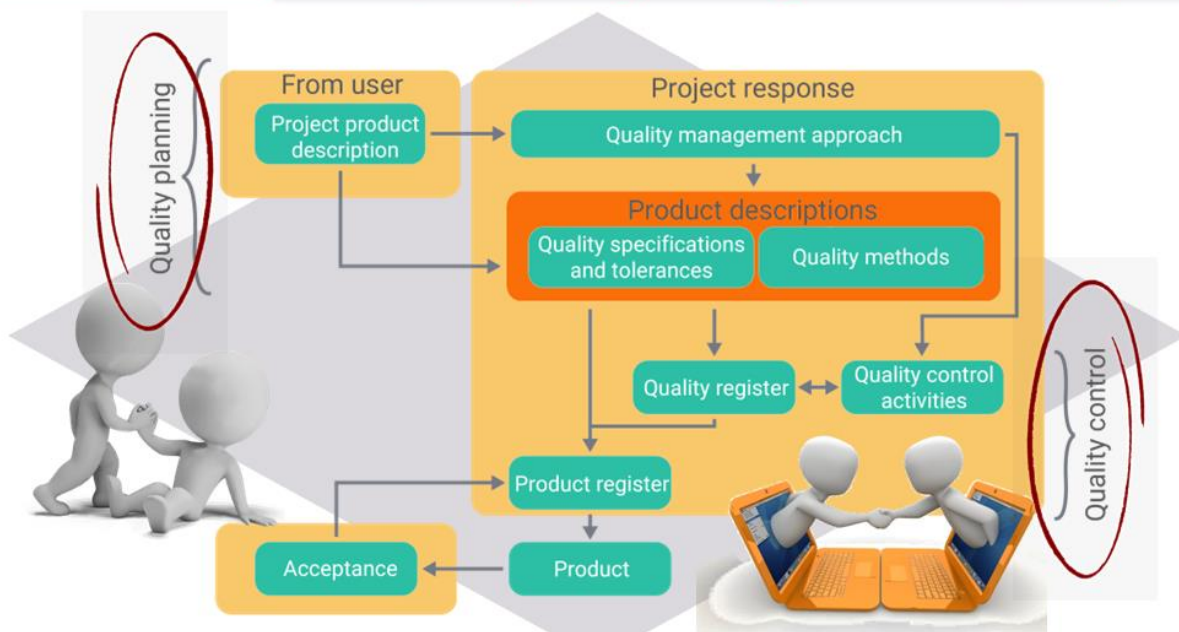
An alternative procedure could be used instead if the business has product design, development, and testing procedures specific to their organization

Using an alternative procedure should be documented as part of the **tailoring decisions** in the **PID**



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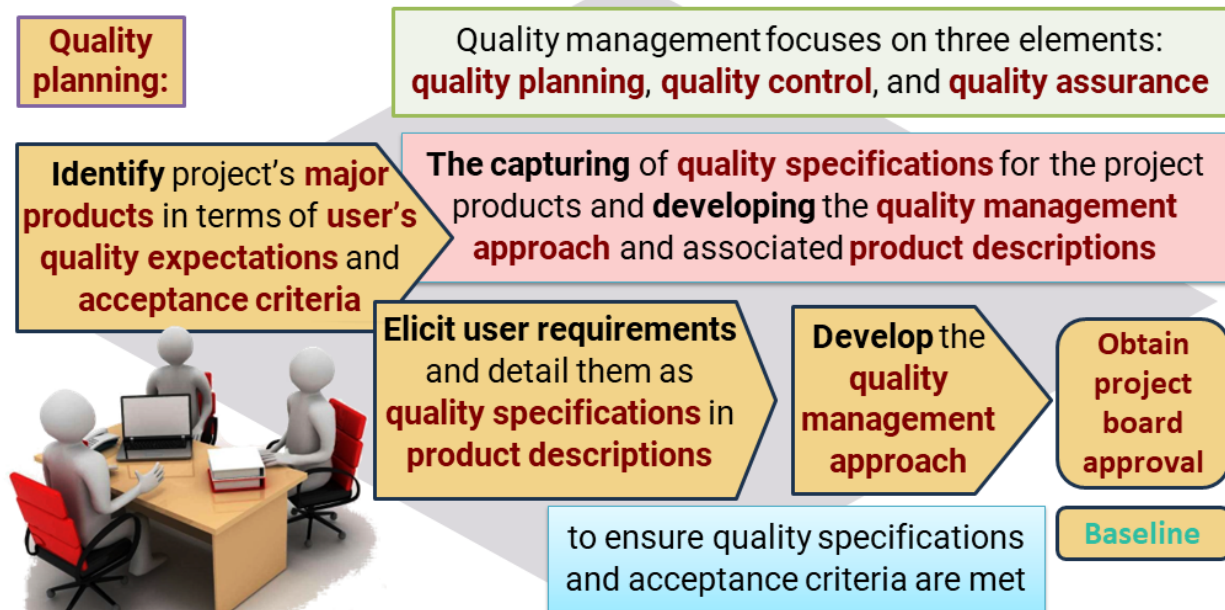
PRINCE2 7th Edition PRINCE2 quality management technique - 2



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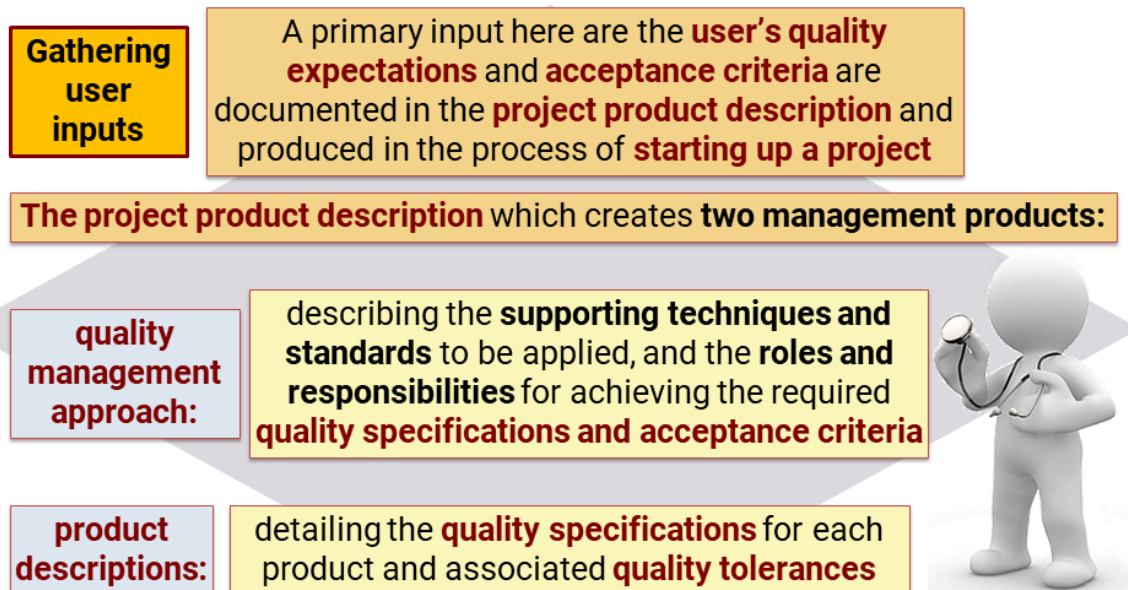
Effective quality management - 1



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Effective quality management - 3



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Lesson 5

The project product description

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The project product description - 1

Describes the project's **major products** and intended purpose, including the user's quality expectations, the acceptance criteria, and acceptance methods for the project

Created in the **starting up a project** process and refined during the **initiating a project** process

Purpose:

A description of what the **project products** will fulfil and who will use them

Major products:

A description of the major products to be delivered

Derived from:

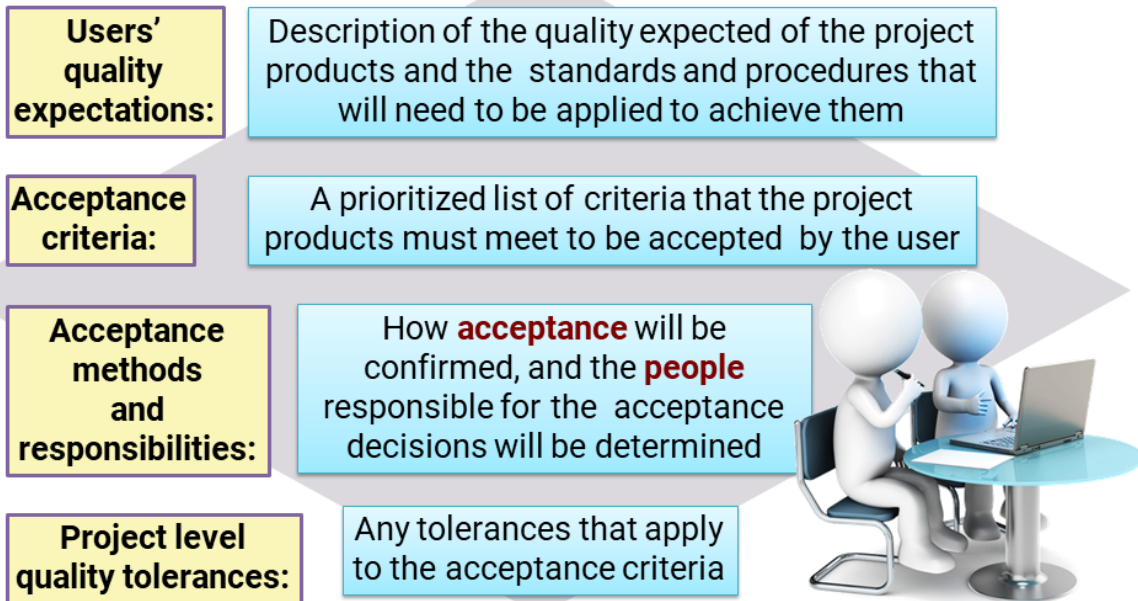
What the products are based on, such as existing products or a requirement for a new capability



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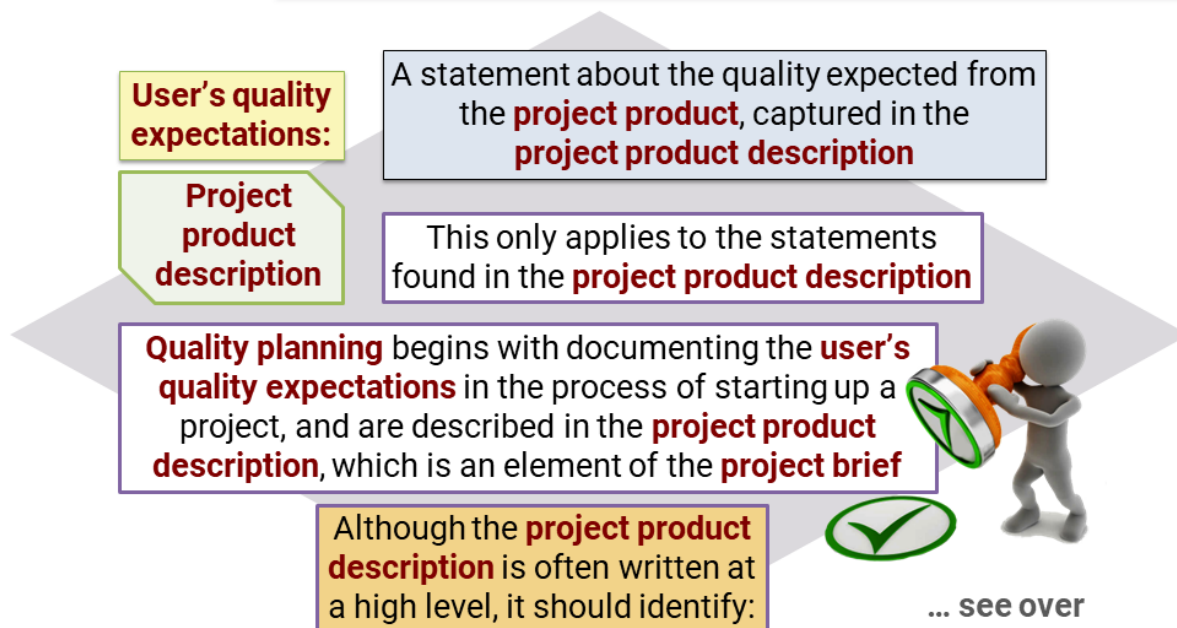
The project product description - 2



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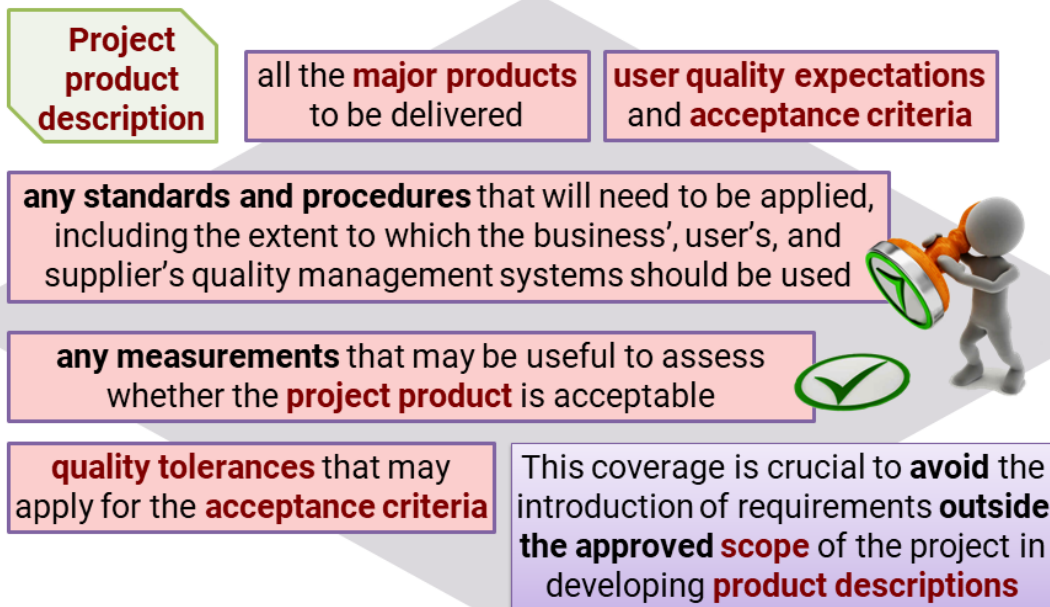
User's quality expectations - 1



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User's quality expectations - 2



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Lesson 6

The quality management approach

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The quality management approach - 1

Although the **quality management approach** is often developed in parallel with the initial **product descriptions**, its content should ensure the delivery of **products** that meet the **user's quality expectations** and **acceptance criteria**

Therefore, it should focus on how **quality control** will be **organized, performed, monitored, and reported** while providing a concise explanation of how **quality planning** has occurred

The **quality management approach** describes the quality standards and procedures that will be followed, the tools and techniques to be used, the reporting and record keeping arrangements, and the roles and responsibilities for the **quality management activities**



To achieve the required **quality specifications** and **acceptance criteria** during a project

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The quality management approach - 2

The **quality management approach** is part of the **project initiation documentation**

Purpose:

To describe the **quality techniques and standards** to be applied and the **roles and responsibilities** for achieving the required **quality specifications** and **acceptance criteria** during a project

Scope:

Description of what products and work are in the scope of the quality management approach

Quality management procedures:

Description of **project quality planning** and **quality control activities** (i.e., a procedure for accepting products); any variance from business standards should be highlighted together with variance justification

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The quality management approach - 3

Responsibilities:

Defines those for **quality planning and control activities** (Should include responsibilities between the user, business, and support organizations for project assurance.)

Resources:

For the quality planning, control and assurance activities, for example, any testing equipment required

Supporting tools and techniques:

For **quality planning and control activities**, including any systems to be used and how, and any specific techniques such as testing, inspection, prototyping

Standards:

Standards that apply to quality management, including the composition and format of the **quality register** and other quality records

References:

Any associated documents or products, i.e., the businesses or supplier's quality management systems

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Quality planning measures

quantitative measures:

translating requirements into numeric terms (In the above example, **100 staff** is a **quantitative measure**.)

qualitative measures:

translating requirements into **descriptive** rather than numeric terms such as '**easy to use**'

The danger in using **qualitative measures** is that they can be **too vague** to assess objectively



For example, **easy to use** should be **clarified** by also describing the **level of knowledge and training** of the **intended user**

It may be useful to distinguish quality specifications in terms of functional and non-functional requirements:

see over ...

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Functional requirements

A **minimum viable product (MVP)** is a version of a new product with **essential features** that are released early to customers to obtain feedback for further product development

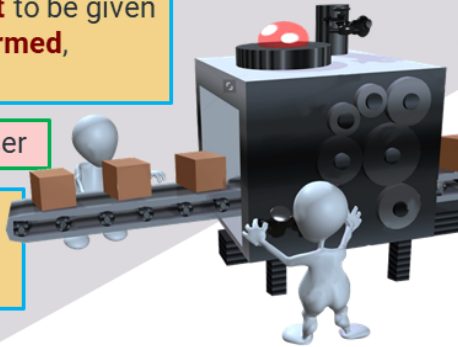
Functional Requirements that the end user demands as basic facilities that the system should offer

Defines a system or its component

Represented or stated in the form of **input** to be given to the **system**, the **operation performed**, and the **output expected**

Specifies what the system does by the user

Requirements stated by the **user** which one can **see directly in the final product**, unlike the **non-functional** requirements



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Non-functional requirements

Non-functional requirement defines the quality constraints and attributes of a system

Also called **non-behavioural requirements**

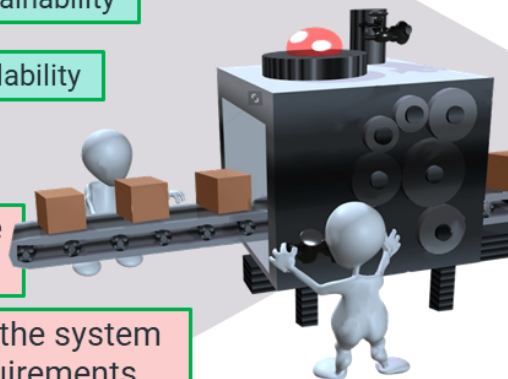
Portability Security Maintainability

Reliability Flexibility Scalability

Performance Reusability

Specified by **technical people** such as software developers

It places constraints on how the system will fulfil the functional requirements



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Lesson 7

Creating product descriptions – Part ONE

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Creating product descriptions - 1

Creating product descriptions

The requirements in the **project product description** are typically stated at a high level and must be developed in further detail to enable **accurate estimation and planning**

Often, a small number of **user quality expectations** in the **project product description** will be translated into dozens of quality specifications in an individual **product description**

One of the biggest challenges in **translating stakeholder requirements** into **quality specifications** is achieving consensus on **effective measures** for **product characteristics**



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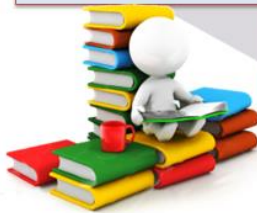
Creating product descriptions - 2

Creating product descriptions

For example, **it is not enough** to state that a new building must be large enough to house 100 staff



How the building will be used by the staff, the **nature of the work** they will perform, and the types of **support equipment and facilities** they will require must be considered and translated into **quality specifications**



These will be used in the design and construction of the building to satisfy the business case

All these factors need to be captured as **objective quantitative and qualitative measures**:

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Quality responsibilities

To avoid confusion and potential conflicts, the quality responsibilities for a product should be specified in the **product description**

Quality responsibilities are often described as the following:

producer: the person or group responsible for developing a product

reviewer: the person or group responsible for assessing if a product meets its quality or acceptance criteria, and be independent of producers to avoid a conflict of interest

acceptance authority: the person or group responsible for deciding if a product is acceptable

could be the project board, but for some products, they may delegate the acceptance authority, and state this in the **quality management approach**



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Quality in subordinate plans

Individual quality control events, such as testing, may be documented in further detail in **stage and team plans** to allow more **accurate** estimating and scheduling

Project managers should take care not to introduce **new requirements** that **cannot be traced back** to the **product descriptions** and the **project product description**

Changes to the **baseline project initiation documentation** arising from lower-level planning should be addressed using the **issue management approach**



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Product sustainability

Product descriptions should include **product sustainability** requirements captured as **quality specifications or acceptance criteria**

Product sustainability considers both the environmental impact of the product and the characteristics that will ensure that the product can sustain the realization of its benefits over its expected lifetime

It may be appropriate to consider how a product will be **decommissioned** if that work represents a significant portion of its overall environmental impact



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Lesson 8

Creating product descriptions – Part TWO

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The product description - 1

Describe a product's purpose, composition, where it is derived from, and quality specifications

Produced at the **planning phase** as soon as possible after the need for the product is identified

Identifier: product name or a unique identifier if the project has many products

Version: the current version number of the product description

Purpose: Purpose: the purpose of the product, how it will be used, and who will use it

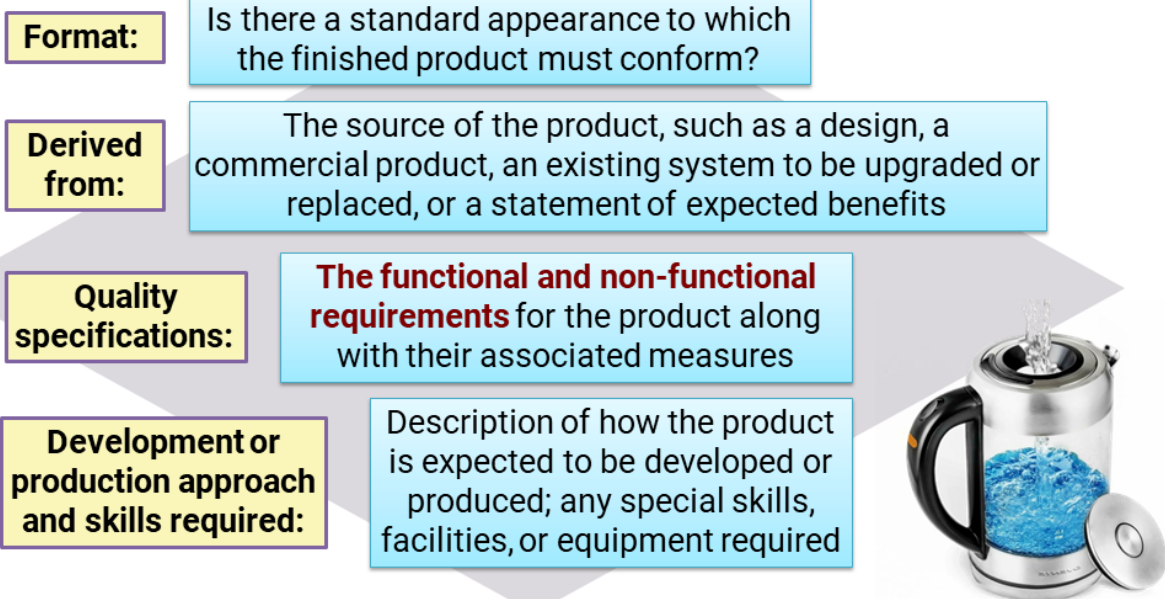
Composition: Composition: list of the product's components or parts



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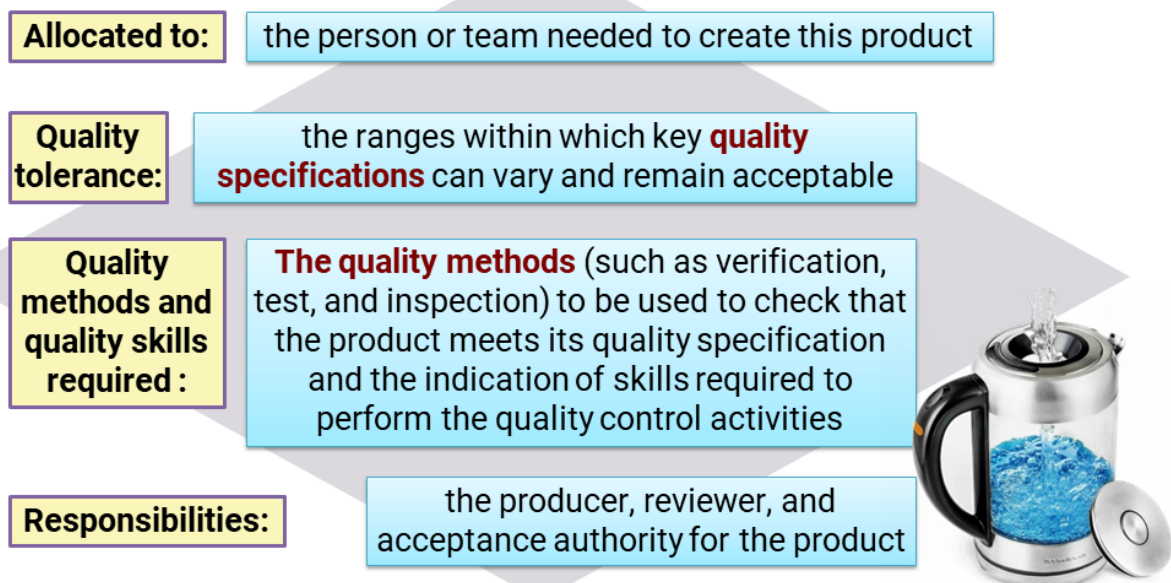
The product description - 2



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The product description - 3



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Product description – linear projects

A description of a product's purpose, format, composition, where it is derived from, **quality specifications**, and **development responsibilities**

The **product requirements** for are captured in a **product description**, produced when the need for the product is first identified

In **linear-sequential projects**, this is often performed during the **initiation stage** and then at **stage boundaries** for each **subsequent stage**



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Product description – agile projects

However, in **iterative incremental projects**, **product descriptions evolve** in parallel with product development work ...

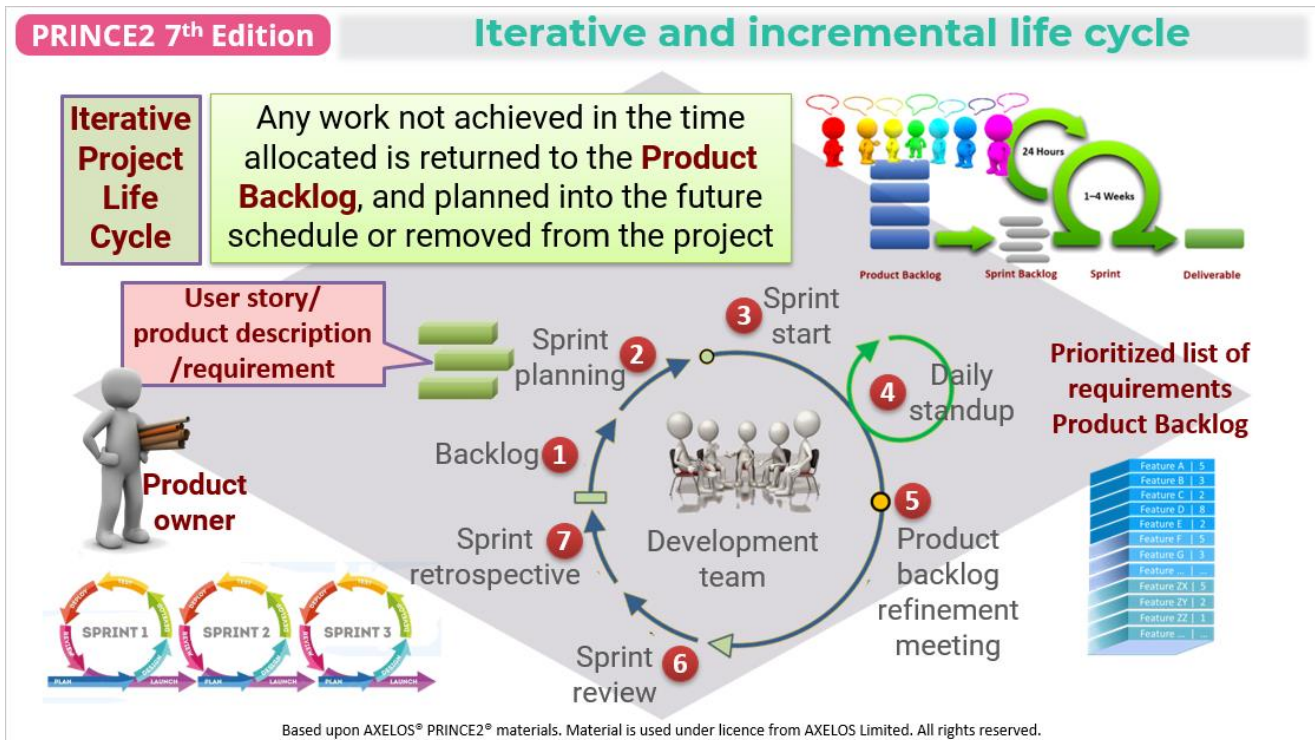
... allowing the **product's quality specifications** to be **refined** through feedback from use of **prototypes** or early versions of the product

After **acceptance**, products become part of **business as usual**

Therefore, the **needs of the staff responsible for operating and maintaining** the **products** should be captured as **quality specifications** and included in the **product description**



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Lesson 9

Quality control – Part ONE

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The product register - 1

A component of the **project log** that identifies the **products** to be delivered by the project and records their acceptance

When a **product description** is approved by the **project board**, it is recorded in the **product register** and becomes part of the **project baseline**

Provides **status data** of the **products** that are complete, in progress, and awaiting development, then compared with the **actual** products to provide project progress assurance

Product descriptions can be changed but in a controlled manner

An efficient time to make this change is when the project **approaches the next stage** as part of the assessment of any changes to the **project context**

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The product register - 2

The product register is part of the **project log**

Purpose:

The purpose of the product register is to list of **all products** required of a **plan** and the status of those products

Product identifier:

the identifier of the product

Dates:

date of product description **approval** and date of product **acceptance**

Status:

status of the product (such as in development or accepted) and current version number

References:

link to the associated **product description**

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Quality control - 1

The procedures to monitor the **specific products** of a project and their development or delivery activities to determine they comply with relevant standards ...

1 **implementing** the agreed **quality management approach** during delivery

2 **assessing quality issues** and raising **quality exceptions** when necessary

3 **obtaining acceptance** of delivered products

... and identifying ways to minimize causes of unsatisfactory performance

Quality control activities that require support from business or external specialists should be included in the **work breakdown structure, schedule, and project budget**



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Quality control - 2

Project quality control begins when a **product description** is approved and recorded in the **product register**, and continues as a series of activities for each product usually involving several techniques

If the product is new and development or delivery includes new design or production methods, then quality control may involve evaluating both a **prototype of the product** and its **initial production method** ahead of **full-scale production**

If the product is mature or commercial off-the-shelf, quality control may simply consist of inspection at the point of delivery

The quality techniques to monitor and control product quality during delivery are described in the **quality management approach**



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Quality control - 3

Quality register

A component of the **project log** that identifies all the **quality control activities** that are planned or have occurred and provides information for **end stage reports** and the **end project report**

The **quality register** provides a record of **quality control activities**, starting with the approval of **each product description**

As the project progresses and records of the **quality control activities** are completed, the **quality register** is updated to reflect the **actual results** from the **quality activities**

The **quality register** provides **audit and assurance information**, comparing what was **planned and agreed** (in the **quality management approach** and **product descriptions**) to the quality control activities **actually performed**



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Quality control - 4

Quality register

Quality control during delivery usually involves **collaboration** between the **project manager**, **project assurance roles**, and **subject matter experts**, whether internal or external

Quality control activities that require **support from specialists** within the business or external specialists should be included in the **work breakdown structure**, **schedule**, and **project budget**

Quality activity ID	Product ID	Product	Quality method	Producer	Reviewer	Approver	Target review date	Actual review date	Target approval date	Actual approval date	Result
1	109	Test parking plan	Inspection	T Jones	A Doe	B Jones	17 Sep	17 Sep	25 Sep	25 Sep	Pass
2	112	Water pump	Performance test	M Silver	S James	R Lauren	12 Sep	17 Sep	25 Sep	28 Sep	Fail
3	112	Water pump	Maintenance test	L Kay	A Doe	R Lauren	17 Sep	04 Oct	05 Oct	05 Oct	Pass

The **quality register** is part of the **project log**



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The quality register

Purpose:

Summarizes all **quality management activities** that are **planned or have occurred**, and is used by the **project manager** and **project assurance** as part of reviewing progress

Quality identifier:

unique reference for the quality activity

Product identifier:

the identifier of the product subject to the quality activity

Quality method:

the quality method involved in the activity

Dates:

planned and actual dates of the activity

Responsibilities:

the individuals or functions involved and their respective roles and responsibilities

Result:

whether the **product passed or failed**; indication of the response in the event the product fails

Records:

list of the documents associated with the activity and their location

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Module 9

Lesson 10

Quality control –
Part TWO

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Quality tolerances

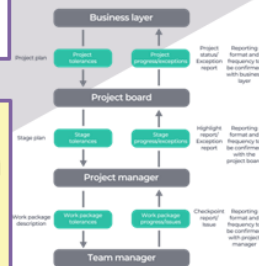
The **permissible deviation** in a **product's quality** that is allowed before the **deviation** needs to be escalated to the **next level of management**



Projects rarely have **sufficient resources** to meet all quality specifications and acceptance criteria, so the project manager should work with stakeholders and the project board to develop and agree to a **prioritization** of these

The **prioritized acceptance** and **quality specifications** can then be used to set **quality tolerances**

Project management and direction of the project can be applied via the **manage by exception principle**



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Controlling quality - 1

When the **quality management approach** and the initial **product descriptions** are approved, the quality practice focus shifts to **quality control**

Quality control activities are recorded in the **quality register**, which provides information for **end stage reports** and the **end project report**

The **quality register** merely records the quality control activity and its result (typically as 'pass' or 'fail')

If a product fails a **quality control activity** such as an inspection or test, and there is an expectation that the product is likely to pass, it may be reasonable to **repeat the activity**

Quality activity ID	Product ID	Product	Quality method	Producer	Reviewer	Approver	Target review date	Actual review date	Target approval date	Actual approval date	Result
1	109	Test parking plan	Inspection	T Jones	A Doe	B Jones	17 Sep	17 Sep	25 Sep	25 Sep	Pass
2	112	Water pump	Performance test	M Silver	S James	R Lauren	12 Sep	17 Sep	25 Sep	28 Sep	Fail
3	112	Water pump	Maintenance test	L Kay	A Doe	R Lauren	17 Sep	04 Oct	05 Oct	05 Oct	Pass



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Controlling quality - 2

If a product cannot pass a **quality control activity**, the failure must be reviewed against **quality tolerances** and **quality specifications**



Exceptions to quality tolerances and off-specifications are addressed using the **issue management technique**



Lessons identified during the product quality lifecycle are captured in the **project log: lessons log**

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Accepting products

The individuals or roles responsible for accepting a product are identified in the **product description**

Acceptance usually involves both the **review of the product quality control information** provided by the project and an **independent review** of the product against the **user's quality expectations and acceptance criteria**

Acceptance of a project product typically **transfers ownership** or responsibility for the product **from the project or supplier to the project board on behalf of the user**



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Quality assurance

quality assurance:

A planned and systematic activity that provides **confidence** that products will meet their defined **quality specifications** when tested under **quality control**

Quality assurance activities are typically performed by the **business** ensuring they are **independent of the project team**

Quality assurance focuses on ensuring that the **project's quality control techniques** are sufficient to confirm meeting the **project products** against their **quality specifications**

Quality assurance activities should take place **throughout the project lifecycle**, from **start-up to closing**



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Quality assurance and project assurance

Quality assurance is focused on **products** and is **independent** of the **project management team**

It is important not to confuse **quality assurance** with **project assurance**

It is typically performed by a function from the business

Project assurance is the responsibility of the **project board** and is used to confirm if the project is being conducted correctly

Project assurance is **independent** of the **project manager** but not the project



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Lesson 11

Quality management supporting techniques

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Supporting quality techniques - 1

An understanding of the types of **quality techniques** used and their timing, location, and resource requirements is essential to **project planning**

verification:

Although a wide range of quality techniques exist, the most used in a project context are:

focuses on **confirming** that the interim products (such as the project design) reflect the necessary **quality specifications and acceptance criteria** and on ensuring that the **delivery method** follows good practices

occurs **during the design and development** of a product **before the actual product exists** usually requires support by specialists in the relevant products or methods



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Supporting quality techniques - 2

validation:

focuses on confirming that the product meets the quality specifications and acceptance criteria

occurs during testing or after the product exists

usually requires support by specialists in the relevant products and may require arranging for independent testing

prototyping:

produces an interim product that is used to obtain early feedback on its functionality or to understand full scale production concerns

is integral to an iterative-incremental delivery method such as Agile; sometimes referred to as beta testing

may involve production and use of alternate versions of a product, (A/B testing), in which multiple versions are compared to determine the preferred one



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Supporting quality techniques - 3

testing:

involves the use of the product, its components, or some portion of its functionality under conditions representative of its intended use

Can occur at multiple times during development and delivery and in **different locations**

For example, testing at a **supplier's facility** can reduce the risk of costs and delays that might be encountered at the **user's location**

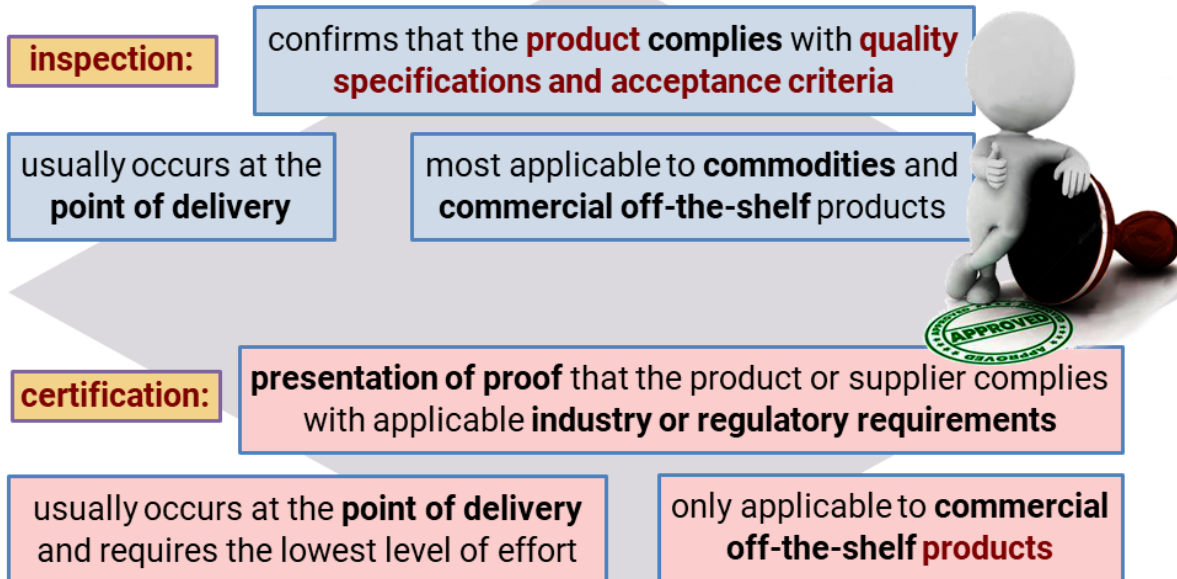
Similarly, **live testing in the operational environment** may be required to confirm the product is fit for operational use



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Supporting quality techniques - 4



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Lesson 12

Quality context

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PRINCE2 7th Edition Applying quality – organizational context - 1

A starting point of **quality planning** in an organizational context is identifying **whether** the **business or programme** has a mandated **quality management system** and expertise to perform quality assurance activities

If **multiple organizations** are involved in a project (for example, separate user and supplier organizations), **each** may have its quality management system and quality assurance expertise

The **quality management approach** should reflect each's roles, responsibilities, and capabilities



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PRINCE2 7th Edition Applying quality – organizational context - 2

Where the project is part of a **programme or portfolio**, the **quality management approach** for the programme or portfolio will usually determine the **quality management approach** for the project

In this case, only project-specific approaches need be documented in the **quality management approach**

The project may also be subject to **external quality standards**, for example, when the project is within a regulated environment

These standards may apply to both the **project products** and the **delivery activities** and must be reflected in the **product and work package descriptions**



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Applying quality – commercial context - 1

In a commercial context, **product descriptions** and the **quality management approach** must consider the function of a contract or other commercial agreement during product delivery

For example, access to a **supplier's facility** or the ability of the **customer's quality assurance staff** to conduct inspections or independent tests should be specified as part of the **contract terms**

The contract may also need to specify that the supplier provides **transparency** for its **quality control and reporting**



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Applying quality – commercial context - 2

Acceptance must also be treated contractually and in a project sense

Acceptance of a product from a supplier may be a **prerequisite** to acceptance of a product by the **customer**

However, its terms and conditions will be covered under the contract, not the **project initiation documentation**

Care should be taken to ensure that **contractual quality and acceptance criteria** do not conflict with those in the **product** and **project product descriptions**



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Lesson 13

Quality management delivery methods

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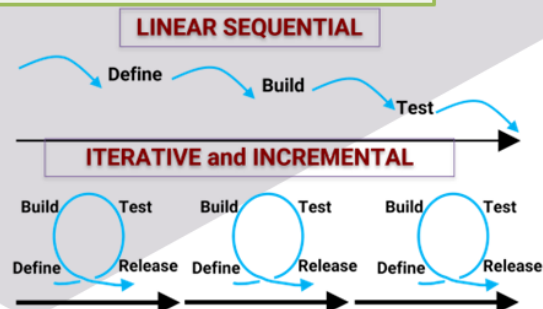
Delivery Methods - 1

Linear-sequential projects

In a linear-sequential delivery method, there is generally **more information** about the required **products** and their **delivery activities**

This enables **product descriptions** and **quality specifications** to be developed in **sufficient detail** to support scheduling and estimation to a **higher confidence level**

However, this **does not** mean there will be no changes in requirements during production or delivery!



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Delivery Methods - 2

Linear-sequential projects

Instead, the **sequence of delivery activities** is typically designed to address **uncertain aspects of product requirements and quality specifications early**, thereby **reducing the level of risk in later stages**

In addition, as with all projects, **acceptance criteria and quality specifications** may be affected by **external changes** to a linear-sequential project and addressed through **change control**

An example of such an **external change** would be introducing **new regulatory requirements** for a project product



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Delivery Methods - 3

Iterative-incremental projects

In iterative-incremental projects, the **quality specifications and acceptance criteria** are not fixed with the approval of the **project initiation documentation**

Instead, they are considered **goals** to be achieved through iterations of development and delivery, often called **sprints**

In this case, the **project product description** may be written as **high-level user stories** with associated **acceptance criteria** - and these can **develop iteratively** as the project proceeds



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Delivery Methods - 4

Iterative-incremental projects

Alternatively, the requirements (including **quality specifications** and **acceptance criteria**) can be captured and managed in a **product backlog**

This is a **prioritized list** that is reviewed and updated with each **iteration**

Feature A	5
Feature B	3
Feature C	2
Feature D	8
Feature E	2
Feature F	5
Feature G	3
Feature ...	...
Feature ZX	5
Feature ZY	2
Feature ZZ	1
Feature ...	...

Product Backlog

Acceptance criteria are commonly used to ascertain whether a **user story** has been completed.

ID#			
Title			
As a	<role>		
I want to	<function>		
So that	<benefit>		
Value	Author	Estimate	

Needs to be measurable!

User story

"As a shopper, I want to be able to scan a bar code with my phone, so I can compare and find the lowest price of the same product in various stores"

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Delivery Methods - 5

Iterative-incremental projects

An **agile project** may also aim for early delivery of a **minimum viable product**, a version with just enough features to be usable to provide feedback and refine requirements

Developing a **product description** for the **minimum viable product** effectively demonstrates **PRINCE2 principles with agile delivery**

The **quality management approach** may include a standard '**definition of done**' and '**definition of ready**'.

Definition of ready. The team provides a **user story** with clear and visible criteria prior to being accepted into the **upcoming iteration**

Definition of Done. The **product owner** completes this by ensuring alignment with stakeholders and business goals

See next lesson

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Lesson 14

Quality sustainability and scale

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Definition of done (DoD)

Definition of done (DoD) is a checklist of the types of work that the team is expected to successfully complete before the work is potentially shippable



As a minimum, **DoD** should yield a complete slice of product functionality, one that has been designed, built, integrated, tested, documented – and would deliver validated **customer value**

The definition of **Done** applies to completed products composed from a set of **product backlog items**

Each **product backlog item** should have a set of items specific **acceptance criteria** specified by the **product owner**

Feature A	5
Feature B	3
Feature C	2
Feature D	8
Feature E	2
Feature F	5
Feature G	3
Feature ...	...
Feature ZX	5
Feature ZY	2
Feature ZZ	1
Feature ...	...

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Quality sustainability

Sustainability is a key consideration in describing and specifying the **project products**

Sustainability requirements should address both the **organization's ability to sustain expected benefits after delivery** (i.e. a product), and its ability to achieve **project and products environmental sustainability**

Both aspects can be addressed at a high level in the **project product description**

Product sustainability quality specifications can usually be derived from **product's supply chain information**, and how the business intends to use and support the product

Environmental sustainability quality specifications may need to reference **regulatory or advisory standards**



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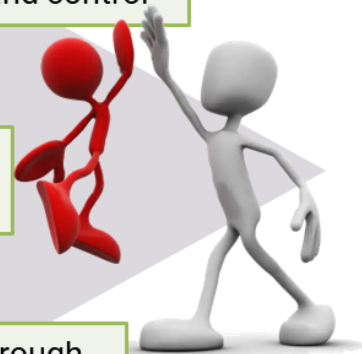
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Quality scale - 1

Quality management always has a cost, so the goal of an effective **quality management approach** is to offset the potential product failure costs by an adequate level of quality planning and control

Overly stringent quality specifications and acceptance criteria can **dramatically increase** overall project cost

Projects with a **small number of products** delivered through well-understood methods may find it **sufficient to rely on existing standards** and **inspection** at the point of delivery



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Quality scale - 2

On the other hand, a project that develops a **new product** with **numerous components or subsystems** and involving **multi-stage delivery**, may need a **significant investment in quality control** as well as **numerous quality reviews**



Quality reviews assess whether a **product is complete, adheres to standards**, and meets its **quality specifications**, and may need to be conducted at **multiple points** in the development of a **complex product**



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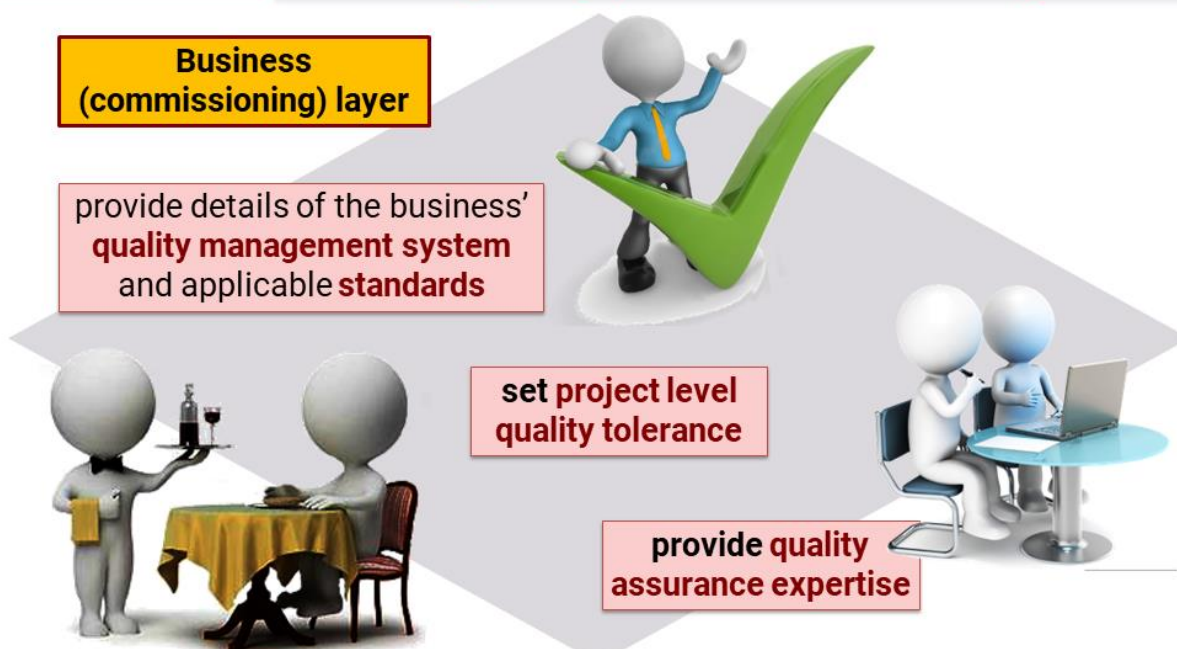
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Quality practice key roles

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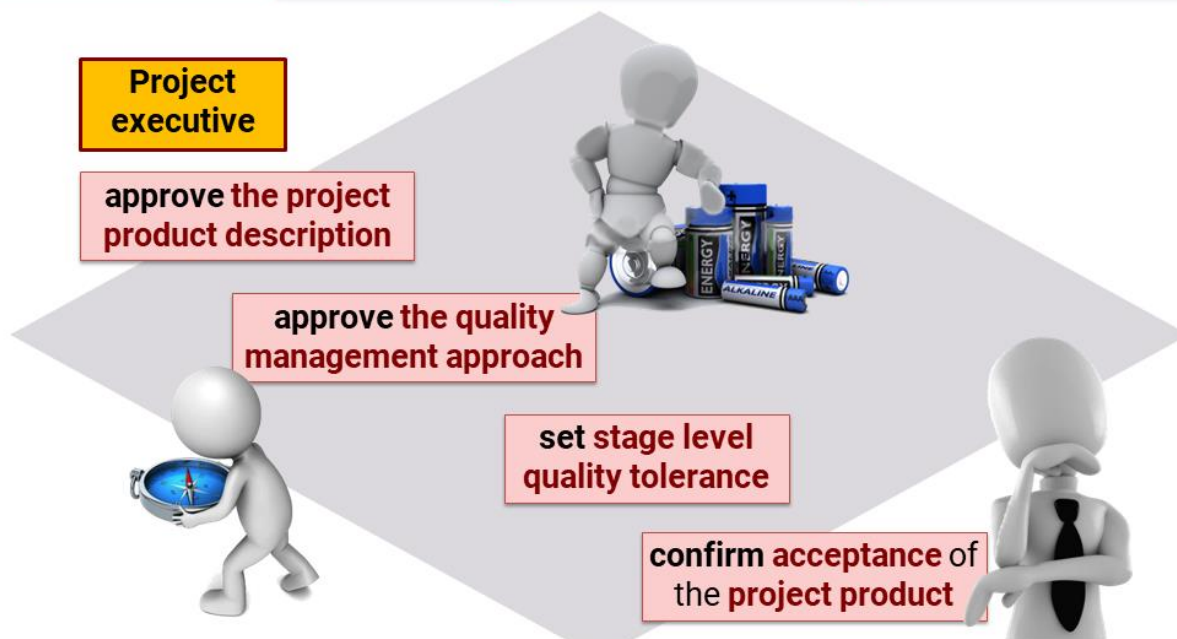
Quality practice Business layer



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Project executive responsibilities



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Senior user responsibilities

Senior user

provide the user's quality expectations and acceptance criteria

approve the **project product description**

approve **product descriptions** for specialist products

provide **people and resources** to perform user quality activities and product acceptance

accept the **project product** and be accountable for the acceptance of the project product



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Senior supplier responsibilities

Senior supplier

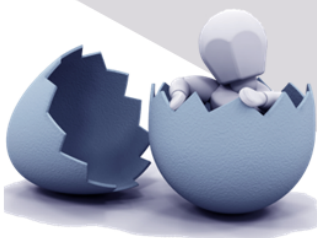
approve the **project product description** (if appropriate)

agree the **quality management approach**

agree **product descriptions** for key specialist products

agree the **quality techniques and tools** adopted in product development as defined in product descriptions and work package descriptions

provide people and resources to perform **supplier quality activities**



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Project manager & team manager responsibilities

Project manager

consult with **stakeholders** to capture and document user's **quality expectations** and **acceptance criteria** in the **project product description**

consult with **stakeholders** to prepare the **quality management approach**

consult with **stakeholders** to prepare and maintain the **product descriptions**

ensure that **team managers** implement the quality control measures agreed in **product descriptions** and **work package descriptions**

develop **product descriptions** for key products



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Project manager & team manager responsibilities

Team manager

assist the **project manager** with preparing and maintaining the **product descriptions** and **work package descriptions**

produce products in the **scope** of their team plan consistent with their **product descriptions**

implement the **quality management procedures** agreed in their **work package description**, including:

manage quality controls for the **products** in the scope of their **team plan**

assemble quality records for the **products** in the scope of their **team plan**

advise the **project manager** of **product quality status**



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Project assurance responsibilities

Project assurance

advise the **project manager** on the **quality management approach**

confirm to the **project board** that the **quality management approach** is compliant with **business policies**

assist the **project board** and **project manager** by reviewing the **product descriptions**

advise the **project manager** on suitable **quality experts**

assure **project board** members on the implementation of the **quality management approach** (such as the proper conduct of the quality procedures)



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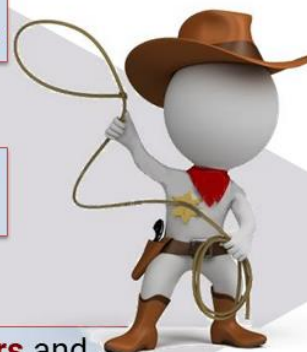
Project support responsibilities

Project support

provide administrative support for **quality controls**

prepare and maintain the **product register** and **quality register**

assist **team managers** and **members** with the application of the **project's quality procedures**



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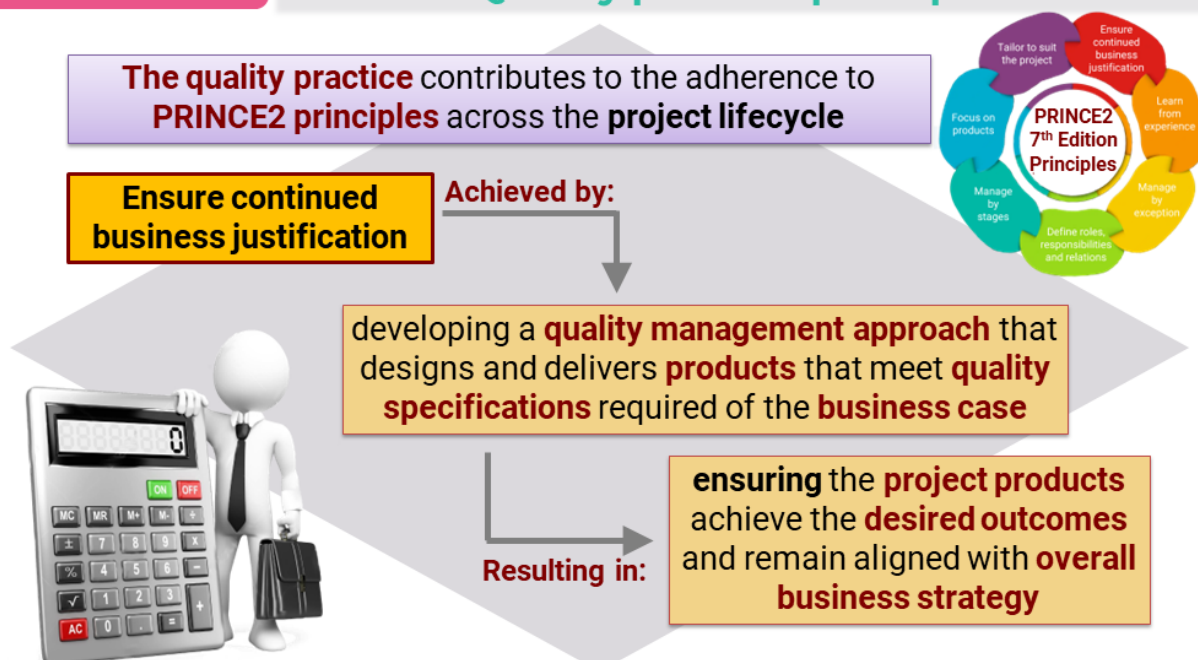
Lesson 16

Quality practice principle relationships

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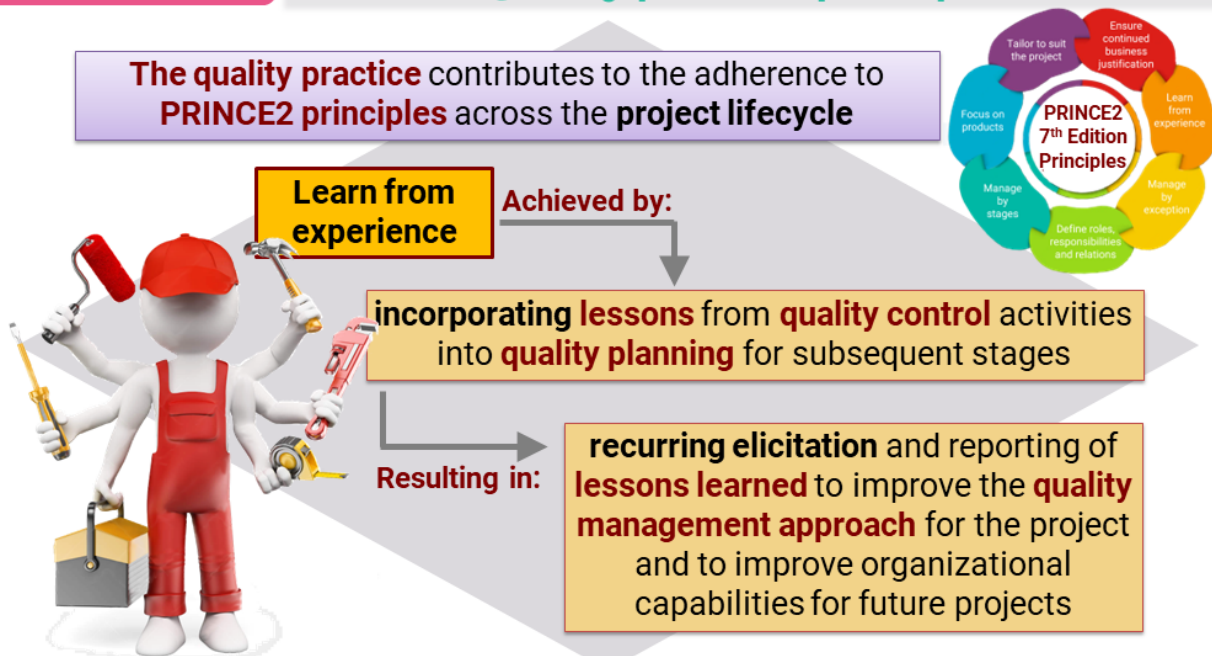
Quality practice principles - 1



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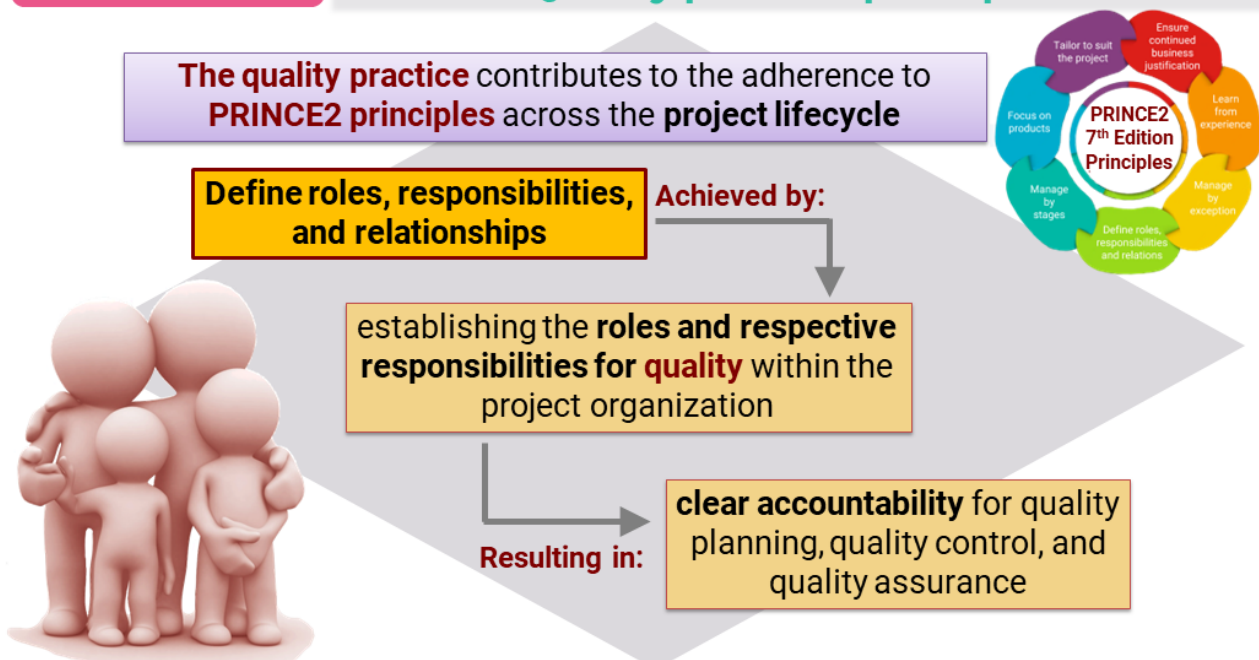
Quality practice principles - 2



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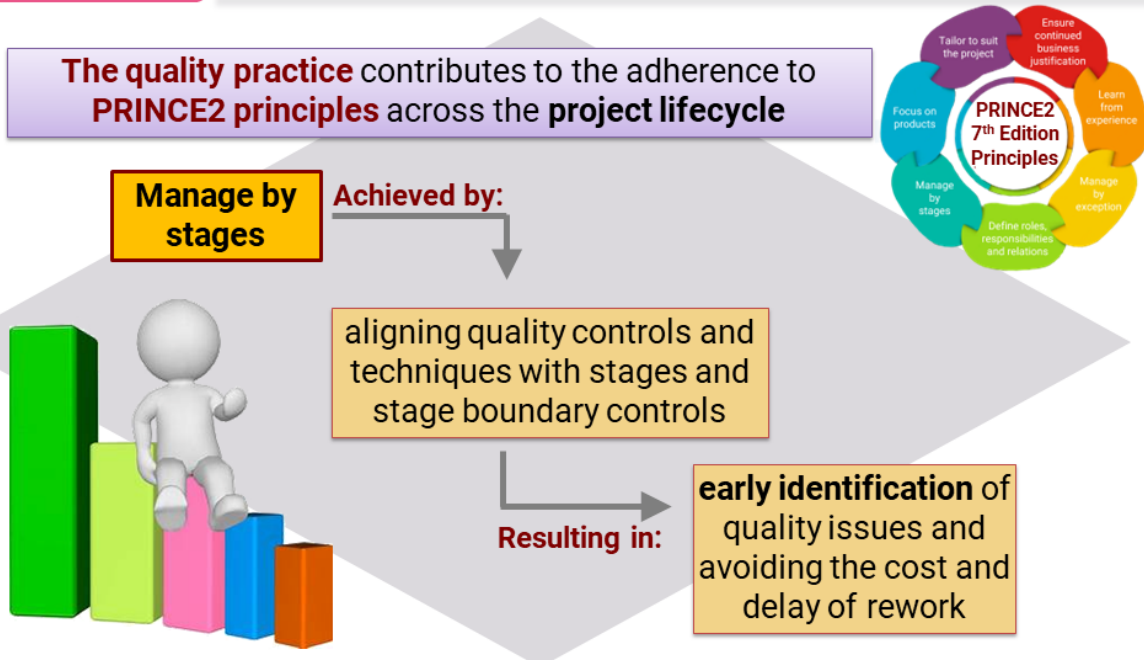
Quality practice principles - 3



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Quality practice principles - 4



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Quality practice principles - 5

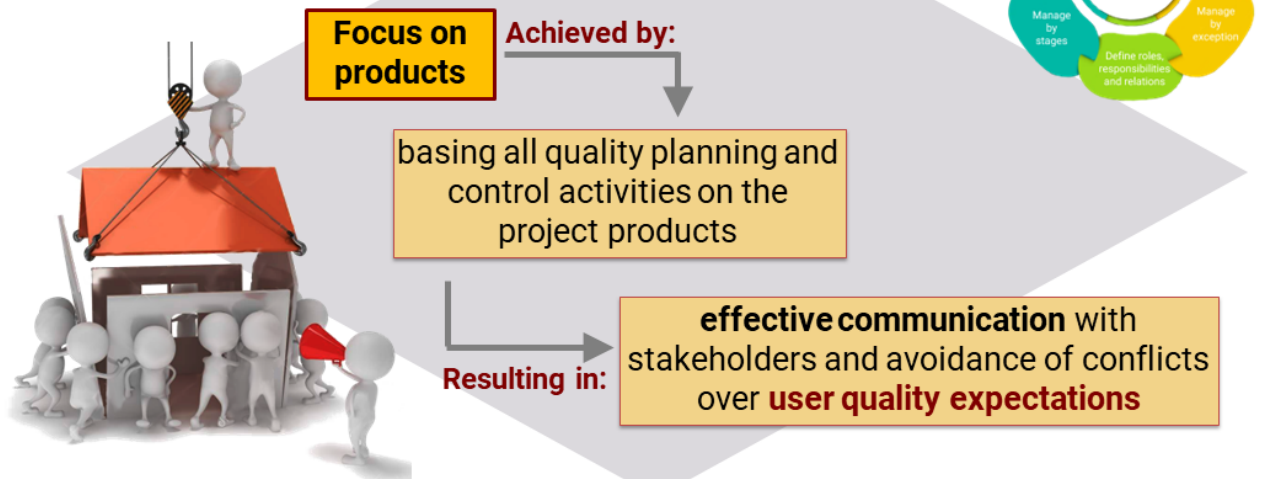


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Quality practice principles - 6

The **quality practice** contributes to the adherence to **PRINCE2 principles** across the **project lifecycle**

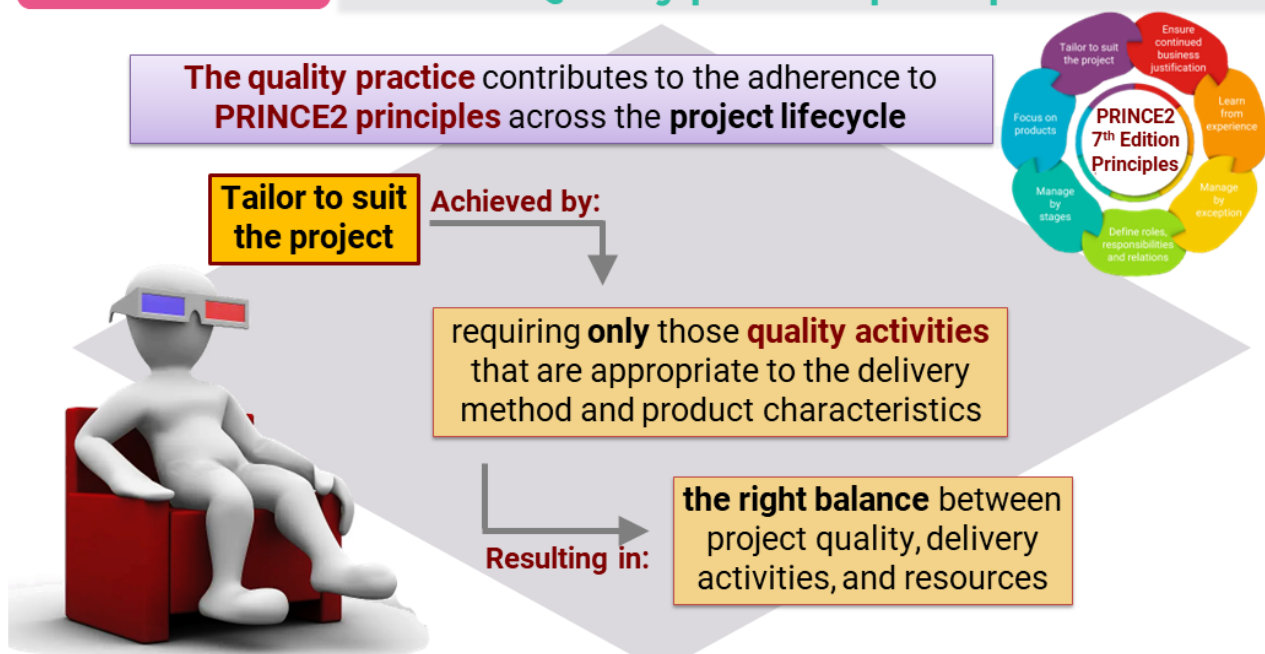


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Quality practice principles - 7

The **quality practice** contributes to the adherence to **PRINCE2 principles** across the **project lifecycle**



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Well Done! on completing Module 9!

PART ONE	PART TWO	PART THREE	PART FOUR	PART FIVE
Module 1 ✓ PRINCE2 Overview ✓	Module 4 ✓ Starting Up a Project ✓	Module 7 ✓ Initiating a Project ✓	Module 10 Product-based Planning	Module 13 Controlling a Stage
Module 2 ✓ PRINCE2 Principles ✓	Module 5 ✓ Organizing Practice ✓	Module 8 ✓ Risk Practice ✓	Module 11 Plans Practice	Module 14 Managing Product Delivery
Module 3 ✓ People ✓	Module 6 ✓ Business Case Practice ✓	Module 9 ✓ Quality Practice ✓	Module 12 Directing a Project	Module 15 Managing a Stage Boundary

50%
COMPLETE!

PART SIX	Module 16 Issues Practice	Module 17 Progress Practice	Module 18 Closing a Project
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Don't forget to carry out the module workshops!



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Example scenarios

There are example scenarios used throughout the official guide, which demonstrate how the PRINCE2 method can be applied to a wide range of projects.

A short summary of each scenario is provided below. Some of the scenarios feature projects at an early stage in their development, whereas others are partway through the project lifecycle. The following icons represent each of the scenarios that appear throughout the guide.



Scenario: example non-functional requirement

For Data Knowledge's time-recording solution, a functional requirement is that it must allow the authentication of users who are trying to log in to the app. These requirements define how a system/product must work and/or do.

The requirement that the processing of each time record should be done within 10 seconds is an example of a non-functional requirement to be met by Data Knowledge's app.

These requirements explain how the system/product should perform, including attributes of usability, performance, security, and so on.

Another way to distinguish functional and non-functional requirements is to associate functional requirements with fitness for purpose and non-functional requirements with fitness for use. If there are constraints on how a product is developed, produced, or delivered, such requirements may also need to be reflected in the associated work package description.

Subject to the complexity and maturity of the requirements for a product, it may be appropriate to keep the product descriptions at a relatively high level in the process of initiating a project.

The product descriptions can be primarily used to establish sufficient confidence in the time and cost estimates and confirm that the project can be delivered within an acceptable level of risk. The product description also identifies the responsible producer, reviewer, and acceptance authority.

Scenario: example quality standards

In the LouisShopping scenario, there will be fire, safety, security, heritage, and other regulatory requirements that the shopping centre and parking garage must meet.

The quality planning for this project will need qualified subject matter experts to help develop the quality specifications included in the product descriptions.

Additionally, BuildyBrick and Louistown city council have agreed to adopt the latest version of the Mall Federation standards for construction, which include defined criteria to be met by BuildyBrick.

The Mall Federation standards are referred to in the quality management approach as well as in relevant product descriptions which will refer to specific clauses in the standards.

As construction work is completed, numerous types of specialized testing and inspection activities will be involved during quality control to confirm compliance with these specifications.

The quality management approach should ensure that the necessary experts are identified and available to support both quality planning and quality control. Construction efficiencies and safety concerns mandate the application of high-quality standards in the construction industry.

LouisShopping will not be an exception regarding the concrete pavement strength, composition of construction materials, or parking slots measurements.

When approved, the initial product descriptions and the quality management approach become part of the project baseline.

The product descriptions are recorded in the quality register to allow monitoring and reporting of quality control activities and in the product register to allow monitoring and reporting on product delivery and acceptance.

Scenario: quality responsibilities in contracts

In the Louistown Shopping scenario, the construction of the shopping centre and parking garage falls under the scope of a contract. Therefore, the quality management approach must ensure that the roles and responsibilities for quality control and contractual acceptance are clearly distinguished from the responsibilities for acceptance of the project as a whole.

Scenario: example of changes to scope and quality

The results of early market testing by Findef uncovered that receiving in-app push notifications on product 1 was a feature in high demand by the consulted market sample, and it is a feature increasingly offered in financial services products.

Findef also learned that a new regulatory reporting requirement for financial crime has been published. The project manager is going to assess the impact of introducing the new notification feature as a change request to scope and the regulatory reporting requirement as a change request to quality standards.

These change requests will be assessed, and options proposed ahead of the planning of the next project stage.

Scenario: timebox example

To enable accelerated project progression without compromising quality, Data Knowledge's time-recording solution and resource management reporting suite is being delivered in timeboxes.

Must-have features will be included in timebox three, whereas refinements (should- and could-have features) will be covered by timebox four, following a pilot.

Scenario: scale illustrations

Since Data Knowledge's time-recording solution is a simple project, the project manager decided to outline the quality management approach in a project workbook. This contains all the management approaches and will follow the established organizational standards.

Planned quality activities are limited to a single round of user acceptance testing by selected users in the company.

In contrast, Findef's project manager developed a standalone and comprehensive quality management approach document, which details how quality is going to be managed during the project. Due to the complexity and novelty of the work involved, several quality activities are planned.

These are namely technical design inspections, unit tests, integration tests, performance tests, functional tests, and user acceptance testing. The planning and results of these activities are described in the quality register established for the project.

PRINCE2 7th Edition Module 6 Workshop Exercises

The objective of these exercises is **NOT** to replicate exam questions, but rather to test how much you have absorbed from the PRINCE2 7th Edition syllabus information within the video lessons.



I strongly recommend that you watch each video at least once, and you may find it helpful to skim over video sections for clarification.

I have deliberately not provided answers as I want to encourage you to go back over any video sections that you need to review to obtain the answer. I have included in this handbook graphics of each presentation slide used for each video, and you may prefer to use those instead of the videos.

Finding topic areas, you need to review is a powerful way of honing your PRINCE2 knowledge and gaining a pass in your exams.

1. What are the TWO key quality related section within the Project Product Description. Compare and contrast them.
2. Name and describe the THREE quality-related sections within a Product Description
3. In your own words, describe the THREE activities for effective quality management (Quality planning, Quality control, and Quality assurance)
4. What is the purpose of the PRINCE2 quality practice?
5. State the definition for Quality
6. A requirement is a _____ or _____ documented in an approved management product
7. Define Acceptance criteria
8. Define Quality specifications, and in which management document will they be stated?
9. The product-based quality approach translates requirements into acceptance criteria and quality specifications for both project products and the activities to deliver them. What are the TWO main advantages of using this approach?
10. Because no project can ever satisfy all requirements, what must be done assist this problem?

11. PRINCE2 includes a three-step quality management technique integrated around the principle of focusing on products. What are those THREE steps?
12. What are the FOUR steps to carry out quality planning? HINT. The last step is Obtain project board approval.
13. When gathering user inputs, the project product description creates which TWO management products? HINT. One is an approach.
14. What is the purpose of the project product description, and in which process is it first created?
15. Define the Users' quality expectations
16. The project product description describes the major project products to be delivered, quality tolerances that may apply for the acceptance criteria, and what other THREE elements?
17. What does the quality management approach describe?
18. What is the difference between qualitative and qualitative quality measures?
19. What is a Minimum Viable Product (MVP), and what is it used for?
20. Describe the difference between functional and non-functional requirements. Give examples of each.
21. To avoid confusion and potential conflicts, the quality responsibilities for a product should be specified in the product description. Name the THREE types of quality responsibilities.
22. In your own words, explain how product descriptions are used differently in iterative incremental projects
23. In which step of a sprint, would contribute to lessons learned?
24. The product register is a component of the project log identifying project products. What progress information does it contain?
25. The quality register provides a record of quality control activities, starting with the approval of each product description. How is this register used to control progress?
26. What are the differences between quality assurance and project assurance?

27. There are SIX supporting quality management techniques: validation, prototyping, testing, inspection, and certification. Explain what each does in your own words.
28. Explain how the quality management approach may be applied, first in an organizational context, and second in a commercial context.
29. In a linear-sequential delivery method, there is generally more information about the required products and their delivery activities. Explain the different factors involved when using an iterative-incremental delivery method.
30. Describe and contrast the Definition of Ready and the Definition of Done.
31. What factors would you consider when including sustainability in a product description?
32. Explain the trade-offs when considering project scale.
33. Regarding the quality practice, what are the responsibilities for the roles of the business layer, project executive, senior user, senior supplier, project manager, team manager, project assurance, and project support.

This is a hard question relying on memory (it would never come up in your exams!), so try and recall one or two quality responsibilities for each role.

34. What beneficial quality-related result would you obtain from the manage by stages principle?
35. What beneficial quality-related result would you obtain from the focus on products principle?

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FOUNDATION QUESTIONS

1. The project manager needs to capture the user's quality expectations.

In which step of the planning technique should the expectations be captured?

- A. Defining and analysing the products
- B. Organizing work packages
- C. Preparing estimates
- D. Preparing a schedule

2. What is a purpose of the quality practice?

- A. To enable control by defining how the project will deliver the products to satisfy the business case
- B. To document the user requirements and ensure they remain unchanged throughout the project
- C. To identify how the project will ensure that the user requirements of the project's products are met
- D. To agree to deliver products that were not part of the project's business justification

3. The team manager needs to record that a product needs to be tested but has not yet been approved.

Where should this information be recorded?

- A. Quality register
- B. Quality specifications
- C. Product register
- D. Project product description

4. Which statement describes project assurance, rather than quality assurance?

- A. It is independent of the project manager but not the project
- B. It monitors the project's quality control measures used to assess the project's products
- C. It is independent of the project team and may be part of the user's quality management system
- D. It describes the documented expectations for the project products

5. A new requirement is identified when producing a subordinate plan. How should this be managed?

- A. By preparing new product descriptions
- B. By using the issue management approach
- C. By updating the project product description
- D. By updating the quality management approach

6. A system has been tested and the user needs to take ownership of the system.

In which step of the quality management technique should this occur?

- A. Gathering user inputs
- B. Accepting products
- C. Describing the quality management approach
- D. Controlling quality

7. What is a description of a purpose of the quality practice?

- A. To define how the project's products will be tested to obtain their acceptance
- B. To define how the project executive will decide whether the benefits exceed the costs
- C. To enable the project team to communicate effectively by defining how the products will be delivered
- D. To collect and assess off-specifications and control changes to the agreed project scope

8. The project manager needs to check when an output is planned to be inspected. Which management product should the project manager review?

- A. Quality management approach
- B. Product description
- C. Product register
- D. Quality register

9. Which describes quality specifications?

- A. They are applied when inspecting a finished product**
- B. They are applied when accepting the project product
- C. They are documented in the project product description
- D. They are documented in the quality management approach

10. A building is being constructed as part of the project. The building needs to meet environmental targets.

Which information should be recorded as part of quality planning?

- A. The quality activities to test the product's sustainability in the quality register
- B. The test results after testing the product's environmental requirements
- C. The environmental requirements as the specifications in the product description
- D. The post project reviews to measure the sustainability targets in the benefits management approach

11. The project manager has prioritized the criteria that the project product must meet before the user will accept it. In which step of the quality management technique should this prioritization be used to define quality specifications?

- A. Gathering user inputs
- B. Accepting products
- C. Describing the quality management approach
- D. Controlling quality

FOUNDATION ANSWERS

1. The project manager needs to capture the user's quality expectations.
In which step of the planning technique should the expectations be captured?

A. Defining and analysing the products

B. Organizing work packages

C. Preparing estimates

D. Preparing a schedule

A. Correct. "In the process of starting up a project, the major products or outcomes, along with key quality requirements, are documented in the project product description." This happens when writing the project product description in the 'defining and analysing products' step. Ref 7.3.1.1.1

2. What is a purpose of the quality practice?

A. To enable control by defining how the project will deliver the products to satisfy the business case

B. To document the user requirements and ensure they remain unchanged throughout the project

C. To identify how the project will ensure that the user requirements of the project's products are met

D. To agree to deliver products that were not part of the project's business justification

C. Correct. "The purpose of the quality practice is to document the user's requirements of the project's products and to establish the means by which they will be met". In addition, "quality is concerned with ensuring that the project's products meet the user's requirements and expectations and enable the desired benefits to be realized." Ref 8.1

3. The team manager needs to record that a product needs to be tested but has not yet been approved.

Where should this information be recorded?

A. Quality register

B. Quality specifications

C. Product register

D. Project product description

A. Correct. The quality register is used "to summarize all quality management activities that are planned or have occurred. The quality register is used by the project manager and project assurance as part of reviewing progress." Ref 8.5

4. Which statement describes project assurance, rather than quality assurance?

A. It is independent of the project manager but not the project

B. It monitors the project's quality control measures used to assess the project's products

C. It is independent of the project team and may be part of the user's quality management system

D. It describes the documented expectations for the project products

A. Correct. "Project assurance is independent of the project manager but not the project." Ref 8.2.3

5. A new requirement is identified when producing a subordinate plan. How should this be managed?

A. By preparing new product descriptions

B. By using the issue management approach

C. By updating the project product description

D. By updating the quality management approach

B. Correct. "Changes to the baseline project initiation documentation arising from lower-level planning should be addressed using the issue management approach." Ref 8.2.1.6

6. A system has been tested and the user needs to take ownership of the system.

In which step of the quality management technique should this occur?

A. Gathering user inputs

B. Accepting products

C. Describing the quality management approach

D. Controlling quality

B. Correct. "Acceptance of a project product typically transfers ownership or responsibility for the product from the project or supplier to the project board on behalf of the user." Ref 8.3.1.3

7. What is a description of a purpose of the quality practice?

A. To define how the project's products will be tested to obtain their acceptance

B. To define how the project executive will decide whether the benefits exceed the costs

C. To enable the project team to communicate effectively by defining how the products will be delivered

D. To collect and assess off-specifications and control changes to the agreed project scope

A. Correct. "The quality practice addresses the quality concepts, guidance, techniques, management products, and responsibilities for the project's products." Ref 8.1

8. The project manager needs to check when an output is planned to be inspected. Which management product should the project manager review?

A. Quality management approach

B. Product description

C. Product register

D. Quality register

D. Correct. The quality register is used "to summarize all quality management activities that are planned or have occurred. The quality register is used by the project manager and project assurance as part of reviewing progress." Ref 8.5

9. Which describes quality specifications?

A. They are applied when inspecting a finished product

B. They are applied when accepting the project product

C. They are documented in the project product description

D. They are documented in the quality management approach

A. Correct. Quality specifications describe "the quality measures that will be applied by those performing quality control and the levels that the finished product must meet." They are stated in product descriptions. Ref 8.1.1

10. A building is being constructed as part of the project. The building needs to meet environmental targets.

Which information should be recorded as part of quality planning?

A. The quality activities to test the product's sustainability in the quality register

B. The test results after testing the product's environmental requirements

C. The environmental requirements as the specifications in the product description

D. The post project reviews to measure the sustainability targets in the benefits management approach

C. Correct. As part of quality planning "product descriptions should include product sustainability requirements captured as quality specifications or acceptance criteria. Product sustainability considers both the environmental impact of the product and the characteristics that will ensure that the product can sustain the realization of its benefits over its expected lifetime." Ref 8.2.1.4

11. The project manager has prioritized the criteria that the project product must meet before the user will accept it. In which step of the quality management technique should this prioritization be used to define quality specifications?

A. Gathering user inputs

B. Accepting products

C. Describing the quality management approach

D. Controlling quality

A. Correct. "The user's quality expectations and acceptance criteria are documented in the project product description produced in the process of starting up a project, which is a primary input to the PRINCE2 planning technique. The project product description is also the primary input to quality planning." Ref 8.3.1.1.1

PRACTITIONER QUESTIONS

Here are three items of information relating to the 'quality' practice.
Under which heading of the quality management approach (A-E) should they be recorded?

Choose only **ONE** option. Each option can be used once, more than once, or not at all.

- A. Scope
- B. Supporting tools and techniques
- C. Resources
- D. References
- E. Responsibilities

1. The marketing campaign will need to conform to NowByou's advertising standards
2. The Head of Publicity and Social Media will approve all materials to be included in the multichannel campaign during stage 3, prior to running the campaign
3. The marketing campaign will be trialled across all channels using focus groups to ensure that the campaign will be well received by all members of the community
4. The Contracted Project Manager is drafting the quality management approach during stage 1. The Director of Campaigns has suggested that the objective of project quality management should be to ensure that the project team is familiar with, and able to use, a variety of media (tv, press, and social networks) by the end of the project.
Is this an appropriate application of the 'quality' practice, and why?

- A. Yes, because the use of media by the project team is a user quality expectation to be achieved by the delivered multi-channel campaign
- B. Yes, because the use of media by the project team is an acceptance criterion to be achieved by the delivered multi-channel campaign
- C. No, because the use of media by the project team is an outcome to be achieved, rather than a purpose of project quality management
- D. No, because the use of media by the project team is an output to be produced as part of the delivered multi-channel campaign

5. The project is in stage 1 and the project manager is preparing the quality management approach. The Human Resources (HR) Director has stated that all partner organizations (contributors and suppliers) must have an appropriate equality and diversity policy in place. In addition, they must be able to provide evidence that they comply with this policy. The project manager has documented this requirement in the quality management approach, which will be baselined at the end of the initiation stage.

Is the project manager's action an appropriate application of the 'quality' practice, and why?

- A. Yes, because the quality management approach should define the quality standards for the project
- B. Yes, because the quality management approach should be baselined at the end of the initiation stage
- C. No, because this requirement should be documented in the quality register as part of the project's quality controls
- D. No, because quality tolerances should be defined to allow for deviation from the defined standard

Here are three items of information relating to leaflets that will be issued to police officers attending awareness workshops.

Which management product (A-E) should they be recorded in?

Choose only **ONE** option. Each option can be used once, more than once or not at all.

- A. Product description
- B. Product register
- C. Project product description
- D. Quality register
- E. Quality management approach

6. The leaflets were reviewed by the Director of Campaigns on the planned date and were approved for use at the workshops

7. NowByou's contact details, and those of other supporting organization, must be included in the leaflet. The details must be 100% accurate for email address, postal address, social media platforms and phone number

8. All published materials, including leaflets, must conform to copyright and data protection legislation

9. The following entry has been recorded as one of the user quality expectations documented in the project product description for the Campaign against Discrimination Project:

"The delivered multi-channel campaign will lead to improved brand recognition resulting in increased donations and financial aid from partners."

Is recording this statement as a user quality expectation an appropriate application of the 'quality' practice, and why?

A. Yes, because specifying improved brand recognition as a quality expectation of the delivered multi-channel campaign should avoid conflicts over unmet expectations

B. Yes, because improved brand recognition states a user requirement from the campaign so that the project team can plan how to meet it

C. No, because improved brand recognition is an output delivered by the campaign, not a user quality expectation

D. No, because increased donations and financial aid are benefits resulting from an outcome, not a user quality expectation

10. The Director of Campaigns is concerned whether the trials will give the required confidence that the campaigns would meet their quality specifications. As a result, the project's quality control measures need to be assessed. This assessment will review whether, when the campaigns are trialled with representatives from support groups, they will meet their quality specifications. The project board has decided that it will manage this assessment.

Is this an appropriate application of the 'quality' practice, and why?

A. Yes, because quality assurance should be performed by the project board or delegated to someone to perform on their behalf

B. Yes, because project assurance should be a project board responsibility or delegated to someone to perform on their behalf

C. No, because project assurance should be a responsibility of the project management team as a whole

D. No, because quality assurance should be managed independently from the project team

PRACTITIONER ANSWERS

Here are three items of information relating to the 'quality' practice.
Under which heading of the quality management approach (A-E) should they be recorded?

Choose only **ONE** option. Each option can be used once, more than once, or not at all.

- A. Scope
- B. Supporting tools and techniques
- C. Resources
- D. References**
- E. Responsibilities

1. The marketing campaign will need to conform to NowByou's advertising standards

D. Correct. The quality management approach should include "References for any associated documents or products, for example the business' or supplier's quality management systems." Advertising standards are an example of a business' quality management system. Ref 8.5

2. The Head of Publicity and Social Media will approve all materials to be included in the multichannel campaign during stage 3, prior to running the campaign

E. Correct. The quality management approach should include "Responsibilities: defines responsibilities for quality planning and control activities. (This should include responsibilities between the user, business, and support organizations for project assurance.)." The Head of Publicity and Social Media is the acceptance authority for the campaign materials. Ref 8.5

3. The marketing campaign will be trialled across all channels using focus groups to ensure that the campaign will be well received by all members of the community

B. Correct. The quality management approach should include "supporting tools and techniques: for the quality planning and control activities, including any systems to be used and how, and any specific techniques such as testing, inspection, prototyping." Trialling the campaign materials with a variety of users is an example of a quality control technique. Ref 8.5

4. The Contracted Project Manager is drafting the quality management approach during stage 1. The Director of Campaigns has suggested that the objective of project quality management should be to ensure that the project team is familiar with, and able to use, a variety of media (tv, press, and social networks) by the end of the project.

Is this an appropriate application of the 'quality' practice, and why?

A. Yes, because the use of media by the project team is a user quality expectation to be achieved by the delivered multi-channel campaign

B. Yes, because the use of media by the project team is an acceptance criterion to be achieved by the delivered multi-channel campaign

C. No, because the use of media by the project team is an outcome to be achieved, rather than a purpose of project quality management

D. No, because the use of media by the project team is an output to be produced as part of the delivered multi-channel campaign

C. Correct. The use of media by the project team is an outcome. An outcome is the "result of change, normally affecting real-world behaviour." From this outcome - the use of media, it should be possible to derive benefits in the longer term. Ref 5.1

5. The project is in stage 1 and the project manager is preparing the quality management approach. The Human Resources (HR) Director has stated that all partner organizations (contributors and suppliers) must have an appropriate equality and diversity policy in place. In addition, they must be able to provide evidence that they comply with this policy. The project manager has documented this requirement in the quality management approach, which will be baselined at the end of the initiation stage.

Is the project manager's action an appropriate application of the 'quality' practice, and why?

A. Yes, because the quality management approach should define the quality standards for the project

B. Yes, because the quality management approach should be baselined at the end of the initiation stage

C. No, because this requirement should be documented in the quality register as part of the project's quality controls

D. No, because quality tolerances should be defined to allow for deviation from the defined standard

A. Correct. "The quality management approach describes the quality standards and procedures that will be followed." Therefore, it is appropriate to document the need for suppliers to have such a policy in the quality management approach. Ref 8.3.1.1.3

Here are three items of information relating to leaflets that will be issued to police officers attending awareness workshops.

Which management product (A-E) should they be recorded in?

Choose only **ONE** option. Each option can be used once, more than once or not at all.

- A. Product description
- B. Product register
- C. Project product description
- D. Quality register
- E. Quality management approach

6. The leaflets were reviewed by the Director of Campaigns on the planned date and were approved for use at the workshops

D. Correct. The quality register should include "
Quality method: The quality method involved in the activity.
Dates: Planned and actual dates of the activity.
Responsibilities The individuals or functions involved and their respective roles and responsibilities.
Result: Whether the product passed or failed. Indication of the response in the event the product fails."

Here, review is the quality method, the Director of Campaigns is the approver and result is approved. Ref 8.5

7. NowByou's contact details, and those of other supporting organization, must be included in the leaflet. The details must be 100% accurate for email address, postal address, social media platforms and phone number

A. Correct. The product description for the leaflets should include "Quality specifications the functional and nonfunctional requirements for the product along with their associated measures." Here, the quality specification is the need for 100% accuracy of the information. Ref 8.5

8. All published materials, including leaflets, must conform to copyright and data protection legislation

E. Correct. The quality management approach should include "Standards, any standards which apply to quality management, including the composition and format of the quality

register and other quality records." Here the need to comply with copyright and data protection legislation is a standard for all published materials, not just the leaflet. Ref 8.5

9. The following entry has been recorded as one of the user quality expectations documented in the project product description for the Campaign against Discrimination Project:

"The delivered multi-channel campaign will lead to improved brand recognition resulting in increased donations and financial aid from partners."

Is recording this statement as a user quality expectation an appropriate application of the 'quality' practice, and why?

A. Yes, because specifying improved brand recognition as a quality expectation of the delivered multi-channel campaign should avoid conflicts over unmet expectations

B. Yes, because improved brand recognition states a user requirement from the campaign so that the project team can plan how to meet it

C. No, because improved brand recognition is an output delivered by the campaign, not a user quality expectation

D. No, because increased donations and financial aid are benefits resulting from an outcome, not a user quality expectation

D. Correct. According to the scenario NowByou is seeking to "reinforce their own brand recognition" through the campaign. However, this is an outcome of the campaign and increased donations and financial aid are benefits, not user quality expectation. A user quality expectation is defined as "a statement about the quality expected from the project product, captured in the project product description." However, according to the 'business case' practice, a benefit is "The measurable improvement resulting from an outcome that is perceived as an advantage by the investing organization and contributes towards one or more business objectives. " This statement does not describe the project product but the result of its use and its associated benefits. Ref 8.2.1.1, 8.1.1, 5.1,

10. The Director of Campaigns is concerned whether the trials will give the required confidence that the campaigns would meet their quality specifications. As a result, the project's quality control measures need to be assessed. This assessment will review whether, when the campaigns are trialled with representatives from support groups, they will meet their quality specifications. The project board has decided that it will manage this assessment.

Is this an appropriate application of the 'quality' practice, and why?

- A. Yes, because quality assurance should be performed by the project board or delegated to someone to perform on their behalf
- B. Yes, because project assurance should be a project board responsibility or delegated to someone to perform on their behalf
- C. No, because project assurance should be a responsibility of the project management team as a whole

D. No, because quality assurance should be managed independently from the project team

D. Correct. Quality assurance is defined as "a planned and systematic activity that provides confidence that products will meet their defined quality specifications when tested under quality control. Quality assurance is typically a function managed independently from the project team."

In addition, "quality assurance may be performed at the programme or business level, for example, by an element of the business' quality management system." And "Quality assurance is business or programme function managed outside the project management team." Therefore, the assessment of the quality control measures should be managed independently from the project management team. Ref 8.2.3