



PRINCE2[®]

7th Edition

Masterclass

Handbook



Handbook 12

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Module 12

Lesson 1

Directing a project process

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Directing a project syllabus-

FOUNDATION: Explain the purpose of the directing a project process:

Explain the objectives of the directing a project process:

Explain the context of the directing a project process:

PRACTITIONER:

Carry out the directing a project process demonstrating an understanding of:

a) The activities, inputs and outputs

b) The recommended roles and responsibilities within the process (RACI table)

c) How the practices are applied

Analyse whether the 'directing a project' process activities, roles and responsibilities are effective and fit for purpose, taking into consideration: tailoring to the project's environment/context, the PRINCE2 practices, and the purpose and objectives of the process



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The directing a project module

By the end of **Module 12** you will understand:

Explore and understand the **purpose and objectives** of the directing a project process

Understand the **context** of the directing a project process

Understand the **project board's** role in different stages of a project



The directing a project process covers the activities of the project board

It is **not** concerned with the day-to-day activities of the project manager

This process begins at the start of the project and is used throughout the project's lifespan

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Directing a project purpose

The purpose of the process of directing a project is to enable the **project board** to be **accountable** for the **project's success** by making **key decisions** and exercising overall control ...

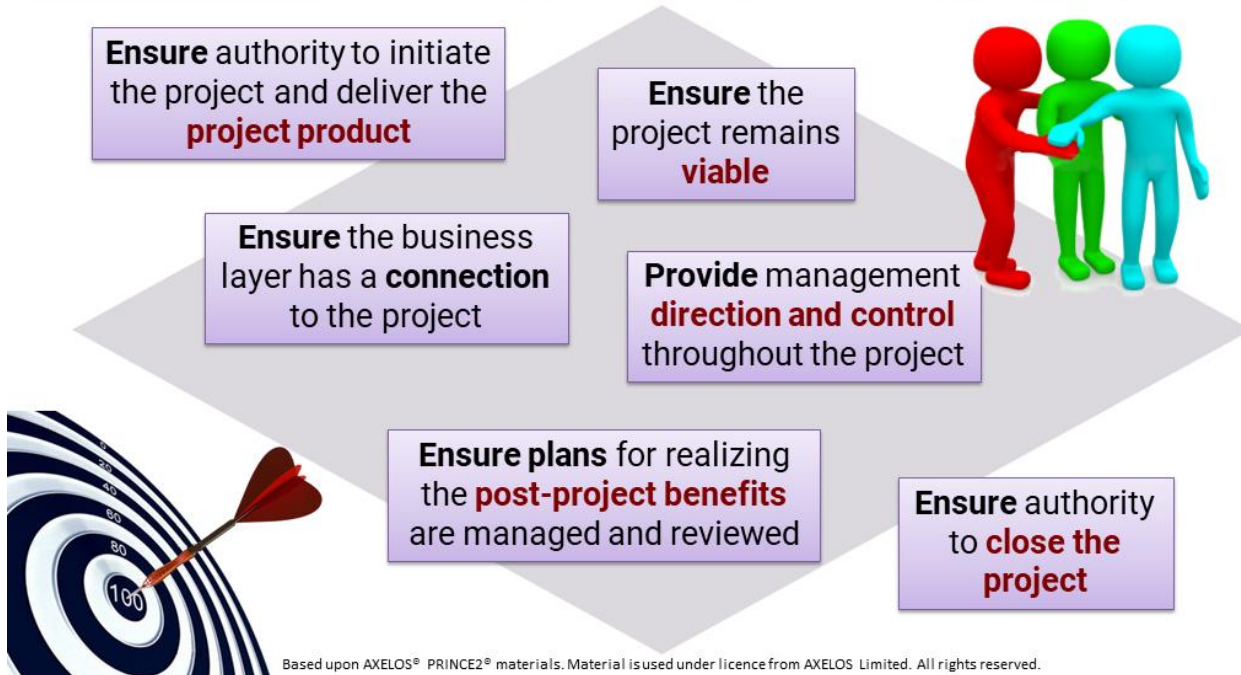
... while **delegating day-to-day management** of the project to the **project manager**



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Objectives of directing a project

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Applying the process

The project executive is responsible for all the activities in this process, but the actual work may be done by others

The project manager should not take any decisions or give approval or direction on matters that are the responsibility of the project executive, as these roles must be kept separate

In some contexts, the decision at **stage boundaries**, particularly when funds are released for the next stage, may be taken by a role at a higher level than the project executive, such as in a programme, portfolio, or business layer context

For this reason, the **authorize a stage or exception plan** activity may be treated as a **separate process** in a tailored **PRINCE2** process model

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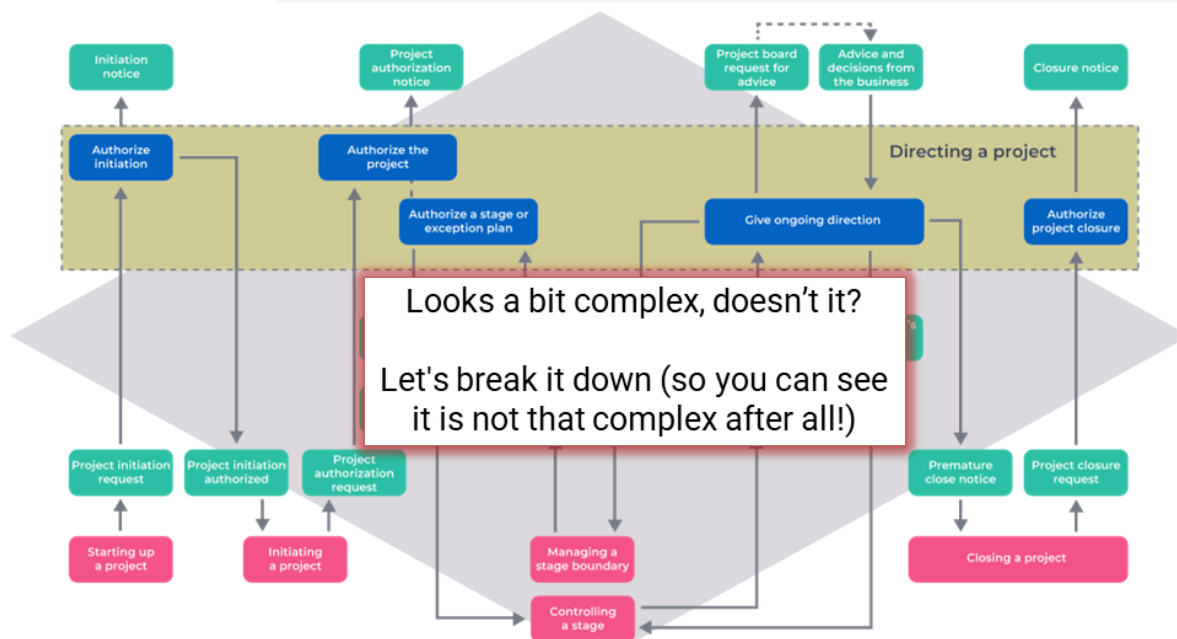
Lesson 2

Directing a project context

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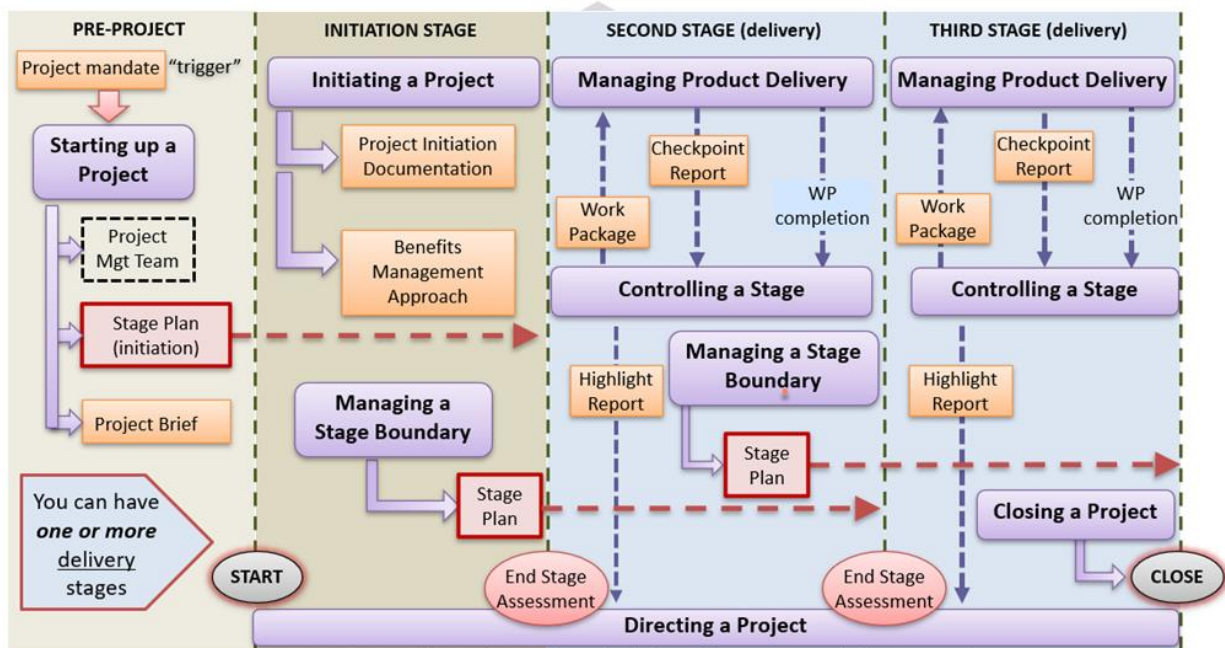
The directing a project process - summary



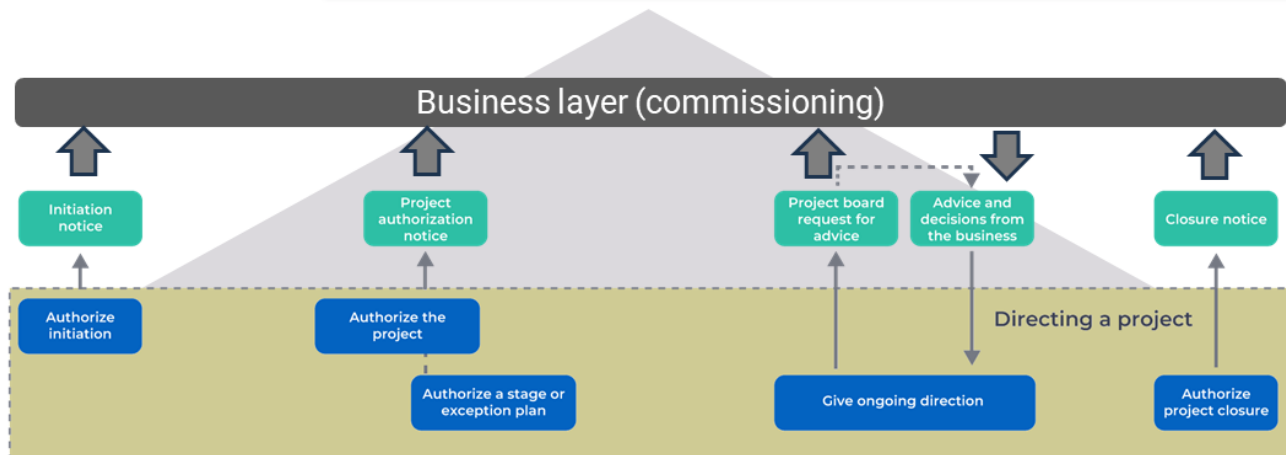
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PRINCE2 processes and stage context

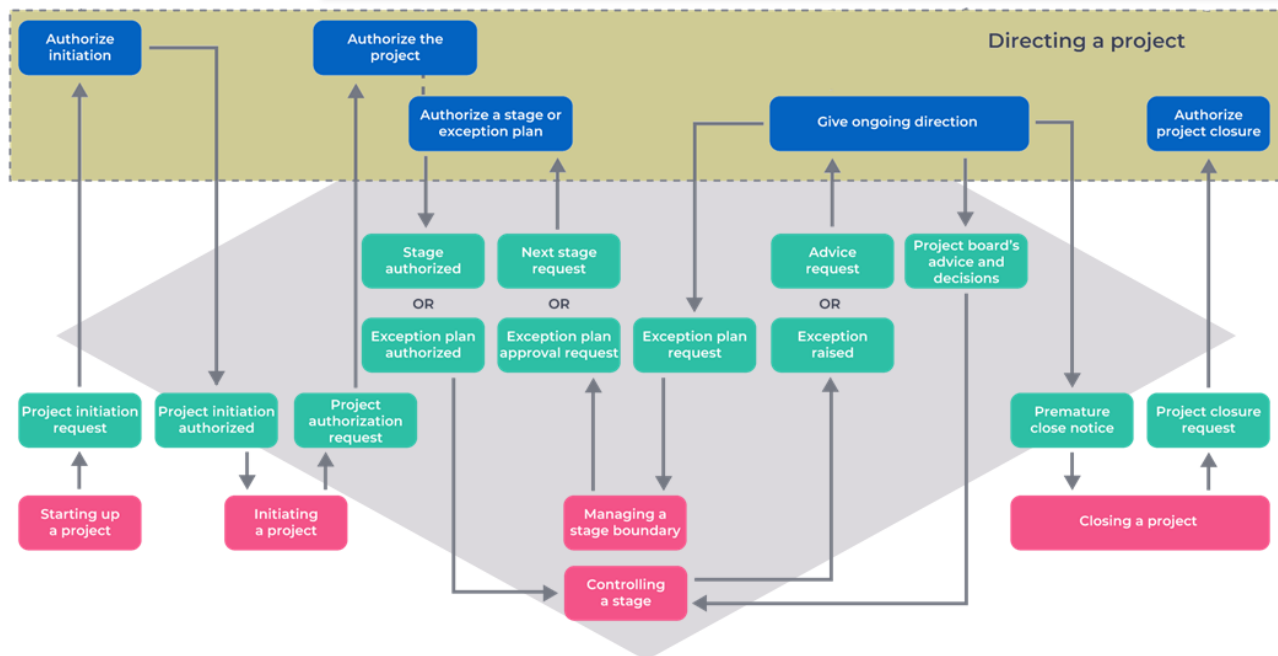
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The directing a project process - 1

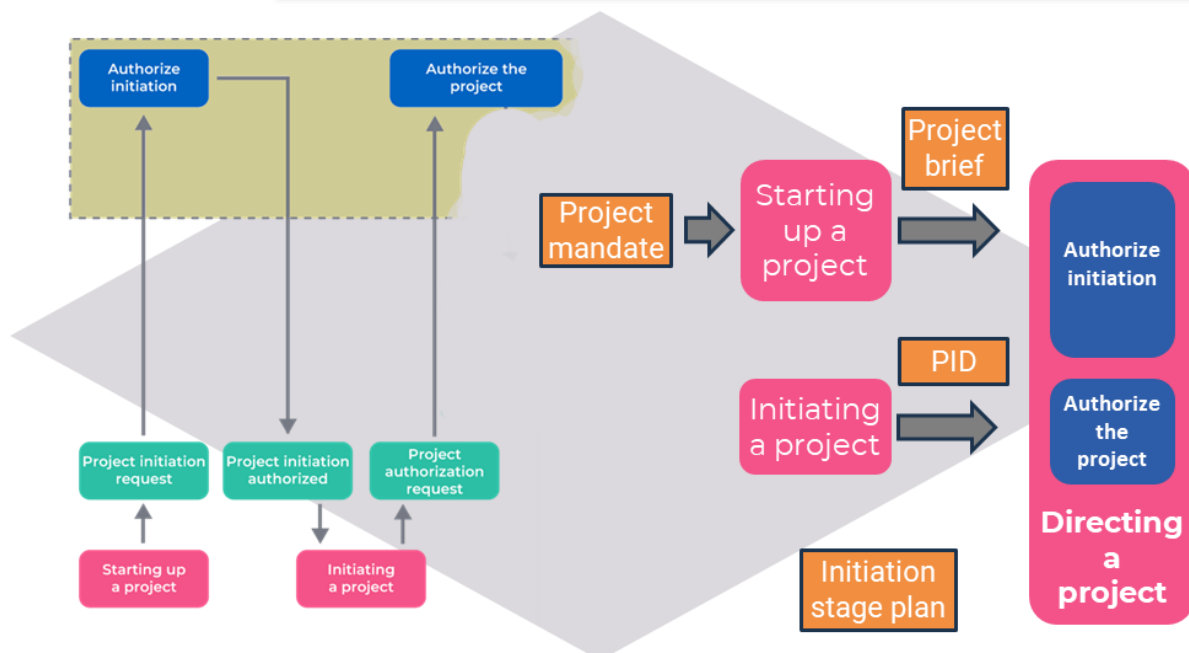


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The directing a project process - 2

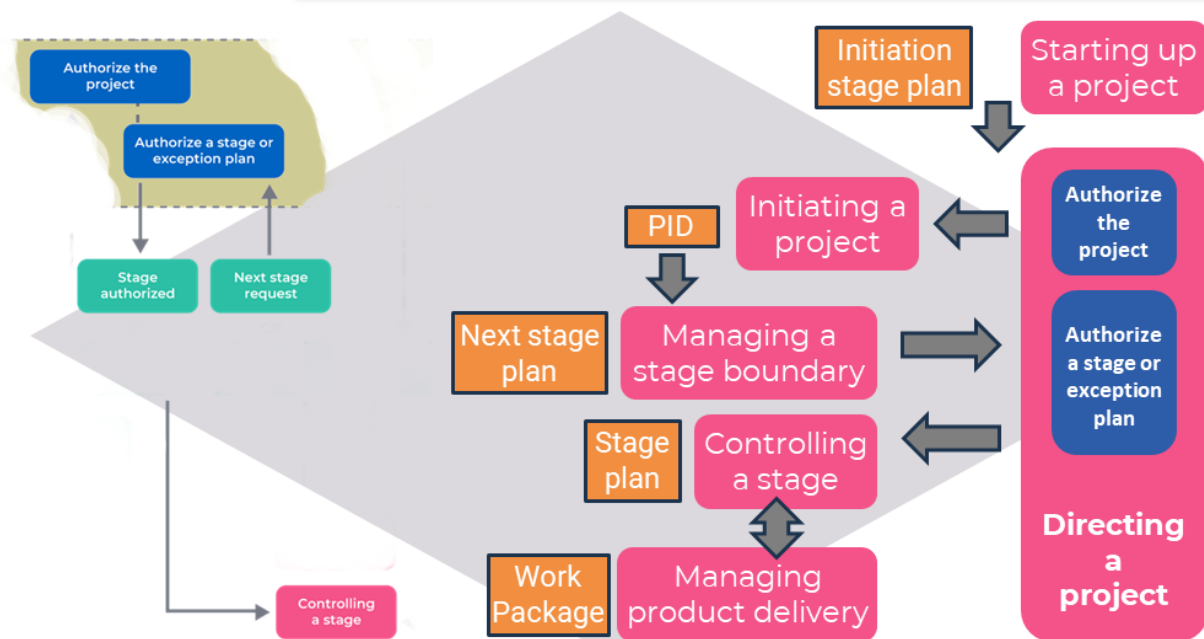
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The directing a project process - 3



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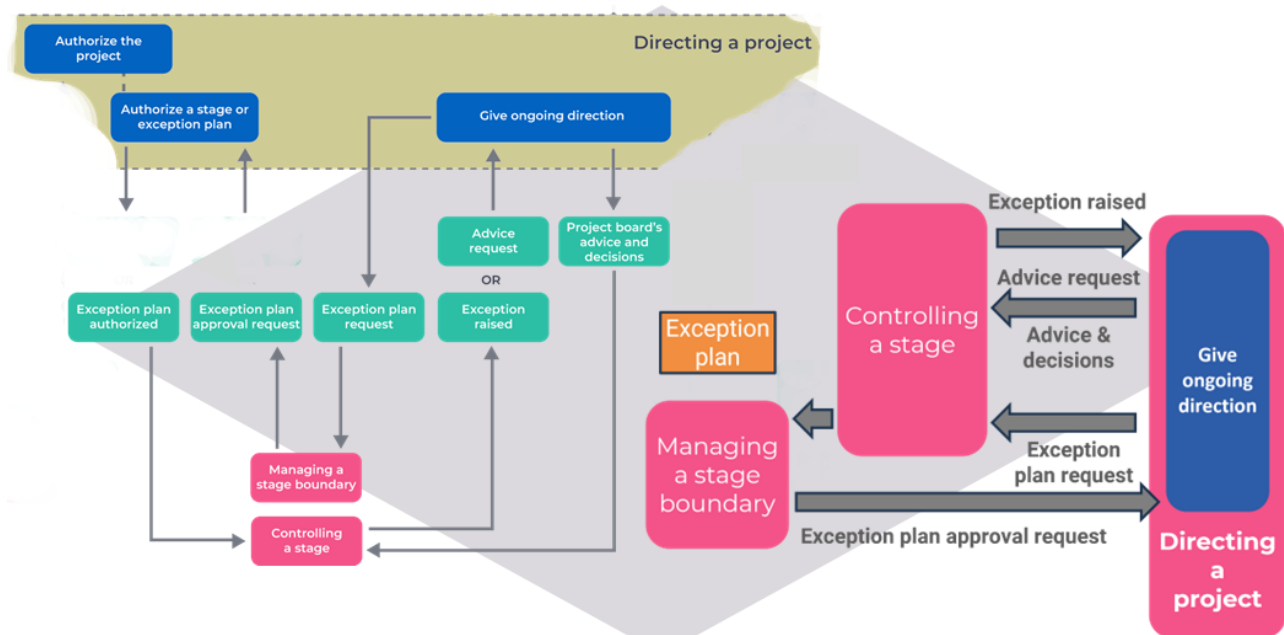
The directing a project process - 4



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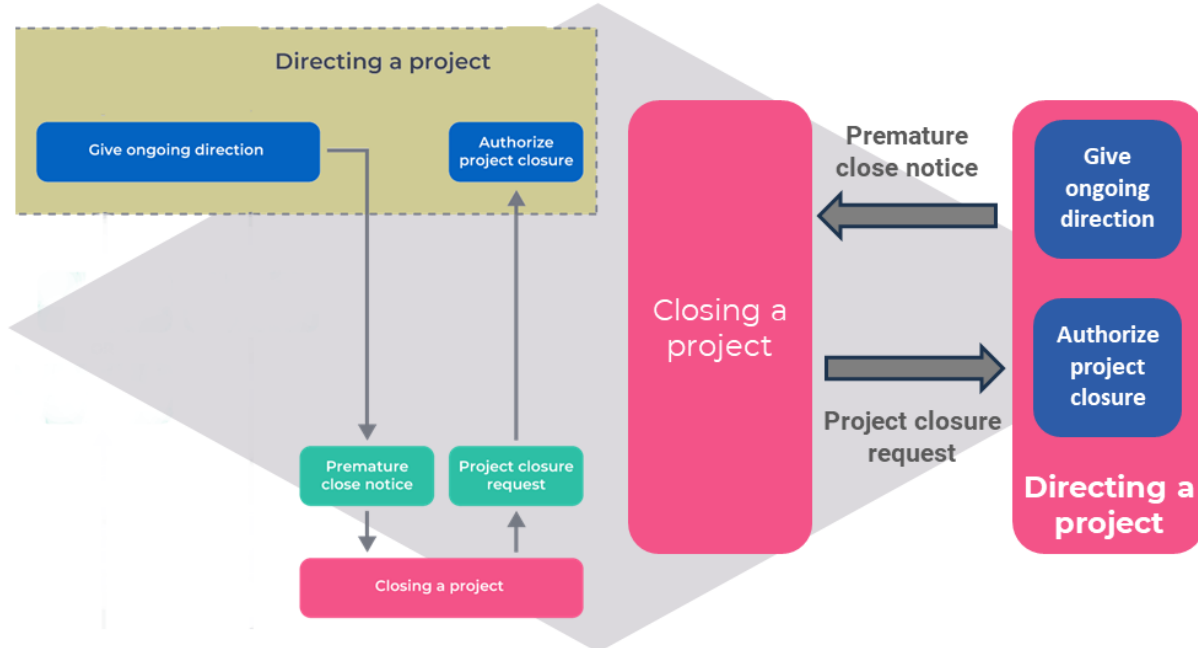
The directing a project process - 5



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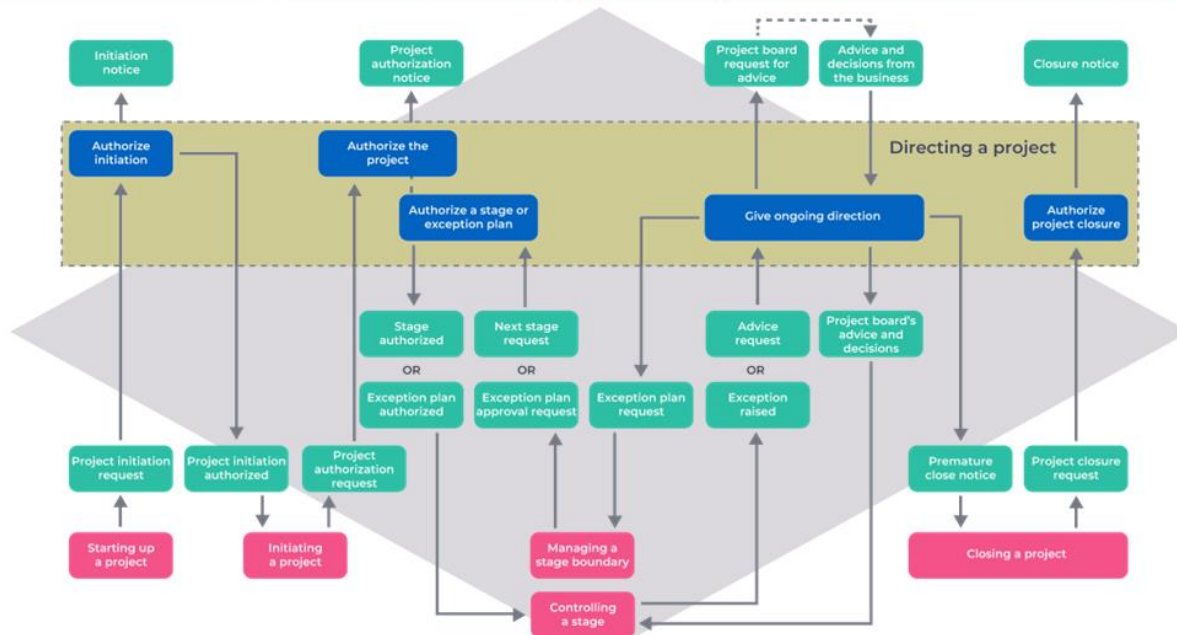
The directing a project process - 6



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The directing a project process - summary



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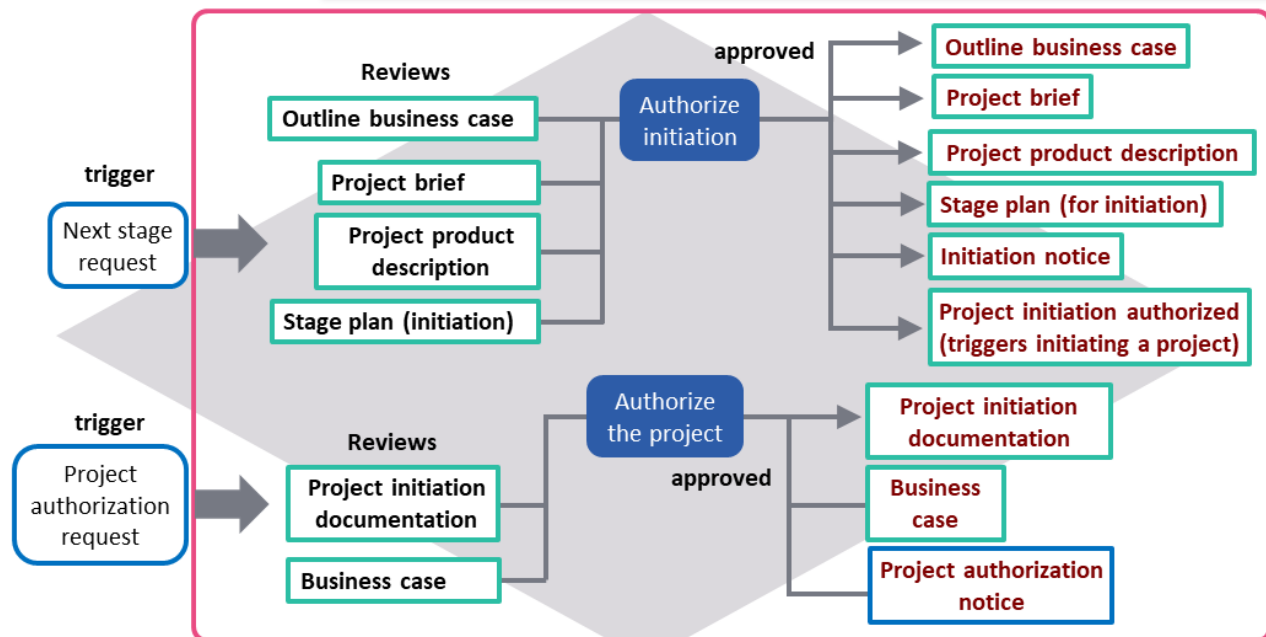
Lesson 3

Directing a project activities – PART ONE

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Directing a Project process (input/output)



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Authorize initiation

Recommended actions for the project board:

check that the **project approach** aligns with business policies

review and approve the **project brief** and the **project product description**

check that the **outline business case** demonstrates a viable project that aligns to business strategy

review and approve the **stage plan** for the initiation stage, and set stage tolerances

inform all stakeholders and impacted sites that the **project is being initiated** and request any necessary logistical support (such as communication facilities, equipment, and or project support) sufficient for the initiation stage

authorize the **project manager** to proceed with the initiation stage



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Authorize the project

Recommended actions for the project board:

review and approve the **project initiation documentation**

confirm **project tolerances**

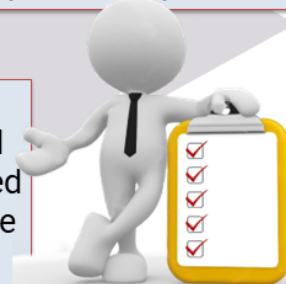
confirm that **lessons** from previous similar projects have been reviewed and addressed

confirm that there has been a **review of the risks** and that risk responses for both threats and opportunities are appropriate and planned

obtain or commit the **people and resources** needed by the project (these will be provided to the project manager stage by stage)

authorize the **project manager** to deliver the project **or** instruct the project manager to **close the project prematurely** if a decision is made not to proceed

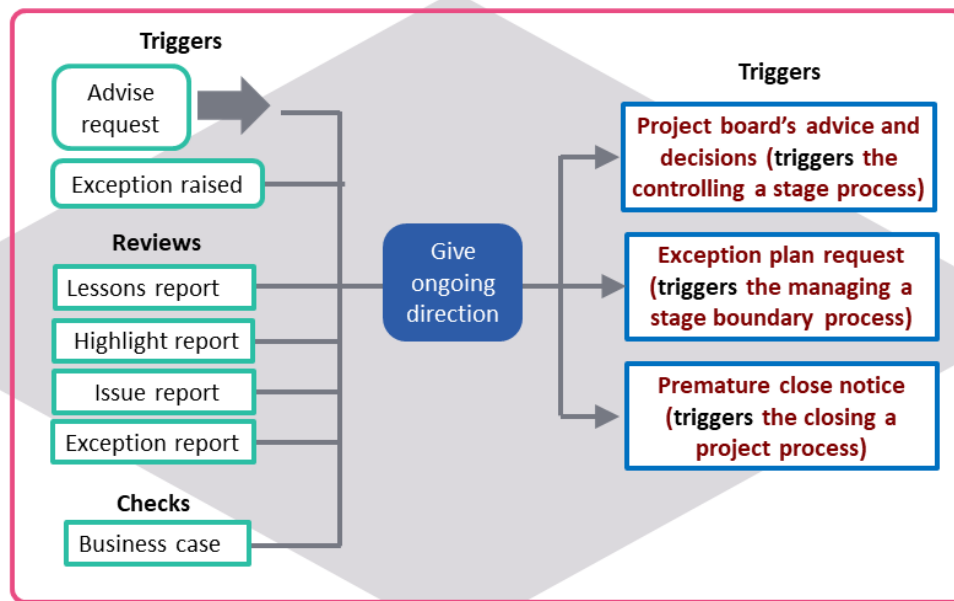
notify the business and other interested parties that the project has been authorized



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Give ongoing direction - 1



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Give ongoing direction - 2

Recommended actions for the project board:

in response to informal requests for advice and guidance, seek advice (if needed) and assist the project manager

in response to an escalated issue, seek advice if needed and make a decision

For an **off-specification**, the **response** is either to reject it, which means the project management team or supplier will complete the relevant product, or to grant a **concession**, which means the incomplete product is accepted

in response to an **exception report**, seek advice if needed and make a decision

in response to the receipt of a **highlight report**, review and take actions as necessary



in response to advice and decisions from the **business**, notify the **project manager** of any changes

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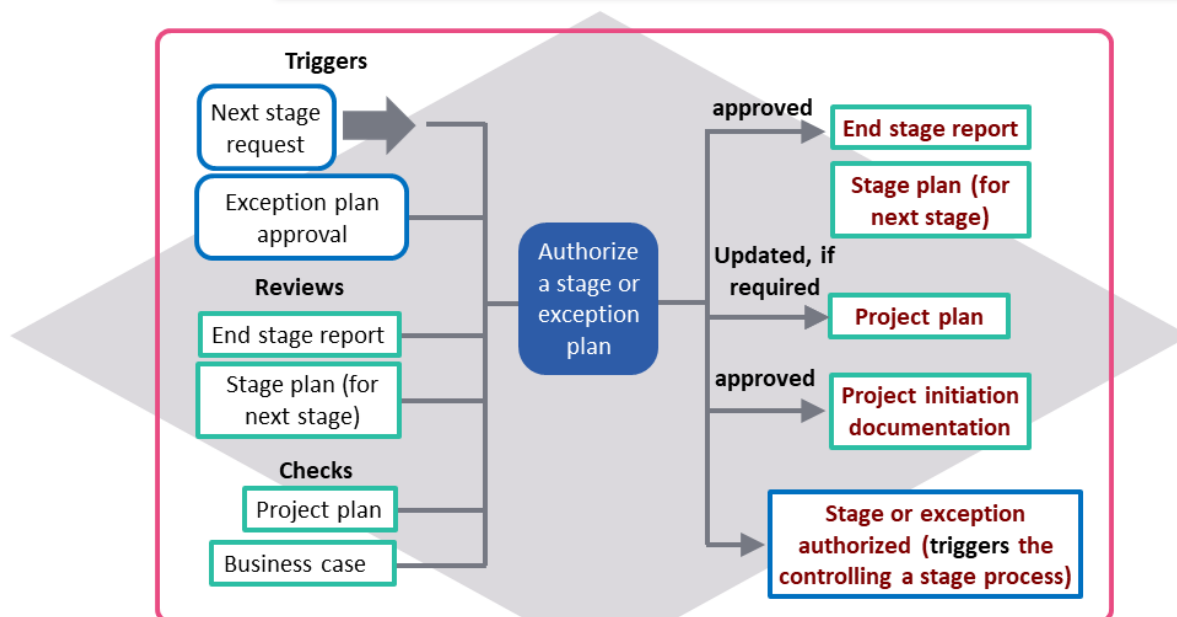
Lesson 4

Directing a project activities – PART TWO

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Authorise a stage or exception plan - 1



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Authorize a stage or exception plan - 2

Recommended actions for the project board:

review and approve
the **end stage report**

review the **stage plan** or **exception plan** for
which the project manager is seeking approval

Decide to approve the plan or ask the project manager
to revise the rejected plan, or instruct the project
manager to initiate **premature closure** of the project

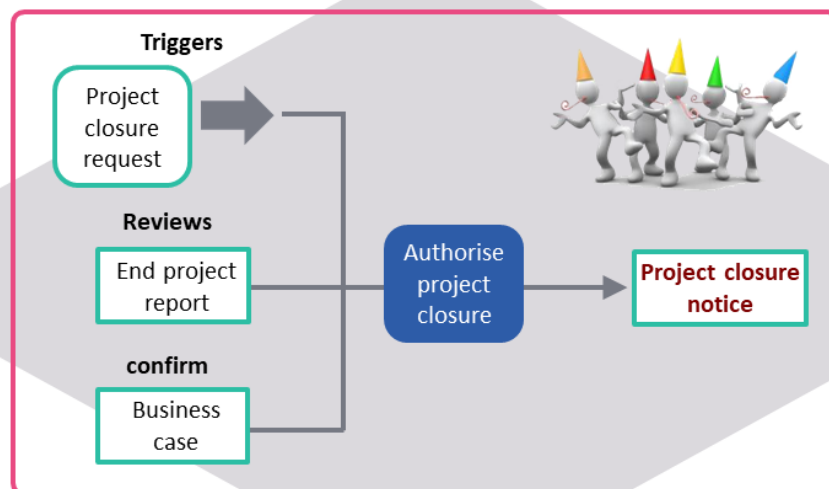
communicate the status of the project to the
business and keep other interested parties informed
about project progress (in accordance with the
communication management approach)



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Authorize project closure - 1



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Authorize project closure - 2

Recommended actions for the project board:

review the original and current versions of the **project initiation documentation** to understand the project's initial baseline and current approaches and controls

review and approve the **end project report**

ensure that **post-project benefits reviews** defined by the updated **benefits management approach** cover the **performance of the project product in operational use** to identify whether there have been any side effects (beneficial or adverse)

review and gain approval for the updated **benefits management approach**, ensuring that it addresses the expected benefits that cannot yet be confirmed

Responsibility for the **approach** needs to be **transferred** to the **business**



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Authorize project closure - 3

Recommended actions for the project board:

confirm the updated **business case** by comparing the actual and forecast benefits, costs, and risks against the outline business case that was used to justify the project (it may not be possible to confirm all the benefits as some will not be realized until after the project is closed)

review and issue a **project closure notification** in accordance with the **communication management approach**

The project board advises those who have provided the support infrastructure and resources for the project that these can be **withdrawn**. This should indicate a **closing date for costs** being charged to the project

ensure that **off-boarding** of all remaining project team members is handled in a correct way



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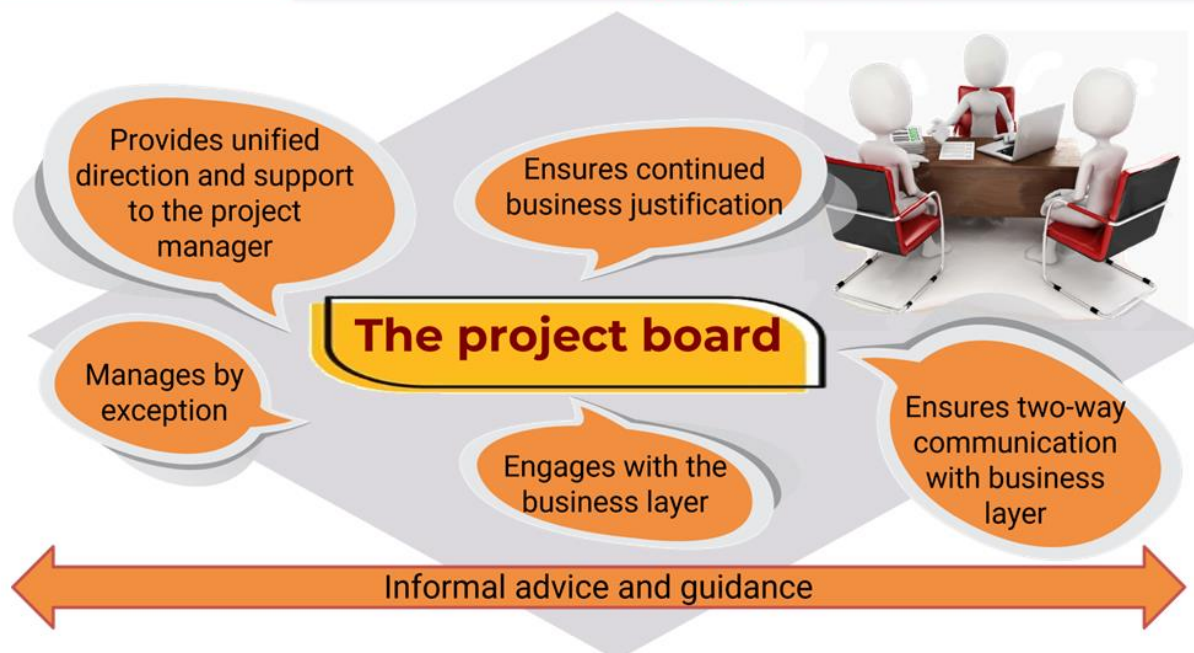
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The project board

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The project board - 1



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The project board - 2

Gives **informal** advice and guidance as well as **formal direction** during the life of the project, for example, when additional consultation with the project manager is required

Manages by exception - monitors by reports, and controls through a small number of decision points

Acts as a **communication channel**, engaging with and ensuring **two-way communication** with the **business layer**

The **directing a project** process provides a mechanism for the **project board** to ensure there is **continued business justification** without being overburdened by hands-on project management activity

No need for other **progress meetings** as the **project manager** will inform the board of any **exception situation**



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The project board - 3

The process of **directing a project** covers the activities of the **project board** and is **not** concerned with the day-to-day activities of the project manager

It is also important that levels of authority and decision-making processes are clearly defined and **empower the project manager and team managers**

There needs to be a two-way flow of information between the **project board** and the **business layer** during the project



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The project board - 4

The project board must ensure that the project always remains **aligned with the business layer's strategy**



A key role of the project board is to **engage with the business layer** and act as a **communication channel ...**



... and how it is going to do this should be documented in the **communication management approach**

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The project board - 5

The project board should provide unified direction and guidance to the project manager

If the project board is unable to provide a single view, then the risk of project failure significantly increases, as the project manager may act on contradictory requirements and priorities ...

... in such cases, the **project executive** makes the decision

Management by exception helps avoid the project board **micromanaging** the **project manager**

The project board will update the **project manager** on external project matters, and the project manager will seek board advice whenever necessary during the project



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Directing a project RACI

Activity	Business layer	Project executive	Senior user	Senior supplier	Project manager	Team manager	Project assurance	Project support
Authorize initiation	I	A/R						
Authorize the project	I	A/R	C	C	I	I	C	I
Give ongoing direction	C	A/R ₁	R ₂	R ₃	C/I	I	C	I
Authorize a stage or exception plan	I	A/R	C	C	I	I	C	I
Authorize project closure	I	A/R	C	C	I	I	C	I

R = Responsible, A = Accountable, C = Consulted, I = Informed

R₁: Business related R₂: User related R₃: Supplier related

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Module 12

Lesson 6

Applying the DP process –
PART ONE

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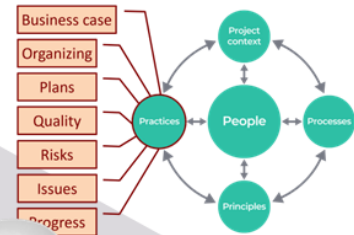
Practice application to DP - 1

Business case

The project board provides input to the **business case** to ensure it is desirable, viable, and achievable and that the proposed option aligns with the business strategy

The **outline business case** within the **project brief** is reviewed to check whether it is worthwhile to initiate the project and if so, the project board provides their approval

The **full business case** is reviewed to check whether it is worthwhile to authorize the project and the next stage, and if so, the project board provides their approval



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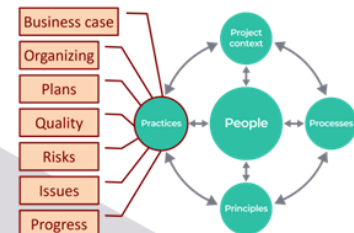
Practice application to DP - 2

Business case

When asked to **authorize project closure**, the **project board** reviews the **full business case** to confirm the performance of the project against the **business case**

The **project board** approves the initial and any updated versions of the **benefits management approach** and **sustainability management approach** for alignment to the **business case** and business strategy

The **project board** agrees project level benefits and sustainability tolerance with the **business** and sets **stage level tolerance** for them



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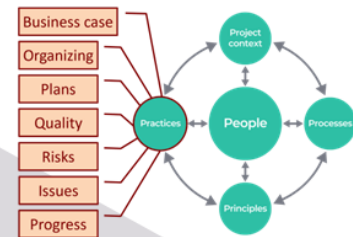
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Practice application to DP - 3

Organizing

The three stakeholder interests of user, business, and supplier are represented on the project board by senior leaders with the right level of authority for the nature and scale of the project and credibility across the project ecosystem

The project board approves the initial and any updated versions of the **project management team structure** and **role descriptions, commercial management, communication management, and the change management approaches**



The project board confirms the proposed **delivery model**

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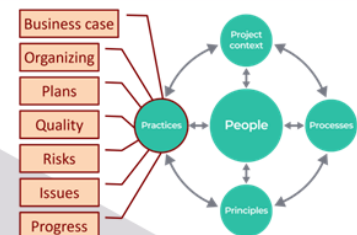
Practice application to DP - 4

Plans

The plans and proposed **delivery method** are reviewed for alignment to the **business case**, business strategy, and the timings of key milestones and critical decisions

The project board approves the initial and any updated versions of the **project approach, project plan**, each **stage plan**, and any **exception plans**

The project board commits funding, people, and resources to the plans



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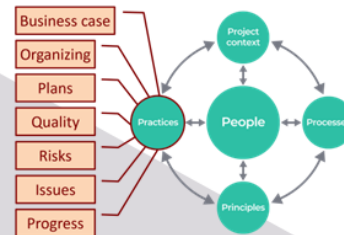
Practice application to DP - 5

Quality

The senior user on the project board provides the **user's quality expectations** and **acceptance criteria**

The project board is responsible for **project assurance** and ensures that adequate assurance is planned and performed from user, business, and supplier perspectives

The project board approves the initial and any updated versions of the **project product description**, **product descriptions**, and the **quality management approach**



The project board agrees project level quality tolerance with the business and sets product level quality tolerance

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Lesson 7

Applying the DP process –
PART TWO

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Practice application to DP - 6

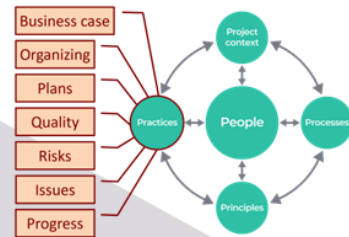
Risks

The project board approves the initial and any updated versions of the risk management approach

The project board considers the high-level risks in the project brief prior to authorizing project initiation and in the business case prior to authorizing the project and each stage

The project board agrees project level risk-tolerance with the business and sets stage level risk tolerance

The project board confirms that the overall level of risk is acceptable throughout the life of the project



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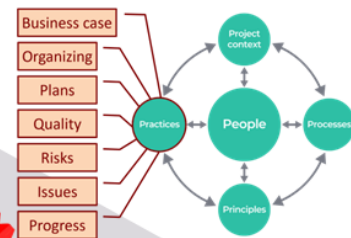
Practice application to DP - 7

Issues

The project board approves the initial and any updated versions of the issue management approach

The project board provides timely response to issue reports and provides ongoing direction to the project manager

The project board considers whether and how to delegate change authority and establish a change budget

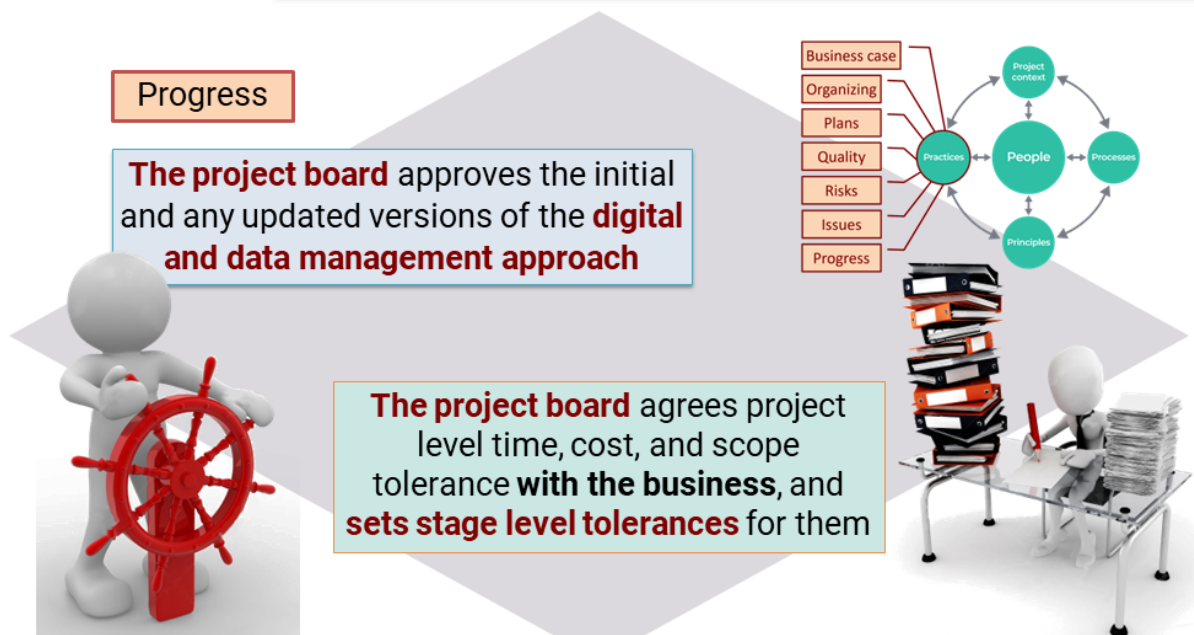


- a problem or concern
- an event external to the project
- a business opportunity
- a request for change
- off-specification.

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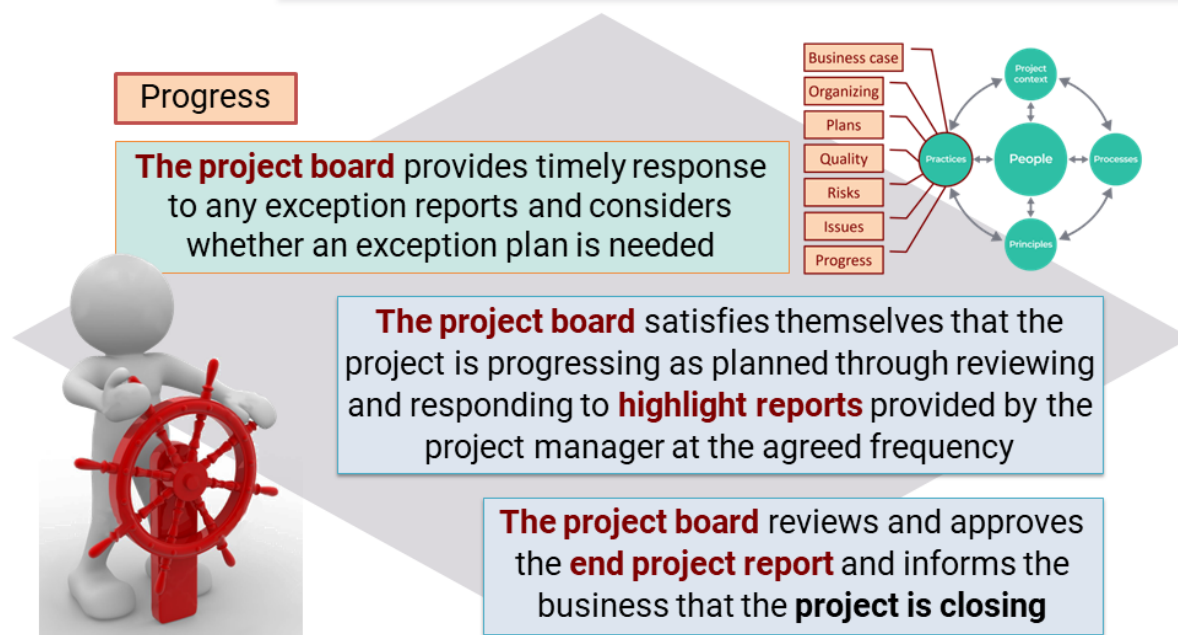
Practice application to DP - 8



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Practice application to DP - 9



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Well Done! on completing Module 12!

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
PART SIX	Module 16 Issues Practice	Module 17 Progress Practice	Module 18 Closing a Project	

Don't forget to carry out the module workshops!

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PRINCE2 7th Edition Module 6 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. The purpose of the process of directing a project is to enable the ----- while delegating day-to-day management of the project to the project manager.
2. There are six main objectives of the directing a project process, name three
3. For what reason might the authorize a stage or exception plan activity be treated as a separate process in a tailored PRINCE2 process model?
4. Name the FIVE activities within the directing a project process
5. Which directing a project process activity approves the project initiation document?
6. Which directing a project activity provides general information, direction and guidance?
7. Which directing a project activity includes approving the project brief?
8. Which directing a project activity includes approving the next stage plan?
9. Which directing a project activity provides triggers for an exception plan (and if needed, as premature close)?

10. For an off specification, the project board may either reject it, or to do what?
11. Which directing a project activity triggers the controlling a stage process?
12. Which directing a project activity provides notice of a premature close?
13. Which directing a project activity acts as a communication channel, engaging with and ensuring two-way communication with the business layer?
14. If the project board is unable to provide a single view, then the risk of project failure significantly increases, what does the directing a project process recommend in such a situation?
15. Which management tool helps define the project board roles and responsibilities?
16. In which management product will the outline business case be found?
17. In which PRINCE2 practice application to directing a project confirm the proposed delivery model?
18. Who is responsible/accountable for authorizing a stage or exception plan?

“

FOUNDATION QUESTIONS

1. What is defined as having the authority to direct the project within the remit set by the business?

- A. Project manager
- B. Project executive
- C. Project management team
- D. Project board

2. How should the senior user fulfil their responsibility for continued realization of benefits post-project?

- A. By representing the work needed in a hierarchy to help organize the project
- B. By ensuring commitment from people in the user community to adopting the new products
- C. By defining how to assure the continued justification of the project
- D. By ensuring the technical integrity of the project products delivered to the users

3. Which is a purpose of the 'directing a project' process?

- A. To retain accountability of the project board while delegating the detailed management work
- B. To prevent any projects with poor justification from being undertaken by the organization
- C. To manage the work of a stage by implementing effective corrective actions
- D. To provide information so that the commissioning authority can commit to delivery of the project

4. Which TWO are objectives of the 'directing a project' process?

1. To ensure that the project is only closed when properly authorized
2. To ensure that post-project benefit reviews have been scheduled
3. To ensure that the business is ready to use the products after the project is closed
4. To ensure that users have accepted the project product

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

5. What action should be taken if a project is closed prematurely?

A. The project manager should still use the 'closing a project' process to deal with the situation

B. The project manager should ensure no additional work is undertaken before the project is closed

C. The project manager should trigger premature close, if the business case is no longer valid

D. The project board should approve the use of the remaining project budget to fund operational costs

6. Which TWO activities support the objectives of the directing a project process?

1. Authorize that the project team should be disbanded as work is complete

2. Review plans to measure the benefits after the project has closed

3. Check that the products can be supported by operations after the project is closed

4. Verify that the users' requirements have been met

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

FOUNDATION ANSWERS

1. What is defined as having the authority to direct the project within the remit set by the business?

- A. Project manager
- B. Project executive
- C. Project management team

D. Project board

D. Correct. The project board is defined as “Accountable to the business for the success of the project and has the authority to direct the project within the remit set by the business.”

2. How should the senior user fulfil their responsibility for continued realization of benefits post-project?

- A. By representing the work needed in a hierarchy to help organize the project

B. By ensuring commitment from people in the user community to adopting the new products

- C. By defining how to assure the continued justification of the project
- D. By ensuring the technical integrity of the project products delivered to the users

B. Correct. “The senior user must ensure sufficient ongoing commitment from people in the user community to support these activities, in particular where there is a longer-term commitment beyond the lifespan of the project such, as the realization of benefits.”

3. Which is a purpose of the 'directing a project' process?

A. To retain accountability of the project board while delegating the detailed management work

- B. To prevent any projects with poor justification from being undertaken by the organization
- C. To manage the work of a stage by implementing effective corrective actions
- D. To provide information so that the commissioning authority can commit to delivery of the project

A. Correct. "The purpose of the process of directing a project is to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager."

4. Which TWO are objectives of the 'directing a project' process?

- 5. To ensure that the project is only closed when properly authorized
- 6. To ensure that post-project benefit reviews have been scheduled
- 7. To ensure that the business is ready to use the products after the project is closed
- 8. To ensure that users have accepted the project product

E. 1 and 2

F. 2 and 3

G. 3 and 4

H. 1 and 4

A. Correct. "The objectives of the directing a project process are to ensure that: ... there is authority to close the project."

5. What action should be taken if a project is closed prematurely?

A. The project manager should still use the 'closing a project' process to deal with the situation

B. The project manager should ensure no additional work is undertaken before the project is closed

C. The project manager should trigger premature close, if the business case is no longer valid

D. The project board should approve the use of the remaining project budget to fund operational costs

A. Correct. "It is also possible that the project board may wish to trigger a premature closure of the project under some circumstances; for example, if the business case is no longer valid. If the project is being brought to a premature close, this process will still need to be executed."

6. Which TWO activities support the objectives of the directing a project process?

1. Authorize that the project team should be disbanded as work is complete
2. Review plans to measure the benefits after the project has closed
3. Check that the products can be supported by operations after the project is closed
4. Verify that the users' requirements have been met

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

A. Correct.

1. "The objectives of the directing a project process are to ensure: ... there is authority to close the project."
2. "The objectives of the directing a project process are to ensure: ... plans for realizing the post-project benefits are managed and reviewed."

PRACTITIONER QUESTIONS

1. The project is in stage 3. The project manager has recorded a request for change to implement the campaign using an additional social media channel. This request for change will cause a stage-level exception. As a result, the project manager has issued an exception report to the project board. The project executive, in the 'directing a project' process, needs to ensure that the impact has been adequately assessed before responding to the exception report.

Which role should the project executive consult?

- A. Senior user
- B. Project assurance
- C. Team manager
- D. Project support

2. The project manager is preparing the plan for the high-level requirements gathering and options analysis. The project board has approved this plan as part of the 'directing a project' process.

Which role should be informed about this decision?

- A. Senior supplier
- B. Project executive
- C. Project manager
- D. Project assurance

3. As part of the 'directing a project' process, the project executive met with the newly appointed internal project manager and agreed the role of the Contracted Project Manager in supporting the internal project manager.

At this meeting, they were informed verbally that the project board had authorized initiation after a quick discussion at the end of a board of trustees meeting on a different topic. As a result, the internal project manager proceeded to implement the initiation stage plan.

Is this verbal authorization by the project executive an appropriate application of the 'authorize initiation' activity, and why?

A. Yes, because the project executive should approve the roles of the internal project manager and Contracted Project Manager when authorizing initiation

B. Yes, because the project executive should provide the resources and support required by the internal project manager for the initiation stage

C. No, because the project executive should document the instruction to proceed to the initiation stage for the internal project manager

D. No, because the project board should hold a separate, formal meeting to authorize the initiation stage

4. The project is intended to increase awareness of discrimination against marginalized groups. The project is now at the end of stage 3 and the project board is about to 'authorize project closure'.

To do this, the project assurance needs to check how this increase in awareness of discrimination will be measured after the multichannel campaign has been delivered.

Which practice is being applied by the 'directing a project' process when project assurance performs this check?

A. Risk

B. Progress

C. Business case

D. Quality

5. The chosen campaign option has been implemented. One of its objectives was to increase awareness among police officers of discrimination against marginalized groups.

The Police Liaison Officer is going to work with local police forces to measure whether the delivered campaign has successfully increased awareness and whether there have been any unplanned consequences, such as a reduction in arrests of individuals in these groups.

During which activity of the 'directing a project' process should these measurements be approved?

- A. Authorize initiation
- B. Authorize the project
- C. Authorize a stage or exception plan
- D. Authorize project closure

6. The project is in stage 2 and the team manager has forecast that the requirements gathering work package will exceed its time and cost tolerances. However, stage 2 will still be within cost and time tolerances.

The project manager has issued an exception report to request direction from the project executive because the requirements are critical to carrying out the options analysis later in the stage.

Is this an appropriate application of the 'give ongoing direction' activity, and why?

- A. Yes, because the project executive should provide direction if an exception occurs during the stage
- B. Yes, because the project executive should respond to requests for advice from the project manager during a stage
- C. No, because the project manager should also consult with the senior user and senior supplier when asking for advice
- D. No, because the project manager should request informal advice without the need to use an exception report

PRACTITIONER ANSWERS

1. The project is in stage 3. The project manager has recorded a request for change to implement the campaign using an additional social media channel. This request for change will cause a stage-level exception. As a result, the project manager has issued an exception report to the project board. The project executive, in the 'directing a project' process, needs to ensure that the impact has been adequately assessed before responding to the exception report.

Which role should the project executive consult?

A. Senior user

B. Project assurance

C. Team manager

D. Project support

B. Correct. The senior user should be "responsible for user related direction in the 'give ongoing direction' activity. They are not "consulted"

2. The project manager is preparing the plan for the high-level requirements gathering and options analysis. The project board has approved this plan as part of the 'directing a project' process.

Which role should be informed about this decision?

A. Senior supplier

B. Project executive

C. Project manager

D. Project assurance

C. Correct. The project manager should be "informed" by the project board as part of the 'authorize a stage or exception plan' activity. Ref 14.6, tab

3. As part of the 'directing a project' process, the project executive met with the newly appointed internal project manager and agreed the role of the Contracted Project Manager in supporting the internal project manager.

At this meeting, they were informed verbally that the project board had authorized initiation after a quick discussion at the end of a board of trustees meeting on a different topic. As a result, the internal project manager proceeded to implement the initiation stage plan.

Is this verbal authorization by the project executive an appropriate application of the 'authorize initiation' activity, and why?

A. Yes, because the project executive should approve the roles of the internal project manager and Contracted Project Manager when authorizing initiation

B. Yes, because the project executive should provide the resources and support required by the internal project manager for the initiation stage

C. No, because the project executive should document the instruction to proceed to the initiation stage for the internal project manager

D. No, because the project board should hold a separate, formal meeting to authorize the initiation stage

C. Correct. The decision to proceed to the initiation stage may be done "without a formal meeting, as long as all members are in agreement, and the project manager is given documented instruction from the project executive to proceed with initiation."

4. The project is intended to increase awareness of discrimination against marginalized groups. The project is now at the end of stage 3 and the project board is about to 'authorize project closure'.

To do this, the project assurance needs to check how this increase in awareness of discrimination will be measured after the multichannel campaign has been delivered.

Which practice is being applied by the 'directing a project' process when project assurance performs this check?

A. Risk

B. Progress

C. Business case

D. Quality

C. Correct. The 'business case' practice is applied by the 'directing a project' process by "approv[ing] the benefits management approach.

In the 'authorize project closure' activity, the project board should "Ensure that post-project benefits reviews defined by the updated benefits management approach cover the performance of the project product in operational use in order to identify whether there have been any side-effects (beneficial or adverse)."

5. The chosen campaign option has been implemented. One of its objectives was to increase awareness among police officers of discrimination against marginalized groups.

The Police Liaison Officer is going to work with local police forces to measure whether the delivered campaign has successfully increased awareness and whether there have been any unplanned consequences, such as a reduction in arrests of individuals in these groups.

During which activity of the 'directing a project' process should these measurements be approved?

- A. Authorize initiation
- B. Authorize the project
- C. Authorize a stage or exception plan

D. Authorize project closure

D. Correct. As part of the 'authorize project closure' activity, the project board should "Ensure that post-project benefits reviews defined by the updated benefits management approach cover the performance of the project product in operational use in order to identify whether there have been any side-effects (beneficial or adverse)."

This should include whether awareness of discrimination has increased and whether there has been an unexpected reduction in arrests. In addition, the project is at the end of stage 3, after the implementation of the chosen option, and the project is therefore being closed

6. The project is in stage 2 and the team manager has forecast that the requirements gathering work package will exceed its time and cost tolerances. However, stage 2 will still be within cost and time tolerances.

The project manager has issued an exception report to request direction from the project executive because the requirements are critical to carrying out the options analysis later in the stage.

Is this an appropriate application of the 'give ongoing direction' activity, and why?

A. Yes, because the project executive should provide direction if an exception occurs during the stage

B. Yes, because the project executive should respond to requests for advice from the project manager during a stage

C. No, because the project manager should also consult with the senior user and senior supplier when asking for advice

D. No, because the project manager should request informal advice without the need to use an exception report

D. Correct. According to the 'give ongoing direction' activity, 'if an exception has occurred during the stage, the project board may request that the project manager produces an exception plan for project board approval.'

Only exceptions to stage plans or project plans need to be escalated for approval." In addition, according to the 'progress' practice, "if the issue can be resolved by the project manager within the stage tolerances, the resolution will not require an exception report."

Therefore, the project manager should not produce an exception report to request ongoing direction if the stage remains within tolerance.