FACULTY OF ECONOMICS AND ADMINISTRATION

Business Projects

Student Seminar

Exercise Book

UNIVERSITAS MASARYKIANA BRUNENSIS • FACULTAS RERUM OECONOMICARUM

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Direct quotes from reference material are cited using Harvard Style in-text referencing. The following reference materials are cited in this document:

1. Axelos, 2009. *Managing Successful Projects with PRINCE2® 2009 Edition Manual*. 2009 Edition. The Stationery Office

Message to Students

Welcome to the Masaryk University, Faculty of Economics, Business Projects Course. This course is based on the 2009 version of PRINCE2 and is designed to teach you the fundamentals of the method.

PRINCE2, _Projects in a Controlled Environment 2nd version_, is an industry recognised, structured, project management methodology which is recognised worldwide. It was first released in 1989 and is a product-based approach to project management, providing an easily tailored method for the management of all types of projects in all domains.

Our goal is to provide the best training possible in project and programme management. To that end, our lecturers are not only faculty members of the University but are also highly respected industry professionals with extensive, international, project and programme management experience. This proficiency is an invaluable asset when it comes to explaining how the PRINCE2 method is used in some of the most challenging project environments.

We thank you for choosing to take this course here at the Masaryk University, Faculty of Economics and Administration. We strive to deliver the best learning experience possible and trust that you will find your time with us enlightening and rewarding.

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FACULTY OF
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Section I - Document Control Section

DOCUMENT HISTORY

This document is only valid at the moment it was printed. The source document is under configuration management control and can be viewed on-line through the Masaryk University Information System. Only those printed copies distributed under configuration control and documented in the Document Distribution Section below are deemed valid after printing up until recalled by the course sponsor.

REFERENCES

      A. AXELOS: PRINCE2_2009_-_Syllabus_2011_V1.5

      B. BPH-BUPR-SG-2017-01, Business Projects Course Student Manual

PRODUCT IDENTIFIER

BPH-BUPR-SEB-2017-01

Revision Date	Summary of Changes	Version
29/03/2017	Original Version	01

DOCUMENT REVIEW

Name	Signature	Date	Version
Petr Smutný, PMCE Coordinator		17/02/2017	01
Tuck MacRae		17/02/2017	01

DOCUMENT APPROVAL

Name	Signature	Date	Version
Petr Smutný, PMCE Coordinator		17/02/2017	01

Section II – Seminar Schedule

1   SEMINAR SCHEDULE

Class	Date	Topics	Lecturer
Seminar 1	Thursday, April 6, 2017	Case Study Review, Starting up the Razorback Project, Class Exercise: The Organisation	Tuck MacRae
Seminar 2	Wednesday, April 12, 2017	Starting up Class Exercise: The Project Brief	Tuck MacRae
Seminar 3	Thursday, April 13, 2017	Initiating the Razorback Project, Class Exercise, Initiation Stage Activities and Creating Documents	Tuck MacRae
Seminar 4	Wednesday, April 19, 2017	Individual Graded Activity, Exercise, Creating the PID.	Tuck MacRae
Seminar 5	Thursday, April 20, 2017	Managing Progress Class Exercise, Handling Events and Daily Activities with Logs and Registers	Dr. Smutný
Seminar 6	Wednesday, April 26, 2017	Individual Graded Activity, Exercise 6, Managing Progress & Delivery Stage Activities	Dr. Smutný
Seminar 7	Thursday, April 27, 2017	Closing a Project Class Exercise	Dr. Smutný
Seminar 8	Wednesday, May 3, 2017	Individual Graded Activity, Exercise 7, Closure	Dr. Smutný
Seminar 9	Wednesday, May 10, 2017	PRINCE2 Foundation Practice Exam	Dr. Smutný
Seminar 10	Thursday, May 11, 2017	PRINCE2 Foundation Practice Exam, Review	Dr. Smutný
Seminar 11	Wednesday, May 17, 2017	Course Foundation Exam	Dr. Smutný
Seminar 12	May 18, 2017	Course Exam Feedback and Round Table	**Both**

2   REQUIRED READING

Lecture / Seminar	Required Reading Prior to Class

Seminar 1	Read the Czech Razorbacks case study in the Student Guide.
	Read pages 113 to 145 of Managing a Successful Project plus Appendices:
	    A.2, Business Case A.16, Plans
	    A.7, Daily Log A.21, Project Product Description
	    A.14, Lessons Log A.19, Project Brief

Seminar 2	Memorize the composition section of Appendix A.19, Project Brief

Seminar 3	Read pages 149 to 164 of Managing Successful Projects plus Appendices:
	    A.20, Project Initiation Documentation
	    A.4, Communication Management Strategy
	    A.6, Configuration Management Strategy
	    A.22, Quality Management Strategy
	    A.24, Risk Management Strategy
	    A.16, Plans
	    A.2, Business Case
	    A.1, Benefits Review Plan

Seminar 4	Memorize the composition section of each document in the PID and the PID itself

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

Seminar 7	Read pages 205 to 212 of Managing Successful Projects and Appendix A.8, End Project Report
Seminar 8	Read about premature closure and review log, register and document creation exercises
Seminar 9	Read Appendix B of the Student Manual
Seminar 11	Study for the exam

3   GRADING

Type	Description	Duration	Date	(%)
Graded Activity 1	Project Initiation Documentation	60 min	Wednesday, April 19, 2017	10
Graded Activity 2	Delivery Stage Activities	60 min	Wednesday, April 26, 2017	15
Graded Activity 3	Closure	60 min	Wednesday, May 3, 2017	15
Exam	Foundation Exam	60 min	Wednesday, May 17, 2017	60

Section III - Case Study

Czech Razorbacks Hockey Club

Note: **The story, all names, characters, and incidents portrayed in this scenario are fictitious. No identification with actual persons, places, organisations, buildings, and products is intended or should be inferred.**

Czech Razorbacks Hockey Club

The Czech Razorbacks are a professional hockey team that play in the World Wide Hockey Association (WWHA). The team has existed for many years and has won the Global Hockey Cup four times. In recent years, the team has struggled to attract top talent and has suffered from the internet broadcasting of National League Hockey games. On-line sports broadcasting has eroded their fan base and substantially reduced merchandise sales. The current merchandise line-up has not been updated in 10 years and does not appeal to most fans or consumers. With annual revenues of 250.000.000 Kč, the team barely breaks even. Annual payments of 10.000.000 Kč to service the debt load and about 240.000.000 Kč in team operations, including 150.000.000 Kč in salaries, continually leave the team lacking in development funds.

A recent restructuring brought a seasoned hockey management professional to the Razorback organisation. Brian Bednařík recently became the third managing director in the team's history. He has been working hard to determine how the team could raise public awareness and at the same time increase profits in order to develop a more competitive team. After doing some basic research he has decided that a new merchandising strategy should be developed.

Two other options that he considered included:

- Running hockey camps for amateur hockey players using professional players as coaches to generate a larger fan base.
- Sourcing the clubs merchandise from China to drastically reduce costs and increasing the retail prices to create higher margins leading to a more profitable situation.

After consulting with various stakeholders within the organisation it was determined that neither of these latter options were optimal. Although running hockey camps might raise brand awareness, it may not result in substantial increases in merchandise sales. Sourcing the merchandise from China and raising prices was seen as having a potential positive impact on revenues, but the risk to an already fragile brand image of selling inferior quality merchandise at premium prices was seen as unacceptable. In deciding that a new merchandising strategy was the correct option, it was also agreed that merchandise quality was to remain high, should reflect a quality image for the team and, where possible, be sourced from Czech manufacturers. Suggestions that all t-shirts and hoodies should be 100% cotton and that T-shirts should be silkscreen while hoodies should be embroidered were also discussed.

It was also agreed that this new strategy needs to be developed using a project and Bednařík wishes the project to be run using the PRINCE2 method. To this end, he has created a Project Mandate (attached at Appendix A) which he has had approved by the Vice-President of Media, Marketing & Sales, Věra Violetová who would have the responsibility of implementing the strategy once it was approved by the Project Board. Funding of the Project would also be her responsibility and would be taken from her budget.

One of the major issues that faces Bednařík and the use of PRINCE2 is that many in the organisation do not understand the methodology while others feel it is too bureaucratic. Past attempts to run projects using the method failed and cost overruns have occurred. Karina Horáková, the financial

controller, has been very outspoken on the topic and wants nothing to do with PRINCE2. She sees it as a complete waste of money and time and believes its only purpose is to generate revenue for the UK National Health Service.

The Project would be run in four stages:

STAGE 1: Brand recognition merchandise preference survey and conclusions.

The survey would collect demographic and geographic brand recognition data as well as data regarding WWHA preferences, team loyalty, consumer product preferences for Czech Razorback hockey merchandise, and pricing sensitivity by product.

STAGE 2: New Merchandise Product Specifications.

Once it has been determined what the new merchandising lineup should include and a pricing sensitivity model has been established, new merchandise specifications will be created and a comprehensive search for high potential suppliers will be undertaken. A list of possible vendors will be created.

STAGE 3: Supply and Distribution Chain Strategies.

Vendors from the list created in Stage 2 will be contacted and requested to submit volume pricing proposals and will be interviewed regarding a long-term supply relationship. Once the search is completed, a shortlist of venders willing to partner with the team will be created along with their volume pricing proposals.

Based on the results from Stage 1 through 3 a comprehensive distribution chain analysis will be undertaken. Distribution chains will be analyzed for suitability based on the various research findings.

STAGE 4: Merchandise Strategy Creation.

Using all of the information and reports generated in all of the previous Stages, a new, comprehensive Merchandising Strategy will be compiled.

Organisational Structure

The Czech Razorbacks Organization	
Executive Team **Brian Bednařík** Managing Director **Radek Bosý** Vice-President, Operations **Věra Violetová** Vice-President, Media, Marketing & Sales	**Executive Assistants** Executive Assistant, Managing Director Executive Assistant, Operations Executive Assistant, Media, Marketing & Sales

Operations		
Hockey Operations **David Kučera**, Manager, Player Personal **Mikuláš Zádek,** Head Coach ▪ Coaching Staff (6) ▪ Athletic Trainer ▪ Team Doctor ▪ Talent Scouts (5)	**Administration & MIS** **Zdeňka Dvořáková**, Manager, Computer And Internet Services **Natálie Svobodová,** Office Manager ▪ Office Coordinator ▪ Receptionist ▪ Computer Services Assistant	**Finance** **Karina Horáková**, Controller ▪ Payroll Supervisor ▪ Senior Accountant ▪ Administrative Assistant ▪ Accounts Payable (2) ▪ Accounts Receivable (3)

Media, Marketing and Sales		
Media Relations **Jitka Leedová**, Media Specialist ▪ Media Relations Assistant **Broadcast** **Karel Heinz**, Broadcast Engineer ▪ Administrative Assistant	**Sales & Marketing** **Jiřina Nováková**, Director, Sales & Marketing ▪ Ticket Sales Manager ▪ Admin. Assistants (2) ▪ Account Reps (7) ▪ Fan Development **Lenka Procházková,** Merchandise Manager ▪ Retail Supervisor **Josef Kreb**, Manager, Graphic Services ▪ Graphic Designer ▪ Graphics Coordinator ▪ Promotions Coordinator	**Community Development** **Zdeněk Rusek**, Community Development Coordinator ▪ Assistant Community Development Coordinator

Personnel Profiles of Potential Project Personnel

Brian Bednařík, Managing Director

Brian Bednařík became the third managing director in the team's history on December 11, 2015. He has 25 years of achievements as a commercially astute Finance Director. He understands financial control, and his cross-functional experience brings breadth to Board level decision making. He is a multilingual communicator, whose team building, strategic vision, analysis and creativity have identified and solved complex problems. He is particularly known for his proactive application of change and risk management. Before joining the club, he served as the Vice-president of Finance for a number of NHL hockey clubs in the United States.

Bednařík joined the hockey team because of his love for Czech hockey and his desire to make the Czech Razorbacks the top European team in the league. He spends approximately 50% of his time in the office and the balance attending league functions, benefits, and promotional events. When in the office, he has no time to deal with daily operational tasks, leaving this to his Vice-president of Operations. Currently he is working hard to understand the organization and to develop a strategic plan focused on the next five years.

Radek Bosý, Vice-President, Operations

Radek Bosý is a young professional and was recently named as the Vice-president of Operations by Brian Bednařík. Bosý has a Masters in Sports Business Management and has a background in hockey operations at both the minor league and professional level. He has also worked in a variety of other positions within the world of hockey including merchandising, marketing, and facilities management. His experience has taught him that hard work always pays off and he knows he will need a strong work ethic to make it as the new Vice president of Operations. He is thrilled to be part of the Czech Razorbacks and dreams of one day becoming a NHL General Manager. He has excellent interpersonal skills and is a true team player and motivator.

Bosý looks forward to working on new projects for the team and wants to learn about PRINCE2.

Věra Violetová, Vice-President, Media, Marketing & Sales

Věra Violetová is a hands-on executive with over 20 years of progressive experience specializing in call centre management in the fashion industry. She joined the Razorbacks shortly before Bednařík. She was hired for her experience executing business strategies in start-up, high growth, turn-around, and established high volume contact call centre environments.

She has a keen focus on service and operational excellence and continual quality improvement to increase customer satisfaction and internal efficiency. Violetová has repeated success in partnering with cross-functional teams and personnel at varying levels within organizations to improve service levels, revenues, and profitability. She is in charge of the entire Media, Marketing, and Sales section of the organisation.

Karel Heinz, Broadcast Engineer

Karel Heinz has been with the organisation since day one. He started as a junior technician and has worked his way up to the Senior Broadcast Engineer position. He is in charge of all technical electronics aspects of the organisation. He is hard working, fast thinking, quick to learn and easily approachable. He has been responsible for ensuring that the organisation implements technology changes in a systematic and cost effective manner. In doing so he has proven to be an excellent problem solver and analytical thinker. He is a strong communicator who is able to give and receive instructions while also working well in a team approach. He is well respected within the organisation. Heinz reports to Věra Violetová, Vice-President, Media, Marketing & Sales.

Jiřina Nováková, Director, Sales & Marketing

Jiřina Nováková is a business leader with a proven track record of building high performing marketing teams and accelerating revenue growth. With a strong background in demand generation, she excels at building scalable integrated campaigns that leverage cutting edge marketing techniques. Although performance is at the core of who she is as a marketer, she believes businesses need to tell compelling stories and build a brand if they want to own a category. She reports directly to Věra Violetová, Vice-President, Media, Marketing & Sales.

Lenka Procházková, Merchandise Manager

Lenka Procházková started with the organisation as an intern working directly for the office manager, Natálie Svobodová. Procházková quickly learned how to oversee the document management and tracking system, memorized all the corporate operational procedures, and developed and implemented a full set of document templates incorporating the new visual identity guidelines. She has a Master degree from Masaryk University in economics and recently passed her PRINCE2 Foundation Exam. During her internship she impressed Věra Violetová, Vice-President, Media, Marketing & Sales and her new boss, Jiřina Nováková, Director, Sales & Marketing so much that they decided to create the Merchandise Manager position for her. She is a very meticulous individual who has a keen focus on quality.

Natálie Svobodová, Office Manager

Natálie Svobodová is an experienced office manager with over 20 years in general administration and customer service. She has a proven track record of managing teams and achieving excellent results in various Industries including commercial printing, contract marketing, consumer research, and industrial sales. She is excellent at engaging stakeholders at all levels of the organisation and the creation of cost effective solutions to support the achievement of the business targets.

Reporting directly to Radek Bosý, Vice-President, Operations, Svobodová is responsible for ensuring all administration processes are aligned to the company internal systems and are followed. She manages the day-to-day office duties including HR related matters, Health & Safety Compliance, adherence to the quality management process, and ensures all standard operating procedures are followed by each of the functional groups.

Karina Horáková, Controller

Karina Horáková has worked for the Czech Razorbacks for the past year and a half. Prior to starting with the organisation, Horáková worked for 12 years as a chartered accountant, where she witnessed many small and medium sized enterprises struggling to survive. She was hired by the previous Managing Director to streamline the organisation and implement austerity measures in an effort to stem the trend of annual losses. Horáková duties revolve around ensuring that the business is operating effectively and efficiently while also managing the Accounting Department and monitoring internal controls. She also oversees all procurement and supplier contracting functions. She is an excellent analyst and report writer with a focus on doing more with less. Horáková reports directly to Radek Bosý, Vice-President of Operations**.**

Czech Razorbacks Hockey Club

THE CZECH RAZORBACKS MERCHANDISING STRATEGY

PROJECT MANDATE

DOCUMENT HISTORY SECTION

This document is only valid on the day it was printed. The source document is under configuration control and can be viewed on-line through the Document Management System (CRDMS) in the Marketing and Sales section.

REFERENCES

    A. Consultant Background Report (Stored in CRDMS)

    B. Consultant Recommended Solution (Stored in CRDMS)

CHANGE SUMMARY SECTION

Revision Date	Summary of Changes	Version
29/12/2015	Original Version, Brian Bednařík, Managing Director	01

DOCUMENT APPROVAL SECTION

Name	Signature	Title	Date	Version
Vera Violetová	*V. Violetova*	Vice-President, Media, Marketing & Sales	05/02/2016	01

DOCUMENT DISTRIBUTION SECTION

Name	Title	Date	Version

Czech Razorbacks Hockey Club

CRMS-PMv01

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Czech Razorbacks Hockey Club

CRMS-PMv01

PROJECT OBJECTIVES AND SUMMARY

This project will deliver a comprehensive merchandising strategy which includes five components: brand recognition statistics including demographic and geographic data, consumer product preferences for Czech Razorback hockey merchandise, pricing policies, a preferred supplier list, and a list of high potential distribution channels. This new strategy will be used by the Community Development Coordinator to raise awareness of the club, and the Merchandise Manager to generate additional revenues from targeted merchandise sales.

PROJECT BACKGROUND

In recent years, the team has struggled to attract top talent and has suffered from the internet broadcasting of National League Hockey games as well as other on-line sports broadcasting which has eroded their fan base and substantially reduced merchandise sales. The current merchandise line-up has not been updated in 10 years and does not appeal to most fans or consumers. With annual revenues of 250.000.000 Kč, the team barely breaks even. Annual payments of 10.000.000 Kč to service the debt load and about 240.000.000 Kč in team operations, including 150.000.000 Kč in salaries, continually leave the team lacking in development funds.

PROPOSED BENEFITS

The team will have a much better understanding of its total fan base and will know what types of merchandise it should sell and at what price. It will have a better understanding of the supply and distribution network through which it can purchase and sell the merchandise and will be able to better forecast annuals sales. It is also believed that the new data will allow the Community Development Coordinator to target more outreach projects at underserved markets and new, more effective, advertising campaigns can be created based on the new demographic data. Through increased branding activities and tailored advertising, the Merchandise Manager hopes to generate an additional 25.500.000 Kč in net profit after tax.

ORGANISATIONAL CONSTRAINTS

Given the current state of the organisation, a limited amount of funding and time can be allocated to this project. The maximum amount of money that can be set aside is between 5.000.000 and 5.500.000 Kč. The project needs to deliver the Merchandising Strategy within 6 to 7 months while ensuring that the strategy can be implemented. Risks need to be kept to a minimum as the team cannot afford to take on any more financial burden. Risks need to be mitigated to the fullest extent possible. If the expected aggregated monetary risk value exceeds 10% of the budget, the project needs to be re-evaluated.

Section IV - Seminar Exercises and Homework

1   SEMINAR 1 EXERCISES (IN CLASS)

In your assigned teams and using the information in the scenario found in the case, fill out the first two Project Organisation Tables provided below. Be sure to indicate why these people are suitable for the roles. Include any assumptions.

1.1   Executive and Project Manager Possible Choices

Position	Name and Title	Reasoning and Constraints
Executive		
Executive		

1.2   Project Manager Possible Choices

Position	Name and Title	Reasoning and Constraints
Project Manager		
Project Manager		

Once the first two tables have been reviewed in class, complete the balance of the tables in the same manner as above.

1.3   Senior User and Senior Supplier Possible Choices

Senior User		
Senior User		
Senior Supplier		
Senior Supplier		

1.4   Project Assurance Possible Choices

Position	Name and Title	Reasoning and Constraints
Business Assurance		

Position	Name and Title	Reasoning and Constraints
User Assurance		
Supplier Assurance		

1.5   Change Authority Possible Choices

Position	Name and Title	Reasoning and Constraints
Business Representative		
User Representative		
Supplier Representative		

1.6   Team Managers

Position	Name and Title	Reasoning and Constraints
STAGE 1: Brand Recognition Merchandise Preference Survey and Conclusions.		
STAGE 2: New Merchandise Product Specifications.		
STAGE 3: Supply and Distribution Chain Strategies.		
STAGE 4: Merchandise Strategy Creation.		

1.7   Other Roles

Position	Name and Title	Reasoning and Constraints
Project Support		
Quality Assurance		
Quality Assurance		

2   SEMINAR 2 EXERCISE (IN CLASS)

The focus of this activity is on creating a full Project Brief. Below, your group will find a partially created Brief along with a separate set of individual, prewritten paragraphs. The goal is for your group to place the prewritten sections into the correct spaces provided in the Project Brief. The results will be taken up in class.

2.1   Prewritten Project Brief Sections

PREWRITTEN PROJECT BRIEF SECTIONS

P1	After consulting with various stakeholders within the organisation it was determined that neither of these latter options were optimal. Although running hockey camps might raise brand awareness it may not result in substantial increases in merchandise sales as the current merchandise is grossly out of date.
	Sourcing the merchandise from China and raising prices was seen as having a potential positive impact on revenues but the risk to an already fragile brand image of selling inferior quality merchandise at premium prices was seen as unacceptable.
	Doing nothing was considered unwise given that the organisation is unable to find other solutions to the profit situation.

P2	Review the Product Descriptions.
	Advise on the Quality Management Strategy and Configuration Management Strategy.
	Advise on the selection of the development strategy design and methods.
	Ensure that any supplier and operating standards defined for the project are met and used to good effect.
	Advise on potential changes and their impact of the correctness, completeness and integrity of products against their Product Description from a supplier perspective.
P3	Diverting resources from business as usual activities will mean a reduction in operating efficiency. This will mean an increase in overtime to cover the shortfall or the need to hire temporary staff, or a combination of both.
	If only overtime is used to cover the shortfall in man-hours, the total increased operating cost is estimated at 30% of 3.744.000 Kč X 1.5 = 1.684.800 Kč; however, employee fatigue may cause an increase in sick leave and/or a decrease in operational efficiency.
	If temporary staff are used, the cost is estimated at 936 man hours at 300 Kč per hour = 280.800 Kč, however, there will still be a reduction in operational efficiency of 5%.
	If a combination of limited overtime and temporary staff is used, the cost is estimated at 10% of 3.744.000 Kč X 1.5 = 561.600 Kč plus 280.800 Kč = 842.400 Kč. This represents the least cost of the three options.
P4	The following are within the scope of the project:
	1. Determining the current fan base through surveys, polling, or other mechanisms.
	2. Determining national brand awareness and loyalty and how these can be increased.
	3. Determining, based on fashion trends and fan appeal, what types of merchandise the team should sell, at what quality level, and at what price.
	4. Re-evaluating the current supply and distribution chains and generating a new supply and distribution network strategy.
	5. Generating a comprehensive merchandising strategy and implementation plan which addresses items 1 through 4 in a clear and concise manner.
	6. The creation of new merchandising policies and procedures.
P5	The scope of this project, as defined in the section **Project Scope and Exclusions**, may be adjusted downwards to exclude the creation of new merchandising policies and procedures if it is shown that changes to the current policies and procedures are not required or, if for cost or time considerations, it is necessary to do so.
	The scope may be expanded to include the creation of new logos, visual identity guidelines and / or trademarks provided the following two criteria are met:
	1. It is found that by keeping the current version of any of these items will have a negative impact on forecasted financial benefits of more than 10% or a positive impact on benefits of greater than 20%; and
	2. The increased scope will not cause any other tolerance to be exceeded.

P6	Administer the receipt, identification, version, storage, and issue of all project products.
	Provide the information on the status of all products by preparing and issuing Product Status Accounts.
	Archive superseded product copies.
	Ensure the security and preservation of the master copies of all project products.
	Maintain a record of all copies issued.
P7	Confirm Project tolerances with corporate.
	Approve the Project Brief.
	Approve the Stage plan for the initiation stage.
	Authorize the project initiation.
	Approve the Project Initiation Documentation and its components.
	Authorize the start of project.
P8	All textile merchandise must conform to ASTM standards. When specifying merchandise quality, the standards to be applied must reflect a quality image for the team, be brand recognised and, where possible, be sourced from Czech manufacturers. All t-shirts and hoodies should be 100% cotton, and T-shirts should be silkscreened while hoodies should be embroidered.
	Where polling surveys have been used, the methodology should be such that a 95% confidence interval is achieved.
	All agreements signed as part of this project must be legally binding.
P9	Manage the information flow between the directing and delivering levels of the project.
	Manage the production of required products, taking responsibility for overall progress and use of resources and initiating corrective action where necessary.
	Establish and manage the project's procedures – risk management, issue and change control, configuration management, and communication.
	Set the scale for severity ratings for issues.
	Set the scale for priority ratings for request for change and off-specifications.
P10	Assess whether the solution will meet user's needs and is progressing towards that target.
	Advise on the impact of potential changes from the user's point of view.
	Monitor risks to the user.
	Ensure that the quality activities relating to products at all stages has appropriate user representation.
	Ensure that the quality control procedures are used correctly to ensure that products meet user requirements.

P11	The Project Board is accountable to corporate for the success of the project, and has the authority to direct the project within the remit set by corporate as documented in the project mandate.
	The Project Board is also responsible for communications between the Project Management Team and stakeholders external to the team.
P12	Any activities or products that are not directly related to the delivery of the above are considered outside the scope of this project. This includes the development of new visual identity guidelines, logos, trademarks, or other intellectual properties. Implementation of the new merchandising strategy is also outside the scope of this project.
P13	Design and appoint the Project Management Team (in particular the Project Manager).
	Oversee the development of the Project Brief and the outline Business Case, ensuring that the project is aligned with corporate.
	Oversee the development of the detailed Business Case.
	Secure the funding for the project.
P14	This project will deliver a comprehensive merchandising strategy which includes five key components: brand recognition statistics including demographic and geographic data, consumer product preferences for Czech Razorback hockey merchandise, pricing policies, a preferred supplier list, and a list of high potential distribution channels. This new strategy will be used by the Community Development Coordinator to raise awareness of the club, and the Merchandise Manager to generate additional revenues from targeted merchandise sales.
P15	The team will have a much better understanding of its total fan base and will know what types of merchandise it should sell and at what price. It will have a better understanding of the supply and distribution network through which it can purchase and sell the merchandise and will be able to better forecast annual sales. It is also believed that the new data will allow the Community Development Coordinator to target more outreach projects at underserved markets and new, more effective, advertising campaigns and social media opportunities can be created based on the new demographic data. These outcomes can be broadly stated as clearly targeted branding, well defined pricing models and policies, and appealing, fashionable merchandise. The benefits derived from these outcomes are estimated at an increased fan base of 25% from the current baseline and an increased net profit after tax from merchandise sales of 25.500.000 Kč per annum. Two other benefits in terms of branding include an increase in brand awareness and an increase in brand loyalty, both of 50%.
P16	Věra Violetová, Vice-President of Media, Marketing and Sales would be responsible for overseeing any products developed by the project. Her organisation is responsible for all branding activities. She is also responsible for profit and loss associated with merchandising. All members of her organisation shown in the table below, should be considered users of the project products.
	Funding of the Project would also be her responsibility and would be taken from her budget.

P17	*Project Management*
	Project Management skills and knowledge of PRINCE2
	Understanding of Razorbacks organisation
	Merchandising Strategy
	Drafting of Merchandising Strategies
P18	Ensure that the project produces products that will deliver the desired outcomes and meet user requirements.
	Ensure that the expected benefits derived from the project outcomes are realized.
	Provide the statement of actual versus forecast benefits at the benefits reviews.
	Resolve user requirements and priority conflicts.
	Ensure that any user resources required for the project are made available.
P19	After doing some basic research into the current situation it has been decided that a new merchandising strategy should be developed. Three other options were considered:
	Running hockey camps for amateur hockey players using professional players as coaches to generate a larger fan base and sell current merchandise.
P20	Merchandising is another area of concern. The new Merchandising Manager is young and inexperienced, and the job has only recently been created. It is unclear whether she will be able to implement the strategy effectively.
	If a completely new line-up of merchandise is introduced, current merchandise stocks may become unsaleable causing a potential inventory write-down of 6.000.000 Kč.
P21	In recent years, the team has struggled to attract top talent and has suffered from the internet broadcasting of National League Hockey games as well as other on-line sports broadcasting which has eroded their fan base and substantially reduced merchandise sales. The current merchandise line-up has not been updated in 10 years and does not appeal to most fans or consumers. With annual revenues of 250.000.000 Kč, the team barely breaks even. Annual payments of 10.000.000 Kč to service the debt load and about 240.000.000 Kč in team operations, including 150.000.000 Kč in salaries, continually leave the team lacking in development funds. Increased brand awareness, fan loyalty, and significantly increased revenues are required to ensure the longevity of the club.
	After consultation with the stakeholders, it was agreed that, whatever business option is adopted, it needs to be developed using a project, and the project should be run using the PRINCE2 method. To this end, a Project Mandate has been created by the Managing Director and agreed with the Vice-President of Media, Marketing & Sales.

P22	Written documents may contain minor spelling or grammatical errors providing the errors do not inhibit the correct interpretation of the materials presented. Where polling surveys have been used an interval down to and including 90% can be tolerated.
	Errors and omissions within the text of the agreements, including spelling and grammatical errors may be accepted providing they do not render the clause or paragraph in which they are found, null or void.
	## Acceptance Criteria
	The Merchandising strategy must have a clear implementation plan that can be executed by those responsible. All acceptance records must be completed and signed off by the individual assigned to do so by the Senior User. All customer quality expectations must have been met as evidenced by the acceptance records associated with each of the project products.

2.2   Exercise Example

through sources other than ticket sales.

Background

In recent years, the team has struggled to attract top talent and has suffered from the internet broadcasting of National League Hockey games as well as other on-line sports broadcasting which has eroded their fan base and substantially reduced merchandise sales. The current merchandise line-up has not been updated in 10 years and does not appeal to most fans or consumers. With annual revenues of 250.000.000 Kč, the team barely breaks even. Annual payments of 10.000.000 Kč to service the debt load and about 240.000.000 Kč in team operations, including 150.000.000 Kč in salaries, continually leave the team lacking in development funds. Increased brand awareness, fan loyalty, and significantly increased revenues are required to ensure the longevity of the club.

After consultation with the stakeholders, it was agreed that, whatever business option is adopted, it needs to be developed using a project, and the project should be run using the PRINCE2 method. To this end, a Project Mandate has been created by the Managing Director and agreed with the Vice-President of Media, Marketing & Sales.

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THE CZECH RAZORBACKS MERCHANDISING STRATEGY

PROJECT BRIEF

DOCUMENT HISTORY SECTION

This document is only valid on the day it was printed. The source document is under configuration control and can be viewed on-line through the Document Management System (CRDMS) in the Marketing and Sales section.

REFERENCES

        A. CRMS-PMv01, Project Mandate

CHANGE SUMMARY SECTION

Revision Date	Summary of Changes	Version
9/02/2016	Original Version	01

DOCUMENT APPROVAL SECTION

Name	Signature	Title	Date	Version

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DOCUMENT DISTRIBUTION SECTION

Name	Title	Date	Version

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PROJECT DEFINITION

This project is vital to the future success of the Czech Razorbacks Hockey Club. The project must capitalise on the current corporate strengths while ensuring that increased profits are generated through sources other than ticket sales.

Background

Project Objectives

This project will look at ways in which to generate increased revenues and profits, outside of ticket sales, by first understanding the current fan base and determining how to provide it with appealing merchandise that is reflective of the team's image. It will gather branding information that can be used to generate a cohesive approach to increasing brand awareness and loyalty, increasing the fan base, and using these increases to generate profits.

Desired Outcomes

The project needs to deliver a comprehensive, implementable approach to generating additional profits. This will be in the form of a document which can be used by the Media, Marketing and Sales organisation to realign its current operations and generate the required financial benefits to keep the team solvent.

Project Scope and Exclusions

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Constraints and Assumptions

When specifying merchandise quality, the standards to be applied must reflect a quality image for the team and, where possible, be sourced from Czech manufacturers. All t-shirts and hoodies should be 100% cotton, and T-shirts should be silkscreened while hoodies should be embroidered.

Project Tolerances

Time tolerance

The total duration of this project is set at 25 weeks with a +/- tolerance of 3 weeks. Of this total tolerance, up to +/- 1 week may be managed by the Project Manager within a single stage. Any tolerance usage outside of this must be approved by the Project Board.

Cost tolerance

The total amount of money allocated to this project is 4.800.000 Kč with an upward tolerance of an additional 500.000 Kč and a downward tolerance of 300.000 Kč. Stage cost tolerances will be negotiated between the Project Board and the Project Manager when developing the Stage Plan.

Scope tolerance

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Benefit tolerance

The total negative tolerance for the forecasted financial benefits must not exceed -15% per annum. If the financial benefits are forecasted to exceed those baselined in the Business Case by more than 25%, an evaluation of the tax implications needs to be undertaken.

Quality tolerance

Written documents may contain minor spelling or grammatical errors providing the errors do not inhibit the correct interpretation of the materials presented. Where polling surveys have been used, the methodology should be such that a 95% confidence interval is achieved; however, an interval down to and including 90% can be tolerated.

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All agreements signed as part of this project must be legally binding. Errors and omissions within the text of the agreements, including spelling and grammatical errors may be accepted providing they do not render the clause or paragraph in which they are found, null or void.

Risk tolerance

Risks need to be kept to a minimum as the team cannot afford to take on anymore financial burden. Risks need to be mitigated to the fullest extent possible. If the expected aggregated monetary value of all accepted risks exceeds 4.000.000 Kč, the project needs to be re-evaluated. No single risk can represent an expected monetary value greater than 18% of the value of the objective that is at risk.

Users

Media, Marketing and Sales		
Media Relations	**Sales & Marketing**	**Community Development**
Jitka Leedová, Media Specialist	**Jiřina Nováková**, Director, Sales & Marketing	**Zdeněk Rusek**, Community Development Coordinator
■ Media Relations Assistant	■ Ticket Sales Manager	■ Assistant Community Development Coordinator
Broadcast	■ Admin. Assistants (2)	
Karel Heinz, Broadcast Engineer	■ Account Reps (7)	
■ Administrative Assistant	■ Fan Development	
	Lenka Procházková, Merchandise Manager	
	■ Retail Supervisor	
	Josef Kreb, Manager, Graphic Services	
	■ Graphic Designer	
	■ Graphics Coordinator	
	■ Promotions Coordinator	

Interfaces

A comprehensive Communication Management Strategy is to be developed by the Project Manager during the Initiation Stage. This Strategy must include the appropriate interfaces and information distribution mechanisms to adequately and appropriately inform the various stakeholders shown in the stakeholder map outlined below.

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Stakeholders map

OUTLINE BUSINESS CASE

Business Options

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- Sourcing the clubs merchandise from China to drastically reduce costs and increasing the retail prices to create higher margins leading to a more profitable situation.
- Do nothing and conserve financial resources.

Output	Outcomes	Target Outcome & Benefits
Do Nothing	Stay the Same	
Organised Hockey Camps	Increased Brand Awareness Increased Fan Base	25% Increase in Fan Base 50% Increase in Brand Awareness 50% Increase in Brand Loyalty = 25.5M Kč Increased Net Profit from Merchandise
Low Cost Sources and Higher Priced Merchandise	Increased Margins on Current Merchandise Designs	
New Merchandising Strategy	Clearly Targeted Branding Well Defined Pricing Policy Fashionable Merchandise	

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Expected Benefits

Expected Dis-benefits

The operating budget of the Media, Marketing, and Sales organisation will be cut by 4.500.000 Kč in order to fund the majority of the project.

Timescale

The project is estimated to take 25 weeks to complete.

The project benefits are expected to be realised over a period of 3 years after which time a standard polling and yearly fashion adjustment procedure will be in effect.

Costs

It is estimated that the project will require approximately 3.120 man-hours at a loaded labour rate of 1200 Kč per hour for an estimated labour cost of 3.744.000 Kč. An additional cost of 500.000 has been estimated for expenses associated with the project activities including telephone usage, travel, office supplies and materials, and use of office equipment. Additional funding for a risk budget, 400.000 Kč and a change budget, 100.000 Kč is also recommended. This brings the estimated cost to 4.744.000 Kč. Funding for the project will be taken from two sources. 4.500.000 Kč will come from the Media, Marketing and Sales division and the balance will come from corporate.

There are no anticipated ongoing operations and maintenance costs associated with the products of this project.

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Investment Appraisal

A rough order of magnitude return calculation has been provided below.

Cost Item	Amount	Assumptions
Total Project Costs	4.744.000 Kč	Based on the cost estimate.
Accumulated Dis-benefits	842.400 Kč	Overtime and temporary staff used.
Total Cost Base for Appraisal	5.586.400 Kč	Investment cost.

Return on Investment Table

Operating Year	After Tax Profit	Accumulated After Tax Profit	Accumulated Return on Investment
Year 1	8.500.000 Kč	8.500.000 Kč	52%
Year 2	25.500.000 Kč	34.000.000 Kč	508%
Year 3	25.500.000 Kč	59.500.000 Kč	965%

ROI = (Gains – Cost)/Cost

Major Risks

One of the major issues that faces Bednařík and the use of PRINCE2 is that many in the organisation do not understand the methodology while others feel it is too bureaucratic. Past attempts to run projects using the method failed, and cost overruns have occurred. Karina Horáková, the financial controller, has been very outspoken on the topic and wants nothing to do with PRINCE2. She sees it as a complete waste of money and time and believes its only purpose is to generate revenue for the UK National Health Service.

There is also a great deal of uncertainty regarding the team's ability to gain loyal fans given the poor performance of the team in the last few years. Although some in the organisation believe the internet has caused people to find other sources of entertainment, many players and coaches blame the decrease in fan support on the team's inability to attract and retain top Czech talent.

PROJECT PRODUCT DESCRIPTION

Title

The Project will be entitled the: ***Czech Razorbacks' Merchandising Strategy***.

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Purpose

Composition

Merchandising Strategy Document

A cover page with the company standard tracking and configuration information.

Non-disclosure statement page.

A Table of Contents.

Section I.   Strategic Analysis
    a.   Historical Performance Details
    b.   Customer Profile Analysis
    c.   Merchandise Class Analysis by Quality Level
    d.   Merchandise Trend Analysis
    e.   Vendor Analysis
    f.   Distribution Chain Analysis
    g.   Marketing and Advertising Analysis
    h.   Visual Presentation Analysis
Section II.   Merchandise Strategy
    a.   Merchandising Policy
    b.   Fashion Management
    c.   Brand Management
    d.   Merchandise Quality Standards
    e.   Target Markets
    f.   Sales Planning and Promotions
    g.   Reductions, Markdowns, Employee Discounts, and Shrinkage
    h.   Inventory Management
    i.   Supply Chain Management and Approved Vendors
    j.   Distribution Chain Management and Approved Partners
    k.   Pro-forma Financial Statements
Section III.   Merchandise Strategy Implementation Plan
    a.   Implementation Guidelines
    b.   Tactical Level Implementation
    c.   Operational Level Implementation
Appendix A.   Brand Recognition Statistics
Appendix B.   Consumer Product Preferences
Appendix C.   Survey and Polling Analysis and Findings

Derivation

Previous Marketing and Sales Strategy.

Historical information on sales.

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Project Mandate, CRMS-PMv01.

Development Skills Required

Customer's Quality Expectations

Project Level Quality Tolerances

Acceptance Method

Final acceptance will consist of a complete and thorough review of all project product quality and acceptance records. Once those responsible for project acceptance are confident that the project has delivered a merchandising strategy that meets the quality expectations and is fit for purpose and fit for use, as evidenced by the acceptance records associated with each of the project products and quality records, a final acceptance certificate will be issued and signed by those responsible for final acceptance.

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Acceptance Responsibilities

Responsibility for acceptance of the final Project Product is assigned to the Vice-President of Media, Marketing and Sales.

PROJECT APPROACH

The Project Manager shall utilise the PRINCE2 methodology to manage all aspects of the project. After consideration of the business options it was concluded that a new merchandising strategy will be developed.

The Project would be run in four stages:

STAGE 1: Brand recognition merchandise preference survey and conclusions

The survey would collect demographic and geographic brand recognition data as well as data regarding WWHA preferences, team loyalty, consumer product preferences for Czech Razorback hockey merchandise, and pricing sensitivity by product.

STAGE 2: New Merchandise Product Specifications

Once it has been determined what the new merchandising lineup should include and a pricing sensitivity model has been established, new merchandise specifications will be created, and a comprehensive search for high potential suppliers will be undertaken. A list of possible vendors will be created.

STAGE 3: Supply and Distribution Chain Strategies

Vendors from the list created in Stage 2 will be contacted and requested to submit volume pricing proposals and will be interviewed regarding a long-term supply relationship. Once the search is completed, a shortlist of venders willing to partner with the team will be created along with their volume pricing proposals.

Based on the results from Stage 1 through 3, a comprehensive distribution chain analysis will be undertaken. Distribution chains will be analyzed for suitability based on the various research findings.

STAGE 4: Merchandise Strategy Creation

Using all of the information and reports generated in all of the previous Stages, a new, comprehensive Merchandising Strategy will be compiled.

PROJECT MANAGEMENT TEAM STRUCTURE

Project Board

       Executive:

       Senior User:

       Senior Supplier:

Project Manager:

Team Managers:

       Stage 1:

       Stage 2:

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Stage 3:

Stage 4:

ROLE DESCRIPTIONS

General Responsibilities

During start-up and initiation

During the project

Set tolerances for each stage and approve Stage Plans.

Authorize each management stage and approve the product description for each stage.

Approve Exception Plans when stage-level tolerances are forecast to be exceeded.

Communicate with stakeholders as defined in the Communication Management Strategy.

Provide overall guidance and direction to the project, ensuring it remains viable and within any specified constraints.

Respond to request for advice from Project Manager.

Ensure that risks are being tracked and managed as effectively as possible.

Approve changes.

Make decisions on escalated issues.

Approve completed products.

At the end of the project

Provide assurance that all products have been delivered satisfactorily.

Provide assurance that all acceptance criteria have been met.

Confirm acceptance of the project product.

Approve the End Project Report and ensure that any issues, lessons and risks are documented and passed onto the appropriate body.

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Authorize follow-on action recommendations and Lessons Learned Reports to be distributed to corporate management.

Transfer responsibility for the updated Benefits Review Plan to corporate management.

Authorize the project closure and send project closure notification to corporate.

Project Assurance responsibilities

Ensure the following:

Liaison is maintained between the business user and supplier throughout the project.

Risks are controlled.

The right people are involved in writing Product Descriptions.

The right people are planned to be involved in quality inspection at the correct points in the product's development.

Staff is properly trained in the quality methods.

The quality methods are being correctly followed.

Quality control follow-up actions are dealt with correctly.

An acceptable solution is being developed.

The scope of the project is not changing unnoticed.

Internal and external communications are working.

Applicable standards are being used.

Change Authority responsibilities

Review and approve or reject all requests for change and off-specifications within the delegated limits of authority and approved change budget.

EXECUTIVE

The Executive is responsible for the project, supported by the Senior User and the Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted benefits. The Executive has to ensure that the project provides value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier.

Throughout, the project Executive is responsible for the Business Case.

Responsibilities

In addition to the Project Board's collective responsibilities, the Executive will:

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Hold the Senior Supplier to account for the quality and integrity of the specialist approach and specialist products created for the project.

Hold the Senior User to account for realizing the benefits defined in the Business Case, ensuring that benefits reviews take place to monitor the extent to which the Business Case benefits are achieved.

Transfer responsibility for post-project benefits reviews to corporate.

Monitor and control the progress of the project at a strategic level, in particular reviewing the Business Case regularly.

Escalate issues and risks to corporate if project tolerance is forecast to be exceeded.

Ensure that the risks associated with the Business Case are defined, assessed and controlled.

Make decisions on escalated issues with particular focus on continued business justification.

Organize and chair the Project Board reviews.

Business Assurance responsibilities

Assist the Project Manager to develop the Business Case and Benefits Review Plan.

Advise on selection of the Project Management Team members.

Advise on the Risk Management Strategy.

Review the Business Case for compliance with corporate standards.

Verify the Business Case against external events and against project progress.

Check that the Business Case is being adhered to throughout the project.

Check that the project remains aligned to the corporate strategy.

Review project finance on behalf of the customer.

Verify that the solution continues to provide value for money.

Periodically check that the project remains viable.

Asses that the aggregated risk exposure remains within the project tolerance.

Review issues and risks by assessing their impact on the Business Case.

Constrain user and supplier excesses.

Monitor stage and project progress against the agreed tolerances.

SENIOR USER

The Senior User is responsible for specifying the needs of those who will use the project's products, for the user liaison with the Project Management Team, and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality, and ease of use.

Responsibilities

In addition to the Project Board's collective responsibilities the Senior User will:

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Provide the customer's quality expectations and define acceptance criteria for the project.

Ensure that the desired outcome of the project is specified.

Make decisions on escalated issues, with particular focus on safeguarding the expected benefits.

Brief and advise user manager on all matters concerning the project.

Maintain business performance stability during transition from the project to business as usual.

Provide the user view on follow-on action recommendations.

Undertake Project Assurance from the user perspective.

User Assurance responsibilities

Advise on stakeholder engagement.

Advise on Communication Management Strategy.

Ensure that the specification of the user's needs is accurate, complete and unambiguous.

Ensure that the liaison is functioning effectively.

SENIOR SUPPLIER

The Senior Supplier represents the interest of those designing, developing, facilitating, procuring, and implementing the project's products. This role is accountable for the quality of products delivered by the suppliers and is responsible for the technical integrity of the project.

Responsibilities

In addition to the Project Board's collective responsibilities, the Senior Supplier will:

Assess and confirm the viability of the project approach.

Ensure that the proposals for designing the products are realistic.

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Advise on the selection of design, development and acceptance methods.

Ensure that supplier resources required for the project are made available.

Make decisions on escalated issues with particular focus on safeguarding the integrity of complete solution.

Resolve supplier requirements and priority conflicts.

Brief non-technical management on the supplier aspects of the project.

Ensure quality procedures are used correctly so that products adhere to requirements.

Undertake Project Assurance from the supplier perspective.

Supplier Assurance responsibilities

Monitor any risks in the production aspects of the project.

Assess whether quality control procedures adhere to requirements.

PROJECT MANAGER

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by them.

The Projects Manager's prime responsibility is to ensure that the project produces the required products within the specified tolerances of time, cost, quality, scope, risk and benefits. The Project Manager is also responsible for the project producing a result capable of achieving the benefits defined in Business Case.

Responsibilities

The Project Manager's responsibilities include the following:

Prepare the following baseline management products and agree them with the Project Board:

Project Brief, including the Project Product Description

Benefits Review Plan

Project Initiation Documentation (and its components)

Stage/Exception Plans and their Product Descriptions

Work Packages

Prepare the following reports:

Highlight Reports

Company Confidential and Proprietary Information. Internal Use Only
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       Issue Reports

       End Stage Reports

       Lessons Reports

       Exception Reports

       End Project Reports

Maintain the following records:

       Issue Register

       Risk Register

       Daily Log

       Lessons Log

Liaise with corporate management to ensure that work is neither overlooked nor duplicated by related projects.

Liaise with any external suppliers or account managers.

Lead and motivate the Project Management Team.

Ensure that behavioural expectations of the team members are established.

Establish and manage the project's controls – monitoring and reporting.

Authorize Work Packages.

Advise the Project Board of any deviations from the plan.

Perform the Project Support role.

Implement the Configuration Management Strategy.

Ensure project personnel comply with the Configuration Management Strategy.

Schedule configuration audits to check that the physical products are consistent with the Configuration Item Records and initiate any necessary corrective action.

PROJECT SUPPORT

Responsibilities

       Set up and maintain project files.

       Establish document control procedures.

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Collect actuals data and forecasts.

Update plans.

Administer or assist the quality review process.

Administer or assist Project Board meetings.

Assist with the compilation of reports.

Maintain the following records:

> Quality Register.

> Configuration Item Records.

> Any other registers/logs delegated by the Project Manager

Administer the configuration management procedure including:

> Notify holders of any changes to the copies.

> Number, record, store and distribute Issue Reports.

> Conduct configuration audits.

3   HOMEWORK PRIOR TO SEMINAR 3 (EXERCISE 3)

This is a homework exercise to be completed **PRIOR** to Seminar Session 3.

The purpose of this exercise is to reinforce your understanding of the activities undertaken during the Initiation Stage and the management products created. The goal is for you to complete the activities tables using the items on the lists.

Start the exercise by sequencing the activities and numbering them in order of execution.

Next, fill out the missing information in the spaces provided for **Process, Inputs, Outputs**, and **Approved by** using the list found at the end of the exercise in the Seminar Exercise Book.

As you use an item cross it off the list as each item should only be used once.

Create each output required except for those being updated or those which were previously created. To help you with this a Document Creation Template has been uploaded into the IS. Follow the instructions in the template. The instructions are written in red.

Once completed, put together a presentation that shows your activity sequences and the templates you created in the order in which you created them. Be prepared to present in Seminar Session 3.

Exercise 3, Explained

Activity	Process	Products	Approved by
Prepare the Risk Management Strategy ACTIVITY NUMBER:_____		**Inputs**	
		Daily Log	
		Outputs	**Approved by**
		Risk Management Strategy	
			Project Manager

Step 1: Sequence the activities and assign a number

Step 3: Create the Outputs

Step 2: Fill in the Columns

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Exercise 3, Step 1: Sequence the activities and assign a number

Activity	Process	Products	Approved by
Prepare the Risk Management Strategy ACTIVITY NUMBER: 1 _____		**Inputs**	
		Daily Log	
		Outputs	**Approved by**
		Risk Management Strategy	
			Project Manager

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Exercise 3, Step 2: Fill-in the columns

Process	Inputs	Outputs	Approved by
Directing a Project	Benefits Review Plan	Approved Benefits Review Plan	Project Manager
~~Initiating a Project~~	Communication Management Strategy	Approved Stage Plan	Project Manager
Initiating a Project	Communication Management Strategy	Benefits Review Plan	Project Manager
Initiating a Project	Configuration Item Records	Configuration Item Records	Project Manager
Initiating a Project	Configuration Management Strategy	Configuration Management Strategy	~~Executive, Senior User, Senior Supplier~~
Initiating a Project	Configuration Management Strategy	Issue Register	Executive, Senior User, Senior Supplier
Managing a Stage Boundary	Daily Log	Product Descriptions	Executive, Senior User, Senior Supplier
	Issue Register	Project Plan, Product Descriptions	Executive, Senior User, Senior Supplier
	~~Lessons Log~~	Quality Management Strategy	Executive, Senior User, Senior Supplier

Activity	Process	Products	Approved by
Prepare the Risk Management Strategy ACTIVITY NUMBER: 1	Initiating a Project	**Inputs**	
		Project Brief	
		Lessons Log	
		Daily Log	
		~~Outputs~~	~~Approved by~~
		Risk Management Strategy	Executive, Senior User, Senior Supplier
		Risk Register	Project Manager

Exercise 3, Step 3: Create Outputs

Activity	Process	Products	Approved by
Prepare the Risk Management Strategy ACTIVITY NUMBER: 1	Initiating a Project	**Inputs**	
		Project Brief	
		Lessons Log	
		Daily Log	
		~~Outputs~~	Approved by
		Risk Management Strategy	Executive, Senior User, Senior Supplier
		Risk Register	Project Manager

- For this activity you would create a Risk Management Strategy Document and a Risk Register.

To create a document, open the Document Creation Template that you downloaded from the IS. Follow the directions in red text, then delete the red text. Use "save as" to save your file as a new document. Title the new document with the document name. A sample of a project mandate document created using the Document Creation Template is shown on the following pages.

To create a log, register or record, read the product description in Appendix A and determine the best application to use and then create the output in that application.

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Project Mandate
CRMS-PMv01

THE CZECH RAZORBACKS MERCHANDISING STRATEGY

PROJECT MANDATE

DOCUMENT HISTORY SECTION

This document is only valid on the day it was printed. The source document is under configuration control and can be viewed on-line through the Document Management System (CRDMS) in the Marketing and Sales section.

REFERENCES

    A. Consultant Background Report (Stored in CRDMS)

    B. Consultant Recommended Solution (Stored in CRDMS)

CHANGE SUMMARY SECTION

Revision Date	Summary of Changes	Version
29/12/2015	Original Version	01

DOCUMENT APPROVAL SECTION

Name	Signature	Title	Date	Version

DOCUMENT DISTRIBUTION SECTION

Name	Title	Date	Version

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PROJECT OBJECTIVES AND SUMMARY

This section contains a description of the project objectives and summarize who will use the delivered project products and how they will use them.

PROJECT BACKGROUND

This section contains a background for why the project should be considered.

PROPOSED BENEFITS

This section contains a description of the proposed benefits to be delivered by the project.

ORGANISATIONAL CONSTRAINTS

This section contains an analysis of the probable constraints that would be placed on the project.

Activity	Process	Products	Approved by
Prepare the Risk Management Strategy ACTIVITY NUMBER:_____		**Inputs**	
		Daily Log	
		Outputs	**Approved by**
		Risk Management Strategy	
			Project Manager

Activity	Process	Products		Approved by
Prepare the Configuration Management Strategy ACTIVITY NUMBER:_____	Initiating a Project	**Inputs**		
		Project Brief		
		Outputs		**Approved by**
				Executive, Senior User, Senior Supplier
		Updated Team Structure		

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Activity	Process	Products	Approved by
Prepare the Quality Management Strategy ACTIVITY NUMBER:_____		**Inputs**	
		Lessons Log	
		Outputs	**Approved by**

Activity	Process	Products		Approved by
Prepare the Communication Management Strategy ACTIVITY NUMBER:_____	Initiating a Project	**Inputs**		
		Project Brief		
		Lessons Log		
		Issue Register		
		Configuration Management Strategy		
		Outputs		**Approved by**
		Communication Management Strategy		

Activity	Process	Products	Approved by
Set up project controls ACTIVITY NUMBER:_____		**Inputs**	
		Project Brief	
		Lessons Log	
		Outputs	**Approved by**
		Project Controls	Executive, Senior User, Senior Supplier
			Executive, Senior User, Senior Supplier
			Executive, Senior User, Senior Supplier

Activity	Process	Products	Approved by
Create the Project Plan ACTIVITY NUMBER:_____		**Inputs**	
		Lessons Log	
		Risk Register	
		Issue Register	
		Risk Management Strategy	
		Quality Management Strategy	
		Outputs	**Approved by**
			Executive, Senior User, Senior Supplier
			Executive, Senior User, Senior Supplier
		Updated Role Descriptions	
		Updated Configuration Item Records	

Activity	Process	Products		Approved by
				Executive, Senior User, Senior Supplier
Refine the Business Case ACTIVITY NUMBER:_____	Initiating a Project	**Inputs**		
		Project Brief - Outline Business Case		
		Outputs		**Approved by**
				Executive, Senior User, Senior Supplier
		Detailed Business Case		

Activity	Process	Products	Approved by
Assemble the Project Initiation Documentation ACTIVITY NUMBER:_____		**Inputs**	
		Detailed Business Case	
		Team Structure	
		Role Descriptions	
		Quality Management Strategy	
		Configuration Management Strategy	
		Risk Management Strategy	
		Communication Management Strategy	
		Project Plan	
		Outputs	**Approved by**
		Project Initiation Documentation	Executive, Senior User, Senior Supplier

Activity	Process	Products	Approved by
Plan the Next Stage ACTIVITY NUMBER:_____		**Inputs**	
		Project Initiation Documentation	
		Lessons Log	
		Risk Register	
		Issue Register	
		Outputs	**Approved by**
			Executive, Senior User, Senior Supplier
			Executive, Senior User, Senior Supplier
		Updated Risk Register	
		Updated Issue Register	

Activity	Process	Products	Approved by
Authorising a Stage ACTIVITY NUMBER:_____		**Inputs**	
		Project Initiation Documentation	
		Outputs	**Approved by**
		Approved PID	
			Executive, Senior User, Senior Supplier
			Executive, Senior User, Senior Supplier

Initiation Stage Activities Table (Selection Sheet)

Process	Inputs	Outputs	Approved by
Directing a Project	Benefits Review Plan	Approved Benefits Review Plan	Project Manager
Initiating a Project	Communication Management Strategy	Approved Stage Plan	Project Manager
Initiating a Project	Communication Management Strategy	Benefits Review Plan	Project Manager
Initiating a Project	Configuration Item Records	Configuration Item Records	Project Manager
Initiating a Project	Configuration Management Strategy	Configuration Management Strategy	Executive, Senior User, Senior Supplier
Initiating a Project	Configuration Management Strategy	Issue Register	Executive, Senior User, Senior Supplier
Managing a Stage Boundary	Daily Log	Product Descriptions	Executive, Senior User, Senior Supplier
	Issue Register	Project Plan, Product Descriptions	Executive, Senior User, Senior Supplier
	Lessons Log	Quality Management Strategy	Executive, Senior User, Senior Supplier
	Lessons Log	Quality Register	Executive, Senior User, Senior Supplier
	Project Brief	Risk Register	
	Project Brief - Project Definition, Project Approach	Updated Role Descriptions	
	Project Brief - Project Product Desc.	Updated Role Descriptions	
	Project Brief - Project Product Desc., Project Approach	Updated Team Structure	

	Project Controls	Updated Team Structure
	Project Controls	
	Project Plan	
	Project Plan	
	Quality Management Strategy	
	Quality Management Strategy	
	Risk Management Strategy	
	Risk Management Strategy	
	Risk Register	
	Risk Register	
	Stage Plan	
	Stage Plan, Product Descriptions	
	Tailoring of PRINCE2	
	Updated Project Initiation Documentation	
	Updated Quality Register	

4   EXERCISE 4 (IN CLASS)

The following scenario items are listed in chronological order and should be dealt with sequentially. Working with your team, update the logs and registers found after the scenario as you work through the sequence of events listed below.

4.1   Scenario Update

1. Over the past three weeks, working with you as Project Manager, the Project Management Team has dealt with the two risks noted in the risk register and reviewed your PID, Benefit Review Plan, and Merchandise Preference Report Stage Plan. They have approved the Project and your first Stage Plan but noted that two risks outlined in the Project Brief had not been transferred to the risk register. They have requested that you do this immediately. You have therefore convened a meeting and generated the following information:

    a. A recent study at Harvard showed that inexperienced merchandising managers tend to cause a decrease in sales of up to 20%. Although Lenka Procházková is an intelligent individual, the group still believes there is a twenty percent chance that the full loss in sales described in the Harvard report could happen. In order to stop this from happening, the group has agreed to send her on a 6 month intensive training program sponsored by the local City Council. Věra Violetová, Vice-President, Media, Marketing & Sales agreed to oversee and guide Lenka, but Lenka would need to take the lead on this initiative.

    b. The current inventory of merchandise may not sell once the new merchandise is offered. Věra Violetová was not overly concerned about this and felt there was, worst case, thirty percent chance of this happening.

2. It is Wednesday, and two days have passed since you updated the risk register. Zdeňka Dvořáková, Computer and Internet Services Manager, has sent you an email expressing concern over the project. The MIS group is currently migrating the organisation from the current DMS to a new SharePoint server. She is planning a shutdown on Sunday from midnight until 07:00. She would like to meet and discuss the issue.

3. It is Friday afternoon, and you have met with Zdeňka. It has been determined that the shutdown will have no impact on the project. However, in your meeting it was pointed out that the new DMS will use a new identification protocol that does not conform to the old CRCOMMS-2000-03.1. Last week, Corporate stated that as of migration completion, all unique correspondence numbering must conform to CRCOMMS-2000-03.2 which was approved last week.

4. One week has passed since you gained approval for the first Stage Plan. The first Work Package has been agreed and released to the Team Manager. Today you were advised that the font specified in the Work Package for the survey questions is not currently available due to a MIS problem with the migration to the new SharePoint server.

5. The first Work Package is almost complete. Project expenses forecasted as at the completion of the work package are equal to 748.800 Kč. Brian Bednařík, Managing Director, has sent you an email informing that the City Council has approved a new proposal for a stadium. He has attached the letter to the email (Appendix A). The executive group is seriously considering the offer. There is a ninety percent chance they will take the

offer. Acceptance of the offer would mean that all the financial resources assigned to the project would be diverted to the new stadium project.

4.2 Project Manager's Daily Log

Czech Razorbacks

Daily Log

Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Resposible	Target Date	Outcome
0175						
0176						
0177						

4.3   CRMS Project: Issue Register

Czech Razorbacks — **Issue Register** — **Merchandising Strategy Project**

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001									
0002									
0003									
0004									
0005									

LEGEND

Issue Types
Request for Change
Off-specification
Problem
Concern

Priority Scale

Scale	Resolution Time
High	Highly time sensitive
Medium-High	Best done quickly
Medium	Some time sensitivity
Low-Medium	Low time sensitivity
Low	Prior to project end

Severity

Scale	Criteria	Resolution Authority
Class 1:	Affects entire business	Corporate
Class 2:	Affects project rationale / viability	Project Board
Class 3:	Impacts project level tolerances	Project Board
Class 4:	No impact to Stage tolerances	Project Manager
Class 5:	No measurable consequences	Project Manager

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1 of 1

4.1   CRMS Project: Risk Register

Czech Razorbacks   **Risk Register**   **Merchandising Strategy Project**

Risk ID Number: 0001   **Date Raised:** DD/MM/YY   **Risk Author:** Project Manager
Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity
Many in the organisation do not understand PRINCE2. This could cause up to a 50% slippage in schedule and increase in cost.	Tolerance / Political	80	12.5 week delay and 2.372.000 Kč in additional costs	1.897.600 Kč and 10 weeks	Imminent

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated
Provided PRINCE2 training to all staff associated with the Project. Convinced resisting stakeholders to support PRINCE2.	Avoid	Mitigated and closed	Project Manager	Brian Bednařík	DD/MM/YY

Risk ID Number: 0002   **Date Raised:** DD/MM/YY   **Risk Author:** Project Manager
Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity
Poor team performance may jeopardise the object of increasing the fan base by 25%. This could result in up to 30% fewer sales.	Economic	0.5	Decrease in profit after tax of 7.650.000 Kč	3.825.000 Kč	After Project

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated
A fallback plan has been developed that would increase player community involvement if the increased fan base is not achieved.	Fallback	Closed	David Kučera	Zdeněk Rusek	DD/MM/YY

1 of 5   Company Confidential and Proprietary Information. Internal Use Only

Czech Razorbacks — Risk Register — Merchandising Strategy Project

Risk ID Number: 0003

Date Raised: Risk Author:

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated

Risk ID Number: 0004

Date Raised: Risk Author:

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated

2 of 5

Czech Razorbacks　　　　　**Risk Register**　　　　　**Merchandising Strategy Project**

Risk ID Number: 0005　　　　**Date Raised:**　　　　**Risk Author:**

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated

Risk ID Number: 0006　　　　**Date Raised:**　　　　**Risk Author:**

Evaluation Section

Risk Description	Risk Category	Probability (in %)	Impact	Expected Value	Proximity

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actionee	Last Updated

3 of 5

Czech Razorbacks   **Risk Register**   **Merchandising Strategy Project**

RISK LEGEND

Risk Responses	
Response Effect	**Response Categories**
Change aspects of the project to avoid the risk.	Avoid
Take actions to reduce the probability or impact.	Reduce
A plan to react should the risk occur.	Fallback
Pass the financial impact onto a third party.	Transfer
Share the risk with a third party.	Share
Accept the consequence if the risk occurs.	Accept
Force the risk to occur.	Exploit
Take actions to increase probability / impact.	Enhance
Do not exploit or enhance the risk.	Reject

Other	
Risk Categories	**Proximity**
Tolerance	Imminent
Political	Within Stage
Environmental	Within Project
Legal	After Project
Technical	
Social	
Economic	
Personnel	

4 of 5

Czech Razorbacks — Risk Grid — Merchandising Strategy Project

Risk ID Plot

Current Value of Accepted Risks

1.800.000 Kč

Probability Impact Grid

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

Impact

Outside of the Risk Tolerance

USAGE

1. Determine the percentage probability of the risk occurring. Assign the probability in the risk register.
2. Calculate the total impact in terms of the objective. Enter this amount in the impact column of the risk register.
3. Multiply the probability by the impact estimate to find expected value. Enter in the risk register.
4. Divide the value of the benefit affected by the impact of the risk to get impact percentage.
5. Use the impact percentage and probability to plot the risk in the Risk ID Plot grid.
6. Based on plot placement, determine the course of action.

4.2   Appendix A: Email Attachment, Letter

Big Big Big City Council
Big City
Czech Republic

Brian Bednařík, Managing Director
Czech Razorbacks Hockey Club
Middle Street 456
Big City, Czech Republic

Your Letter (Ref. No. / Date)	Reference Number	Contact / Email:	Place / Date
	BBBCC-2251	Autur Goldhand	Big City
		AGoldhand@BigCity.cz	This Month, Today, 20XX

Subject: New Facilities

Dear Mr. Bednařík,

After careful consideration of your presentation to Council and to the secondary investors of the Czech Razorbacks Hockey Club, we are pleased to announce that the funding board has approved the new stadium request. Following significant deliberation and discussions with stadium contractors it has been determined that the new stadium can be ready within 6 months provided that your organisation can contribute approximately 3.500 hours of time over the 6-month period.

The capacity of the new stadium will be approximately 4 times that of your current facilities. Your hockey club will have no financial input in the project, and all ongoing operating costs will be covered by the city for the duration of the 100-year lease. As discussed, this increased revenue stream will provide the team with an additional after tax operating profit from seat sales of approximately 35.000.000 Kč per annum.

Due to the current fiscal situation and funding regulations, a non-retractable acceptance agreement needs to be signed within the next 5 business days and construction must commence within the next 10 business days. The plans for the new stadium have already been approved by the urban planning department, and the required contractors are awaiting our order to commence work.

Sincerely,

Aurtur Goldhand

Autur Goldhand
The big guy in charge

5   HOME WORK PRIOR TO SEMINAR 7 (EXERCISE 5)

Your team must complete this exercise prior to seminar 7 and be prepared to present your findings in class.
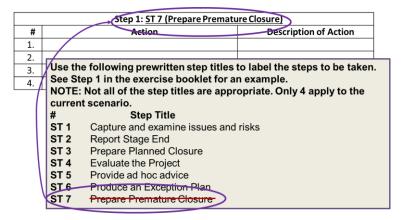
The Project Board has received your End Stage Report and your request to approve the Next Stage Plan. They like the Stage Plan but have been advised by Corporate that, although being past due, the City Council proposal for the new stadium has been accepted. This means that all the funding for the current project must be diverted to the new Stadium Project. The Board has informed you of this fact.

In reviewing this development, the Board has decided to authorize premature closure, however, they anticipate using the products developed during the Merchandise Preference Report Stage as the input documents to a new project that would commence once the stadium is completed and the resources become available.

Based on this information, you are now required to prematurely close the project. Working in your group, determine the sequence of events required to prematurely close a project by filling out the premature closure overview diagram in section 5.1. Once you have completed the diagram, use it to sequence and complete the activity tables in 5.2. As you work through each table in 5.2, complete the actions required using the logs, registers and memo templates provided in 5.3 through 5.8. Use the following example to better understand how to do the exercise.

Starting with Exercise 5.2:

Fill out the Step Title activity name using the Step Title list and the completed Premature Closure Overview Diagram

Fill out the Action and Description of Action row.

Perform the action listed in the action description column.

The first action required, as per your first entry in the action table, is to update the Issue Register. To do this, your team would go to **Section 5.4, CRMS Project: Issue Register** and fill in the reference number for the statement which best explains the entries to be made in the Issue Register

Step 1 Entries
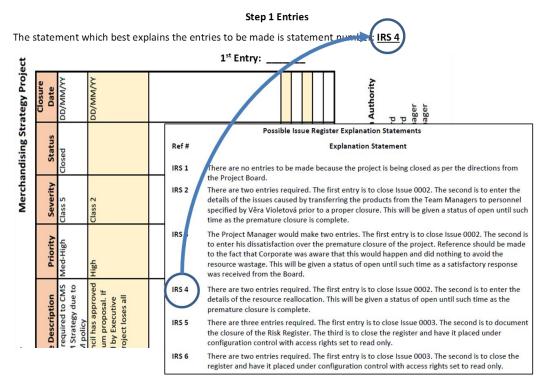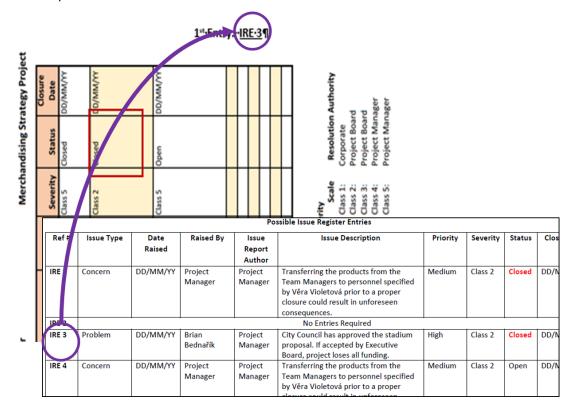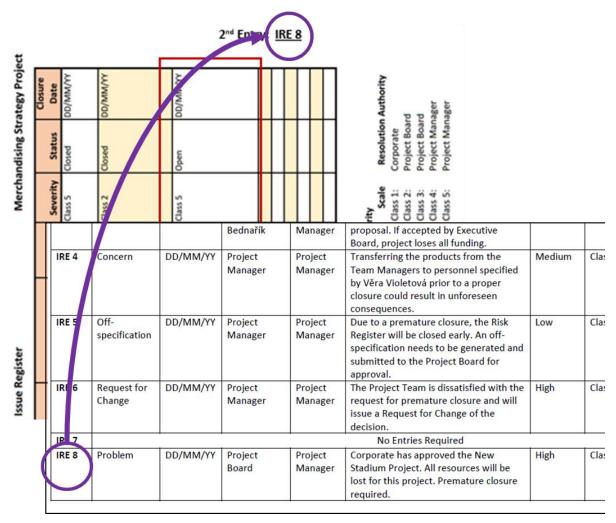
The statement which best explains the entries to be made is statement number: **IRS 4**

1st Entry: _____

Possible Issue Register Explanation Statements

Ref #	Explanation Statement
IRS 1	There are no entries to be made because the project is being closed as per the directions from the Project Board.
IRS 2	There are two entries required. The first entry is to close Issue 0002. The second is to enter the details of the issues caused by transferring the products from the Team Managers to personnel specified by Věra Violetová prior to a proper closure. This will be given a status of open until such time as the premature closure is complete.
IRS 3	The Project Manager would make two entries. The first entry is to close Issue 0002. The second is to enter his dissatisfaction over the premature closure of the project. Reference should be made to the fact that Corporate was aware that this would happen and did nothing to avoid the resource wastage. This will be given a status of open until such time as a satisfactory response was received from the Board.
IRS 4	There are two entries required. The first entry is to close Issue 0002. The second is to enter the details of the resource reallocation. This will be given a status of open until such time as the premature closure is complete.
IRS 5	There are three entries required. The first entry is to close Issue 0003. The second is to document the closure of the Risk Register. The third is to close the register and have it placed under configuration control with access rights set to read only.
IRS 6	There are two entries required. The first entry is to close Issue 0003. The second is to close the register and have it placed under configuration control with access rights set to read only.

Next, your team would select the appropriate Issue Register entry from the list of possible entries and write the IRE number (Issue Register Entry number) in the space provided. There are two entries required for the action.

1st Entry: IRE 3

Possible Issue Register Entries

Ref #	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Clos
IRE	Concern	DD/MM/YY	Project Manager	Project Manager	Transferring the products from the Team Managers to personnel specified by Věra Violetová prior to a proper closure could result in unforeseen consequences.	Medium	Class 2	Closed	DD/M
IRE					No Entries Required				
IRE 3	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2	Closed	DD/M
IRE 4	Concern	DD/MM/YY	Project Manager	Project Manager	Transferring the products from the Team Managers to personnel specified by Věra Violetová prior to a proper closure could result in unforeseen	Medium	Class 2	Open	DD/M

This completes the Issue Register entries but a good Project Manager would also make entries in their Daily Log. Here are the entries the they would make:

1st Entry: DLE3
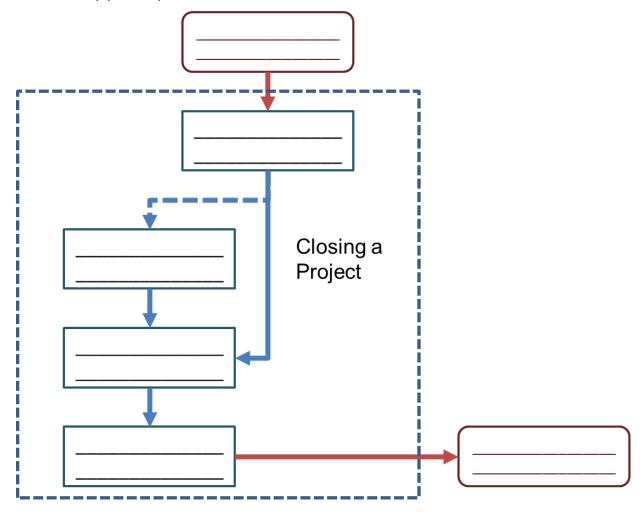
Czech Razorbacks   **Daily Log**   **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
...	.....	.....	.....	.....	....	.....
210	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY	
211						

2ⁿᵈ Entry: DLE 10

Czech Razorbacks   **Daily Log**   **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
....	.....	......	.....	.....	....	.....
210	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY Completed	Updated Issue Register, entered actuals in Project Plan, verified status of products. Requested approval from Board to release resources.
211						

This would complete the tasks associated with the first action to be taken in the Prepare Premature Closure table. Your team would then list the next action to be taken and would perform required actions in a similar way as above. Do this until all tables have been completed.

5.1   Premature Closure Overview Diagram

Complete the following diagram by filling in the boxes. Once you have completed the diagram, use it to help you complete the tables in exercise 5.2.

5.2   Premature Closure Activity Tables

The following section contains the activity tables that need to be completed using the prewritten step titles and action descriptions provided. As your team fills in each row, use the information to complete the activities in Section 5.3, Project Manager's Daily Log, and Section 5.4, CRMS Project: Issue Register. With the exception of those activities associated with updating the Project Plan, Benefits Review Plan, Configuration Item Records and Business Case, be sure to generate the required memos, and documents as you go, using the templates and prewritten materials provided in Section 5.8, CRMS Project: Memos, Reports & Notifications.

NOTE: In accordance with the Communication Management Strategy, all correspondence must be done using an interoffice memo. A template is included for each memo required.

Prior to starting exercise 5.2, it is best that you review these sections and compare the tasks to those completed in the previous example.

The Risk Register, Quality Register and Lessons Log would also require entries when closing a project. For the purpose of this scenario, the entries have already been made for you in Section 5.5, CRMS Project: Risk Register, Section 5.6, CRMS Project: Quality Register, and Section 5.7, CRMS Project: Lessons Log. When your team reaches an activity associated with any of these, review the entries and use the information to complete actions associated with other registers or logs as required.

5.2.1   Prewritten Step Titles

Use the following prewritten step titles to label the steps to be taken by the Project Manager. See Step 1 in the previous example.

NOTE: Not all of the step titles are appropriate. Only 4 apply to the current scenario.

#	Step Title
ST 1	Capture and examine issues and risks
ST 2	Report Stage End
ST 3	Prepare Planned Closure
ST 4	Evaluate the Project
ST 5	Provide ad hoc advice
ST 6	Produce an Exception Plan
ST 7	Prepare Premature Closure
ST 8	Recommend Project Closure
ST 9	Hand Over Products
ST 10	Prepare the Communication Strategy

5.2.2   Prewritten Action Statements and Descriptions

Use the following prewritten action statements (AS) and action descriptions to complete the step tables in this exercise. The actions should be sequenced in the correct order based on each step. See the Step 1 exercise example in the introduction section above.

NOTE: Not all of the actions listed below are appropriate. Only 14 apply to the current scenario.

#	Action	Action Description
AS 1	Request a Product Status Report from Project Support.	Verify the status of the products produced to date.
AS 2	Complete the Project Controls and update the Business Case.	The Project Controls need to be transferred to the Business Case to calculate the final costs.
AS 3	Respond to the report sent by the Project Manager.	The Project Board responds to the exception report requesting an Exception Plan from the Project Manager.
AS 4	Close the Daily Log and place it under Configuration Control.	See Daily Log Register, step 4, attached.
AS 5	Update the Configuration Item Records.	The records should be changed to reflect that the products have been delivered to the users.
AS 6	Update the Project Plan.	Enter the actuals to date.
AS 7	Determine the options for recovery and assess them against the Business Case.	The next Project Manager assigned to the project will use these options to write a new Mandate.
AS 8	Close the Lessons Log and place it under Configuration Control.	See Lessons Log, attached.
AS 9	Close the Issue Register and place it under Configuration Control.	See Issue Register, step 4, attached.
AS 10	Prepare a Lessons Report section in the End Project Report.	See End Project Report.
AS 11	Update the Issue Register.	See Issue Register attached.
AS 12	Transfer ownership of the completed documents.	Configuration Management to change access rights from the project team to Věra Violetová. See interoffice memo 2.
AS 13	Prepare the End Project Report.	See interoffice memo 3 and End Project Report.
AS 14	Seek approval from the Board to inform Corporate that all project resources will be released early.	See interoffice memo 1.
AS 15	Close the Risk Register and place it under Configuration Control.	See Risk Register, attached.
AS 16	Prepare and send the Draft Project Closure Notification to the Board for review.	See Drafted Project Closure Notification.
AS 17	Close the Quality Register and place it under Configuration Control.	See Quality Register, attached.

5.2.3   Activity Tables

Complete the following tables based on the sequence of steps and actions required by PRINCE2 during a premature closure. Use the prewritten Steps Titles and Action Statements provided above in Sections 5.2.1 and 5.2.2. For some steps, additional information has been provided. Do not forget to update the Project Manager's Daily Log. The first row of the step 1 table has been completed for you (also see the example in the exercise introduction for the complete step 1 solution including the register and log entries).

<table>
<tr><td colspan="3" align="center">Step 1: <u>ST 7 (Prepare Premature Closure)</u></td></tr>
<tr><td>#</td><td align="center">Action</td><td>Description of Action</td></tr>
<tr><td>1.</td><td>AS 11 (Update the Issue Register.)</td><td>(See Issue Register attached.)</td></tr>
<tr><td>2.</td><td></td><td></td></tr>
<tr><td>3.</td><td></td><td></td></tr>
<tr><td>4.</td><td></td><td></td></tr>
</table>

Step 2: _____		
Additional Information:		
Věra Violetová wishes to be the owner of the following products:		
a. CRMS-4.0 Merchandise Preference Report b. CRMS-4.1 Survey Package c. CRMS-4.2 Survey Results Database d. CRMS-4.3 Analysis Methodology.		
#	**Action**	**Description of Action**
1.		
2.		

Step 3: _____		
Additional Information:		
a) A review of the Business Case shows that, although the benefits detailed in the document will not be achieved, the Business Case remains valid and that the Media, Marketing and Sales group can use the products developed to better understand merchandise preferences. b) Stage 1 was a success and all teams worked well. The products were all delivered within the stage tolerances. Quality reviews were completed on time with no quality issues found. The documents created were of exceptional quality. c) From a review of the project to date it would appear that it was on track to successfully deliver the benefits set out in the Business Case. Regardless of the new stadium, the team will need a new merchandising strategy in the future.		
#	**Action**	**Description of Action**
1.		
2.		

	Step 4: _____
	Additional Information:
	a) Accounting has closed all charge numbers for the project. No further charging will be accepted against numbers starting with the prefix "CRMS".
	b) All project resources, including financial and project staff have been released from the project and are available for reallocation as of today.

	Action	**Description of Action**
1.		
2.		
3.		
4.		
5.		
6.		

5.3   Project Manager's Daily Log

Good Project Managers keep a comprehensive Daily Log. Your team must do the same.

For each step in the closure process, use the prewritten statements below to explain the entries which would be made by the Project Manager in their Daily Log. Then, select the correct entries from the Daily Log entries list provided. The answers for step 1 have been completed for you as an example (also see the complete example given in the introduction to the exercise).

5.3.1   Prewritten Explanations of Daily Log Entries

Use the following prewritten statements to explain the entries which would be made by the Project Manager in the Daily Log for each step in the closure process.

NOTE: The lists contain both correct and incorrect statements.

Ref #	Explanation Statement
DLS 1	The Project Manager would close the log and have all entries transcribed into the Lessons Learned Report for future reference.
DLS 2	The Project Manager would enter the actions required to hand over all of the completed products. They would then track their progress using the last column.
DLS 3	Ownership of the Daily Log would be transferred to the Project Board for updating and tracking. The Project Manager would then inform the Project Board of the transfer in the final Highlight Report.
DLS 4	The Project Manager would enter the actions required to create the End Project Report. They would then track their progress in the last column.
DLS 5	The Project Manager would enter the actions required to request Team Managers' Checkpoint Reports ahead of the closure request. They would then track their progress using the last column.

Ref #	Explanation Statement
DLS 6	The Project Manager would enter the details regarding the risk which caused early closure into the Daily Log for tracking purposes. They would then close the Risk Register and inform Corporate.
DLS 7	Once the Project Manager has submitted the End Project Report to the Board they would initiate the actions to close the project. Once all the actions are completed, they would update and close the Log.
DLS 8	The Project Manager would enter the premature closure request in their Daily Log and would update it as they worked through the actions in this step.

5.3.2   List of Possible Daily Log Entries

Select the correct entries from the Daily Log entries list found on the next page and write the entry reference number in the space provided in the exercise booklet.

Possible Daily Log Entries

Ref #	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
DLE 1	DD/MM/YY	Arrange for handover of all products completed to personnel specified by Věra Violetová.	Request Team Managers' Checkpoint Reports ahead of the closure request in order to facilitate orderly transfer of products from product development specialists.	Project Manager & Team Managers	DD/MM/YY	Věra Violetová will take ownership of all products. Sent request for ownership changes to Team Managers. Updated CIR's. Verified all products' statuses.
DLE 2	DD/MM/YY	End Project Reporting.	Transfer ownership of the Daily Log to the Project Board. Inform the Project Board of the transfer in final Highlight Report.	Project Manager	DD/MM/YY	
DLE 3	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY	
DLE 4	DD/MM/YY	End Project Reporting.	Transfer ownership of the Daily Log to the Project Board. Inform the Project Board of the transfer in final Highlight Report.	Project Manager	DD/MM/YY Completed	Log transferred. Final Highlight Report written and submitted. Project Closure Notice drafted.

Ref #	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
DLE 5	DD/MM/YY	Complete closure process and send recommendation to the Board.	Close all project Logs and Registers. Draft a Project Closure Notification and send it to the Board.	Project Manager	DD/MM/YY Completed	Closed Issue, Risk, and Quality Registers. Closed Lessons Learned Log. Sent notification draft to the Board.
DLE 6	DD/MM/YY	End Project Reporting.	Consolidate the project statistics and information and create the End Project Report.	Project Manager	DD/MM/YY	
DLE 7	DD/MM/YY	Complete closure process and send recommendation to the Board.	Close all project Logs and Registers. Draft a Project Closure Notification and send it to the Board.	Project Manager	DD/MM/YY	
DLE 8	DD/MM/YY	Arrange for handover of all products completed to personnel specified by Věra Violetová.	Contact Configuration Control, have access rights changed, update the CIR's, and verify all product status.	Project Manager & Configuration Manager	DD/MM/YY Completed	Věra Violetová will take ownership of all products. Sent memo for ownership changes to Configuration Control. Updated CIR's. Verified all products' statuses.
DLE 9	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Close Daily Log and transcribed into the Lessons Learned Report.	Project Manager	DD/MM/YY	

Ref #	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
DLE 10	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY Completed	Updated Issue Register, entered actuals in Project Plan, verified status of products. Requested approval from Board to release resources.
DLE 11	DD/MM/YY	End Project Reporting	Consolidate the project statistics and information and create the End Project Report.	Project Manager	DD/MM/YY Completed	Spoke with the Team Manager and gathered additional information. Reviewed all project related reports, Logs and Registers. Compiled End Project Report and sent it to the Board.
DLE 12	DD/MM/YY	Arrange for handover of all products completed to personnel specified by Věra Violetová.	Contact Configuration Control, have access rights changed, update the CIR's, and verify product status.	Project Manager & Configuration Manager	DD/MM/YY	

Ref #	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
DLE 13	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Close Daily Log and transcribed into the Lessons Learned Report.	Project Manager	DD/MM/YY Completed	Updated Daily Log. Transcribed all entries into End Project Lessons Learned Report. Closed Log.
DLE 14	DD/MM/YY	Arrange for handover of all products completed to personnel specified by Věra Violetová.	Request Team Managers' Checkpoint Reports ahead of the closure request in order to facilitate orderly transfer of products from product development specialists.	Project Manager & Team Managers	DD/MM/YY	
DLE 15	**Project Closed. No further entries accepted. Log Closed.**					

Step 1

The statement which best explains the entries to be made is statement number: **DLS 8**

> The Project Manager would enter the premature closure request in their Daily Log and would update it as they worked through the actions in this step.

1st Entry: DLE3

Czech Razorbacks　　　　　　　　　　Daily Log　　　　　　　　　Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
210	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY	
211						
212						
213						
214						
215						

2nd Entry: DLE 10

Czech Razorbacks   **Daily Log**   **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
......	......	......	......	......	......	......
210	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY Completed	Updated Issue Register, entered actuals in Project Plan, verified status of products. Requested approval from Board to release resources.
211						
212						
213						
214						
215						

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FACULTY OF
ECONOMICS AND
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Step 2

The statement which best explains the entries to be made is statement number: _____

1ˢᵗ Entry: _____

Czech Razorbacks   **Daily Log**   **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
.....	.....	.....	.....	.....	.....	.....
210	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY Completed	Updated Issue Register, entered actuals in Project Plan, verified status of products. Requested approval from Board to release resources.
211						
212						
213						
214						
215						

FACULTY OF ECONOMICS AND ADMINISTRATION

2ⁿᵈ Entry: _____

Czech Razorbacks   **Daily Log**   **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
......	......	......	......	......	......	......
210	DD/MM/YY	Premature closure requested by the Project Board to free resources for the New Stadium Project.	Initiate premature closure.	Project Manager	DD/MM/YY Completed	Updated Issue Register, entered actuals in Project Plan, verified status of products. Requested approval from Board to release resources.
211						
212						
213						
214						
215						

Step 3

The statement which best explains the entries to be made is statement number: _____

1st Entry: _____

Czech Razorbacks   **Daily Log**   **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
.....	.....	.....	.....	.....	.....	.....
210	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXX	Closure Step 1 Entries	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXX
211	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXX	Closure Step 2 Entries	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXX	XXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX
212						
213						
214						
215						

FACULTY OF ECONOMICS AND ADMINISTRATION

2nd Entry: _____

Czech Razorbacks

Daily Log

Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
......	......	......	......	......	......	......
210	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX	**Closure Step 1 Entries**	XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX
211	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX	**Closure Step 2 Entries**	XXXXXXXXXXXXXXXXXX XXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX
212						
213						
214						
215						

FACULTY OF ECONOMICS AND ADMINISTRATION

Step 4

The statement which best explains the entries to be made is statement number: _____

1st Entry: _____

Czech Razorbacks **Daily Log** **Merchandising Strategy Project**

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
.....	.....	.....	.....	.....	.....	.....
210	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXX	Closure Step 1 Entries	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXX
211	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX	Closure Step 2 Entries	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXX
212	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXX	Closure Step 3 Entries	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXX
213						
215						

2nd Entry: _____

Czech Razorbacks

Daily Log

Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
......	......	......	......	......	......	......
210	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXX	Closure Step 1 Entries	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX
211	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXX	Closure Step 2 Entries	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX
212	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXX	Closure Step 3 Entries	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX
213						
215						

3rd Entry: _____

Czech Razorbacks   Daily Log   Merchandising Strategy Project

ID No.	Date Entered	Entry Description	Action Required	Person Responsible	Target Date	Outcome
......	......	....	......	......	......	......
210	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX	**Closure Step 1 Entries**	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX
211	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXX	**Closure Step 2 Entries**	XXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX
212	DD/MM/YY	XXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXX	**Closure Step 3 Entries**	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX	XXXXXXXXX XXXXXXXXX	XXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXX
213						
215						

5.4   CRMS Project: Issue Register

5.4.1   Possible Issue Register Explanation Statements

Determine the prewritten statement that best explains the entries to be made by the Project Manager in the Issue Register during each step of the Closing a Project process. Enter the statement reference number in the space provided on the Issue Register sheets.

NOTE: The lists contain both correct and incorrect statements.

Possible Issue Register Explanation Statements

Ref #	Explanation Statement
IRS 1	There are no entries to be made because the project is being closed as per the directions from the Project Board.
IRS 2	There are two entries required. The first entry is to close Issue 0002. The second is to enter the details of the issues caused by transferring the products from the Team Managers to personnel specified by Věra Violetová prior to a proper closure. This will be given a status of open until such time as the premature closure is complete.
IRS 3	The Project Manager would make two entries. The first entry is to close Issue 0002. The second is to enter his dissatisfaction over the premature closure of the project. Reference should be made to the fact that Corporate was aware that this would happen and did nothing to avoid the resource wastage. This will be given a status of open until such time as a satisfactory response was received from the Board.
IRS 4	There are two entries required. The first entry is to close Issue 0002. The second is to enter the details of the resource reallocation. This will be given a status of open until such time as the premature closure is complete.
IRS 5	There are three entries required. The first entry is to close Issue 0003. The second is to document the closure of the Risk Register. The third is to close the register and have it placed under configuration control with access rights set to read only.
IRS 6	There are two entries required. The first entry is to close Issue 0003. The second is to close the register and have it placed under configuration control with access rights set to read only.

5.4.2   Possible Issue Register Entries

Select the correct entries from the Issue Register entries list provided on the next page and enter the reference number in the space provided on the Issue Register sheet.

Possible Issue Register Entries

Ref #	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
IRE 1	Concern	DD/MM/YY	Project Manager	Project Manager	Transferring the products from the Team Managers to personnel specified by Věra Violetová prior to a proper closure could result in unforeseen consequences.	Medium	Class 2	**Closed**	DD/MM/YY
IRE 2	No Entries Required								
IRE 3	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2	**Closed**	DD/MM/YY
IRE 4	Concern	DD/MM/YY	Project Manager	Project Manager	Transferring the products from the Team Managers to personnel specified by Věra Violetová prior to a proper closure could result in unforeseen consequences.	Medium	Class 2	Open	DD/MM/YY
IRE 5	Off-specification	DD/MM/YY	Project Manager	Project Manager	Due to a premature closure, the Risk Register will be closed early. An off-specification needs to be generated and submitted to the Project Board for approval.	Low	Class 3	Open	DD/MM/YY
IRE 6	Request for Change	DD/MM/YY	Project Manager	Project Manager	The Project Team is dissatisfied with the request for premature closure and will issue a Request for Change of the decision.	High	Class 1	Open	DD/MM/YY
IRE 7	No Entries Required								
IRE 8	Problem	DD/MM/YY	Project Board	Project Manager	Corporate has approved the New Stadium Project. All resources will be lost for this project. Premature closure required.	High	Class 5	Open	DD/MM/YY

Ref #	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
IRE 9	Problem	DD/MM/YY	Project Board	Project Manager	Corporate has approved the New Stadium Project. All resources will be lost for this project. Premature closure required.	High	Class 5	**Closed**	DD/MM/YY
IRE 10	Off-specification	DD/MM/YY	Project Manager	Project Manager	Due to a premature closure, the Risk Register will be closed early. An off-specification needs to be generated and submitted to the Project Board for approval.	Low	Class 3	**Closed**	DD/MM/YY
IRE 11	Request for Change	DD/MM/YY	Project Manager	Project Manager	The Project Team is dissatisfied with the request for premature closure and will issue a Request for Change of the decision.	High	Class 1	**Closed**	DD/MM/YY
IRE 12	**Project Closed. No further entries accepted. Register Closed.**								

5.4.3   Issue Register Sheets

Step 1 Entries

The statement which best explains the entries to be made is statement number: _____

1st Entry: _____

Czech Razorbacks   **Issue Register**   **Merchandising Strategy Project**

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001	RFC	DD/MM/YY	Zdeňka Dvořáková	Project Manager	Changes required to CMS and COM Strategy due to new COM policy	Med-High	Class 5	Closed	DD/MM/YY
0002	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2		DD/MM/YY
0003									
0004									
0005									
0006									
0007									

LEGEND

Issue Types
Request for Change
Off-specification
Problem
Concern

Priority Scale

Scale	Resolution Time
High	Highly time sensitive
Medium-High	Best done quickly
Medium	Some time sensitivity
Low-Medium	Low time sensitivity
Low	Prior to project end

Severity

Scale	Criteria	Resolution Authority
Class 1:	Affects entire business	Corporate
Class 2:	Affects project rationale / viability	Project Board
Class 3:	Impacts project level tolerances	Project Board
Class 4:	No impact to Stage tolerances	Project Manager
Class 5:	No measurable consequences	Project Manager

1 of 1

2nd Entry: _____

Czech Razorbacks   **Issue Register**   **Merchandising Strategy Project**

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001	RFC	DD/MM/YY	Zdeňka Dvořáková	Project Manager	Changes required to CMS and COM Strategy due to new COM policy	Med-High	Class 5	Closed	DD/MM/YY
0002	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2		DD/MM/YY
0003									
0004									
0005									
0006									
0007									

LEGEND

Issue Types		Priority Scale			Severity		
		Scale	Resolution Time		Scale	Criteria	Resolution Authority
Request for Change		High	Highly time sensitive		Class 1:	Affects entire business	Corporate
Off-specification		Medium-High	Best done quickly		Class 2:	Affects project rationale / viability	Project Board
Problem		Medium	Some time sensitivity		Class 3:	Impacts project level tolerances	Project Board
Concern		Low-Medium	Low time sensitivity		Class 4:	No impact to Stage tolerances	Project Manager
		Low	Prior to project end		Class 5:	No measurable consequences	Project Manager

1 of 1

Step _____ Entries (Enter the Step Number)

The statement which best explains the entries to be made is statement number: _____

1st Entry: _____

Czech Razorbacks — Issue Register — Merchandising Strategy Project

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001	RFC	DD/MM/YY	Zdeňka Dvořáková	Project Manager	Changes required to CMS and COM Strategy due to new COM policy	Med-High	Class 5	Closed	DD/MM/YY
0002	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2		DD/MM/YY
0003	XXXXXXXXX	XXXXXXXX	XXXXXXXXXXXXXX	Closure Step 1 Entries	XXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXX	XXXXXXXX		

LEGEND

Issue Types
- Request for Change
- Off-specification
- Problem
- Concern

Priority Scale

Scale	Resolution Time
High	Highly time sensitive
Medium–High	Best done quickly
Medium	Some time sensitivity
Low–Medium	Low time sensitivity
Low	Prior to project end

Severity

Scale	Criteria	Resolution Authority
Class 1:	Affects entire business	Corporate
Class 2:	Affects project rationale / viability	Project Board
Class 3:	Impacts project level tolerances	Project Board
Class 4:	No impact to Stage tolerances	Project Manager
Class 5:	No measurable consequences	Project Manager

1 of 1

2nd Entry: _____

Czech Razorbacks — Issue Register — Merchandising Strategy Project

ID No.	Issue Type	Date Raised	Raised By	Issue Report Author	Issue Description	Priority	Severity	Status	Closure Date
0001	RFC	DD/MM/YY	Zdeňka Dvořáková	Project Manager	Changes required to CMS and COM Strategy due to new COM policy	Med-High	Class 5	Closed	DD/MM/YY
0002	Problem	DD/MM/YY	Brian Bednařík	Project Manager	City Council has approved the stadium proposal. If accepted by Executive Board, project loses all funding.	High	Class 2		DD/MM/YY
0003	XXXXXXXX	XXXXXXXX	XXXXXXXXXXXXXX	Closure Step 1 Entries	XXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXX	XXXXXXXX		

LEGEND

Issue Types
Request for Change
Off-specification
Problem
Concern

Priority Scale

Scale	Resolution Time
High	Highly time sensitive
Medium-High	Best done quickly
Medium	Some time sensitivity
Low-Medium	Low time sensitivity
Low	Prior to project end

Severity

Scale	Criteria	Resolution Authority
Class 1:	Affects entire business	Corporate
Class 2:	Affects project rationale / viability	Project Board
Class 3:	Impacts project level tolerances	Project Board
Class 4:	No impact to Stage tolerances	Project Manager
Class 5:	No measurable consequences	Project Manager

1 of 1

5.5   CRMS Project-Risk Register

The only action required during the Premature Closure Process is to close the register and have it placed under configuration control with access rights set to read only. This would be done in Step 4. The entry has been done for you in the register on the following page.

Czech Razorbacks   **Risk Register**   **Merchandising Strategy Project**

Risk ID Number: 0005   Date Raised: DD/MM/YY   Risk Author: Project Manager

Evaluation Section

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

Response Section

Risk Response	Response Category	Risk Status	Risk Owner	Risk Actioner	Last Updated
Raise an Exception Report to the Project Board as this risk breaches the tolerance level assigned to the project.	Accept	Closed	Project Manager	Project Manager	DD/MM/YY

Project Closed. No further entries accepted. Register Closed.

RISK LEGEND

Risk Responses

Response Categories	Response Effect
Avoid	Change aspects of the project to avoid the risk.
Reduce	Take actions to reduce the probability or impact.
Fallback	A plan to react should the risk occur.
Transfer	Pass the financial impact onto a third party.
Share	Share the risk with a third party.
Accept	Accept the consequence if the risk occurs.
Exploit	Force the risk to occur.
Enhance	Take actions to increase probability / impact.
Reject	Do not exploit or enhance the risk.

Risk Categories
Tolerance
Political
Environmental
Legal
Technical
Social
Economic
Personnel

Proximity
Imminent
Within Stage
Within Project
After Project

3 of 3

5.6 CRMS Project-Quality Register

The only actions required are to review the register while generating the End Project Report and to close the register and have it placed under configuration control with access rights set to read only.

Czech Razorbacks — **Quality Register** — **Merchandising Strategy Project**

Quality ID	Product Identifier(s)	Product Title(s)	Method	Name	Role	Planned Date	Forecast Date	Actual Date	Result	Quality Records
1	CRMS 4.1.1	Survey Requirements Definition	Quality Review Technique	John Doe Jacob Marley Jane Doe Jerry Smith	Chair Presenter Reviewer Administrator	Day 3	Day 3	Day 3	Passed	CRMS-QRR-4.1.1v1
2	CRMS 4.1.2	Survey Methodology	Quality Review Technique	Frank Ho Julia Barro Jane Doe Rita McDow	Chair Presenter Reviewer Administrator	Day 8	Day 8	Day 8	Passed	CRMS-QRR-4.1.2v1
3	CRMS 4.1.3	Survey Questions	Quality Review Technique	John Doe Jacob Marley Jane Doe Jerry Smith	Chair Presenter Reviewer Administrator	Day 14	Day 13	Day 13	Passed	CRMS-QRR-4.1.3v1
4	CRMS 4.2.1	Sample Set Definition	Quality Review Technique	Frank Ho Julia Barro Jane Doe Rita McDow	Chair Presenter Reviewer Administrator	Day 14	Day 14	Day 14	Passed	CRMS-QRR-4.2.1v1
5	CRMS 4.1.4	Survey Test Plan	Quality Review Technique	John Doe Jacob Marley Jane Doe Jerry Smith	Chair Presenter Reviewer Administrator	Day 17	Day 19	Day 18	Passed	CRMS-QRR-4.1.4v1
6	CRMS 4.2.2	Test Data Responses	Data Review / Audit	Joe Dolova Jacob Marley Jeff Bane Jerry Smith	Chair Presenter Reviewer Administrator	Day 20	Day 21	Day 21	Passed	CRMS-QRR-4.2.2v1
7	CRMS 4.3.1	Analysis Definition	Quality Review Technique	Frank Ho Julia Barro Jane Doe Rita McDow	Chair Presenter Reviewer Administrator	Day 17	Day 17	Day 17	Passed	CRMS-QRR-4.3.1v1
8	CRMS 4.3	Analysis Methodology	Quality Review Technique	Frank Ho Julia Barro Jane Doe Rita McDow	Chair Presenter Reviewer Administrator	Day 20	Day 20	Day 20	Passed	CRMS-QRR-4.3v1
9	CRMS 4.3.2	Analysis Test Plan	Quality Review Technique	Joe Dolova Jacob Marley Jeff Bane Jerry Smith	Chair Presenter Reviewer Administrator	Day 24	Day 24	Day 24	Passed	CRMS-QRR-4.3.2v1
10	CRMS 4.3.3	Test Data Analysis	Data Audit	Joe Dolova Jacob Marley Jeff Bane Jerry Smith	Chair Presenter Reviewer Administrator	Day 27	Day 26	Day 26	Passed	CRMS-QRR-4.3.3v1

1 of 2

Czech Razorbacks   **Quality Register**   **Merchandising Strategy Project**

Quality ID	Product Identifier(s)	Product Title(s)	Method	Roles and Responsibilities		Quality Activities			Result	Quality Records
				Name	Role	Planned Date	Forecast Date	Actual Date		
11	CRMS 4.1	Survey Package	Quality Review Technique	John Doe Jacob Marley Jane Doe Jerry Smith	Chair Presenter Reviewer Administrator	Day 31	Day 31	Day 31	Passed	CRMS-QRR-4.1v1
12	CRMS 4.2.3	Live Data Responses	Data Review / Audit	Joe Dolova Jacob Marley Jeff Bane Jerry Smith	Chair Presenter Reviewer Administrator	Day 40	Day 40	Day 40	Passed	CRMS-QRR-4.2.3v1
13	CRMS 4.2	Survey Results Database	Data Audit	Joe Dolova Jacob Marley Jeff Bane Jerry Smith	Chair Presenter Reviewer Administrator	Day 46	Day 46	Day 45	Passed	CRMS-QRR-4.2v1
14	CRMS 4.0	Merchandise Preference Report	Quality Review Technique	Frank Ho Julia Barro Jane Doe Rita McDow	Chair Presenter Reviewer Administrator	Day 55	Day 55	Day 55	Passed	CRMS-QRR-4.0v1
Project Closed. No further entries accepted. Register Closed.										

2 of 2

5.7   CRMS Project-Lessons Log

Two actions are required. The first occurs in Step 3. The Log should be reviewed and any lessons that should be highlighted to corporate or programme management are summarized in the Lessons Report section of the End Project Report. The second action is to close the Log and have it placed under configuration control with access rights set to read only. This occurs in step 4.

The Log has been closed for you. See the entry on the following page.

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Czech Razorbacks   **Lessons Log**   **Merchandising Strategy Project**

				Lesson Detail					
Lesson Type	Event	Effect	Causes/Trigger	Early Warning Indicator	Recommendations	Previously Identified as a Risk	Date Logged	Logged By	Priority
Project & Corporate	Intensive PRINCE2 training program given at the corporate level to all employees.	Greater understanding, elimination of resistance, increased support. Training allowed these individuals to better understand the method and to implement it in a tailored way based on the organisation and the requirements.	Very poor organisational understanding of the PRINCE2 method.	Previous project failures using PRINCE2	Embed PRINCE2 into the organisation. Before starting any projects ensure all personnel understand the method and why it should be used. Include PRINCE2 training as a standard requirement for all personnel working on projects. Include PRINCE2 in the performance management requirements.	Yes, CRMS Project	DD/MM/YY	Project Manager	High
Project	Due to the insistence by corporate combined with the training received in PRINCE2, a significant focus was put on the initiation stage.	This led to a more clear and concise set of control procedures and a much clearer understanding of the project objectives.	In the past, the initiation stage has been skipped or given only a superficial consideration.	Previous project failures using PRINCE2	Ensure all personnel involved in establishing the controls not only understand but are also experienced in PRINCE2. Provide adequate funding and time for the completion of the Initiation Stage.	No	DD/MM/YY	Project Manager	High
Project & Corporate	The executive committee exerted a significant amount of effort to inform all important stakeholders of the project and its importance to the club through meetings, regular communication and one on one appeals.	This resulted in a very supportive environment. The net result was a focused and dedicated project team and an energised organisation. Communication was key to creating this situation.	New Managing Director believes in communication and ensuring everyone focuses on the way forward.	None	Develop a standard baselined preproject communication procedure and implement it prior to embarking on any project. Develop a new corporate communication policy and procedure to be incorporated in all programme or project Communication Strategies.	No	DD/MM/YY	Project Manager	High
Project Closed. No further entries accepted. Register Closed.									

Legend

Lesson Types	
Label	Meaning
Project	Should be applied at a project level
Corporate	Should be applied at a corporate level
Project & Corporate	Applies to both corporate and projects

Priority Scale	
Label	Meaning
High	Has a significant impact
Medium	Could have a significant impact
Low	May warrant some consideration

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5.8   CRMS Project: Memos, Reports & Notifications

Use the following prewritten statements to complete the memos, reports, and notification documents in this section by writing the correct subject line or paragraph reference number in the spaces provided.

NOTE: The lists contain both correct and incorrect statements.

5.8.1   Possible Subject Lines

Possible Re: Subject Lines for Memos

Ref #	Subject of Memo
RE 1	End Project Report, permission to inform corporate of important lessons learned.
RE 2	Request to Team Managers for Closure Checkpoint Reports.
RE 3	Issues Regarding the Transfer of Incomplete Products to Věra Violetová.
RE 4	Permission to inform corporate of early resource release.
RE 5	Highlight Report for Premature Closure Stage.
RE 6	Letter of Objection regarding Early Closure.
RE 7	Draft Closure Notification.
RE 8	Product ownership transfer.

5.8.2   Possible Paragraphs

Possible Paragraphs for Memos, Reports, Notifications

Ref #	Paragraph
PR 1	Please find attached the draft Closure Notification.
PR 2	All products produced will follow the configuration management procedure outlined herein. Management will adhere to all sections of the configuration management procedure unless otherwise specified and approved by the assigned configuration management personnel.
PR 3	The Financial Controller has closed all charge numbers related to this project and has transferred all remaining funds back to the corporate account. All project staff have been unallocated from the project and are available for allocation elsewhere.
PR 4	Responsibility for acceptance of the final Project Product is assigned to the Vice-President of Media, Marketing and Sales.
PR 5	It is highly recommended that once the club has the funds and resources to initiate a follow-on project to complete the products not undertaken within this project, it should do so. The Business Case remains valid and the requirements to generate a new, comprehensive merchandising strategy still exist.
PR 6	The Senior User is responsible for specifying the needs of those who will use the project's products.

Ref #	Paragraph
PR 7	Recent developments regarding the new stadium initiative have resulted in the premature closure of the CRMS Project. As such we request that the following products have their ownership and access rights changed to Věra Violetová and their product status changed to "**Delivered**". a. CRMS-4.0 Merchandise Preference Report b. CRMS-4.1 Survey Package c. CRMS-4.2 Survey Results Database d. CRMS-4.3 Analysis Methodology
PR 8	The project needs to deliver a comprehensive, implementable approach to generating additional profits. This will be in the form of a document which can be used by the Media, Marketing and Sales organisation to realign its current operations and generate the required financial benefits to keep the team solvent.
PR 9	All project Logs and Registers have been closed and placed under configuration control. All products created during the project have been transferred to Věra Violetová.
PR 10	Accounting has closed all charge numbers for the project. No further charging will be accepted against numbers starting with the prefix "CRMS". Should you have any questions regarding additional chargers please contact the Financial Controller.
PR 11	Once the report is approved, it will be forwarded to corporate for review and approval of the Lessons Learned section.
PR 12	Please provide approval in writing using the standard memo format in accordance with the CRMS Communication Strategy by close of business tomorrow.
PR 13	The Business Case remains valid, however, the funding and resources required to execute the project have been diverted to aid in the development of a new stadium.
PR 14	The third lesson of importance going forward is that of organisational support. The significant efforts by the executive committee to inform all important stakeholders of the project and its importance to the club resulted in a very supportive environment. The net result was a focused and dedicated project team and an energised organisation. Communication was key to creating this situation.
PR 15	The project objectives will not be met given the premature closure. It is important to note that the first delivery stage of the project was completed within its assigned tolerances.
PR 16	In light of this development, I would like to request approval from the Project Board directing the Merchandising Strategy Project to release all resources from the Project and to inform corporate and executive management of the date by which all resources will be available for reallocation.
PR 17	The products produced to date can be used by the Media, Marketing and Sales group to better understand merchandise preferences.
PR 18	Should you have any questions or comments regarding this Closure Notification, please do not hesitate to contact me.

Ref #	Paragraph
PR 19	All project resources, including financial and project staff have been released from the project and are available for reallocation as of the date of this notification. The staff engaged in the project performed very well. The project management team would like to thank all those who worked so diligently to deliver the products created.
PR 20	Please find attached the End Project Report. It would be appreciated if the Project Board members could review and approve the report at their earliest convenience.
PR 21	Please be advised that the Merchandising Strategy Project has been closed. The project was undertaken to generate a new merchandising strategy in an effort to bring additional capital to the Club. Due to an offer from City Council to fund the development of a new, higher capacity, state of the art facility, it has been decided that this project be closed and all resources transferred to a project focused on delivering the new stadium.
	During the course of this project a number of products were successfully completed. The overall performance of the teams was excellent and very few issues were encountered.
PR 22	No significant benefits have been realised to date as the project must be closed prematurely.
PR 23	Recent developments regarding the new stadium initiative have resulted in a requirement to reallocate the resources from the current Merchandising Strategy Project to the New Stadium Project. This includes financial and human resources.

5.8.3   CRMS Project-Interoffice Memos

There are four memos that should be written during the Closing a Project Process. Usage of the standard company interoffice memo format is specified in the CRMS Project Communication Management Strategy. Use the following templates along with the prewritten subject lines and paragraphs distributed by the Trainer to complete the required memos.

Interoffice Memo 1

Czech Razorbacks

Interoffice Memo

Memo: CRMS-M00027-v01

To:

From:

cc:

Date:

Re: **Ref # from list:**_____

_____

1. **Paragraph Ref #**_____

2. **Paragraph Ref #**_____

3. **Paragraph Ref #**_____

Best Regards,

(Signature of Project Manager)

(Name of Project Manager)
Project Manager, Czech Razorbacks Merchandising Strategy

Page 1 of 1

Interoffice Memo 2

Interoffice Memo

Memo: CRMS-M00028-v01

To: Configuration Manager, Project Support

From:

cc: Věra Violetová

Date:

Re: **Subject Line Ref # from list:_____**

1. Paragraph Ref #_____

2. Should you have any questions, please do not hesitate to contact me.

Best Regards,

(Signature of Project Manager)

(Name of Project Manager)
Project Manager, Czech Razorbacks Merchandising Strategy

Page 1 of 1

Interoffice Memo 3

Czech Razorbacks

Interoffice Memo

Memo: CRMS-M00029-v01

To:

From:

cc:

Date:

Re: **Subject Line Ref # from list:_____**

_____

1. **Paragraph Ref #_____**

2. **Paragraph Ref #_____**

3. Should you have any questions, please do not hesitate to contact me.

Best Regards,

(Signature of Project Manager)

(Name of Project Manager)
Project Manager, Czech Razorbacks Merchandising Strategy

Attachments:
End Stage Report

Page 1 of 1

Interoffice Memo 4

Czech Razorbacks

Interoffice Memo

Memo: CRMS-M00030-v01

To:

From:

cc:

Date:

Re: **Subject Line Ref # from list:_____**

---

1. **Paragraph Ref #_____**

2. **Paragraph Ref #_____**

3. **Paragraph Ref #_____**

4. **Paragraph Ref #_____**

Best Regards,

(Signature of Project Manager)

(Name of Project Manager)
Project Manager, Czech Razorbacks Merchandising Strategy

Attachments:
1. Draft Closure Notification

Page 1 of 1

5.8.4   CRMS Project-End Project Report

Use the following End Project Report template along with the prewritten subject lines and paragraphs distributed by the Trainer to complete the following report. Some of the information has been completed for you.

Czech Razorbacks Hockey Club

THE CZECH RAZORBACKS MERCHANDISING STRATEGY

END PROJECT REPORT

DOCUMENT HISTORY SECTION

This document is only valid on the day it was printed. The source document is under configuration control and can be viewed on-line through the Document Management System (CRDMS) in the Marketing and Sales section.

REFERENCES

    A. CRMS-PBv01, Project Brief

    B. CRMS-PIDv02, Project Initiation Documents

    C. Accumulated Checkpoint, Highlight and Exception Reports

    D. Project Logs, Registers, and Memos

CHANGE SUMMARY SECTION

Revision Date	Summary of Changes	Version
DD/MM/YYYY	Original Version	01

DOCUMENT APPROVAL SECTION

Name	Signature	Title	Date	Version
		Executive		01
		Senior User		01
		Senior Supplier		01
Brian Bednařík		Managing Director		01

DOCUMENT DISTRIBUTION SECTION

Name	Title	Date	Version

Company Confidential and Proprietary Information. Internal Use Only

Page 1 of 4

Czech Razorbacks Hockey Club

CRMS-EPRv01

PROJECT MANAGERS SUMMARY

This project was undertaken to generate a new merchandising strategy in an effort to bring additional capital to the Club. Due to an offer from City Council to fund the development of a new, higher capacity, state of the art facility, it has been decided that this project be closed and all resources transferred to a project focused on delivering the new stadium.

During the course of this project a number of products were successfully completed. The overall performance of the teams was excellent and very few issues were encountered. One exception report was generated, triggered by the risk of an early closure due to the City Council stadium funding proposal. This risk put the project outside of the risk tolerance set out at the beginning of the project. The Project Board approved the continuation of the project after reviewing the risk and its associated consequences.

BUSINESS CASE REVIEW

Paragraph Ref #_____

Benefits Achieved to Date

Paragraph Ref #_____

Residual Benefits Expected

No residual benefits are expected at this time.

Expected Net-Benefits

Paragraph Ref #_____

Deviations from the Original Business Case

No deviations from the original Business Case have occurred with the exception of the premature closure.

REVIEW OF PROJECT OBJECTIVES

Paragraph Ref #_____

TEAM PERFORMANCE REVIEW

STAGE 1: Brand recognition merchandise preference survey and conclusions.

The survey collected demographic and geographic brand recognition data as well as data regarding WWHA preferences, team loyalty, consumer product preferences for Czech Razorback hockey club merchandise, and pricing sensitivity by product. All aspects of the stage were carried out with precision and resulted in a high quality Merchandise Preference Report. All of the products associated with the stage were accepted at their first quality review and all individuals involved in the creation of the products were commended for their professionalism and quality.

Czech Razorbacks Hockey Club

CRMS-EPRv01

LESSONS REPORT

1.   A number of key learning points have emerged from this project. The first is the positive effect that PRINCE2 training had on the people in the organisation. Prior to the training, many individuals misunderstood or were completely against the adoption of PRINCE2 as a standard project management method. Training allowed these individuals to better understand the method and to implement it in a tailored way based on the organisation and the requirements.

Recommendation: Embed PRINCE2 into the organisation. Before starting any projects ensure all personnel understand the method and why it should be used. Include PRINCE2 training as a standard requirement for all personnel working on projects. Include PRINCE2 in the performance management requirements.

2.   Another lesson pertains to the positive benefits of a carefully implemented Initiation Stage. In the past, the Initiation Stage had been skipped or given only a superficial consideration. The insistence by corporate combined with the training received led to a more clear and concise set of control procedures and a much clearer understanding of the project objectives.

Recommendation: Ensure all personnel involved in establishing the controls not only understand but are also experienced in PRINCE2. Provide adequate funding and time for the completion of the Initiation Stage.

3.

Paragraph Ref #_____

Recommendation: Develop a standard baselined pre-project communication procedure and implement it prior to embarking on any project. Develop a new corporate communication policy and procedure to be incorporated in all programme or project Communication Strategies.

PRODUCT REVIEW

Four main products were created and delivered by the project. These include:

1. CRMS-4.0 Merchandise Preference Report
2. CRMS-4.1 Survey Package
3. CRMS-4.2 Survey Results Database
4. CRMS-4.3 Analysis Methodology

Ownership of the completed products along with access right have been transferred to Věra Violetová.

FOLLOW-ON ACTIONS RECOMMENDATIONS

Paragraph Ref #_____

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Page 4 of 4

5.8.5   CRMS Project-Draft Closure Notification

Use the following Closure Notification template along with the prewritten subject lines and paragraphs distributed by the Trainer to complete the following document. Some of the information has been completed for you.

NOTE: Many companies use charge numbers to track project costs. Charge Numbers are numbers which are issued to a project based on project accounting procedures. They are generally assigned to specific work packages or activities and are used to collect costs associated with those activities. Leaving charge numbers open after a project is closed can create project accounting problems.

Czech Razorbacks Hockey Club

THE CZECH RAZORBACKS MERCHANDISING STRATEGY

PROJECT CLOSURE NOTIFICATION

DOCUMENT HISTORY SECTION

This document is only valid on the day it was printed. The source document is under configuration control and can be viewed on-line through the Document Management System (CRDMS) in the Marketing and Sales section.

REFERENCES

    A. CRMS-EPRv01, End Project Report

    B. CRMS-PIDv02, Project Initiation Documents

CHANGE SUMMARY SECTION

Revision Date	Summary of Changes	Version
DD/MM/YYYY	Original Version	01

DOCUMENT APPROVAL SECTION

Name	Signature	Title	Date	Version
		Executive		01
		Senior User		01
		Senior Supplier		01

DOCUMENT DISTRIBUTION SECTION

Name	Title	Date	Version

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Page 1 of 2

Czech Razorbacks Hockey Club

CRMS-PCNv01

PROJECT CLOSURE

Paragraph Ref #_____

CHARGE NUMBERS

Paragraph Ref #_____

RELEASE OF PROJECT RESOURCES

Paragraph Ref #_____

PRINCE2®

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APMG International ON BEHALF OF AXELOS
Accrediting Professionals

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