



SPOCE
TRAINING PROFESSIONALS



PRINCE2®

Managing Successful Projects
with PRINCE2®



Pre-Course Workbook



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EVENT PREPARATION INSTRUCTIONS – *PLEASE READ AND FOLLOW CAREFULLY*

This pre-course document has been created and designed specifically to help you prepare for your PRINCE2® training course. It has been designed to eliminate the need for you to read the **full** official PRINCE2® manual and consequently eliminate the risk of you being saturated and potentially overwhelmed with unnecessary amounts of information and detail within the PRINCE2® manual before the course.

You are not expected, and you should certainly not expect yourself to become a fully-fledged PRINCE2® 'expert' before attending the course, rather be reasonably well prepared so we can hit the floor running from day 1 of the course.

Reading the information in this document and *following the instructions carefully* will get you well prepared for the course, at which point you will be given the *official* PRINCE2® manual and be at a level of learning to help you quickly and easily move to the next level of your learning during the course.

On-line Event Preparation

This pre-course workbook should be carefully followed and used in conjunction with your '**on-line event preparation**' # (via www.bestpracticelms.com). Details of the '**on-line event preparation**' will be found in the next section of this workbook. In addition, access details have been sent to your chosen email address, **including your log-in details (password etc)**.

NOTE: If for some reason you cannot access your online event preparation, perhaps due to internet access problems, don't worry, as reading this pre-course workbook alone will still get you well prepared for the course.

You may be able to download some of these resources to your machine for use when your internet connection may not be available...

[The \(offline\) On-Line Event Prep.](#)

[The PRINCE2® syllabus.](#)

[The PRINCE2® Foundation Candidate Guidance](#)

[Sample Foundation Exam Paper](#)

[The PRINCE2® Practitioner Candidate Guidance](#)

[Sample Practitioner Exam Papers](#)

[Mobile Event Prep](#)

The **on-line event preparation** is comprised of **2 Modules**, each containing interactive lessons, as well as multiple sample Foundation exam questions which we highly recommend that you attempt repeatedly prior to the course. You will also find the following additional useful learning resources on your **on-line event preparation**:

- **# PRINCE2® Syllabus** (in 'Exam Preparation Module', under 'Support Materials')
The syllabus shows you what you will be learning and what areas of PRINCE2® you could be examined on. The syllabus is a useful 'checklist', in particular for Foundation exam preparation, to see what you should know, whether you know it and where you'll find the information in the PRINCE2® manual. During your pre-course work, you will not have the PRINCE2® manual to reference to, so instead you should use your 'Key Learning Points' document (see next page) which is based on the syllabus learning areas.

- **Animated Process Model** (in 'Introduction to PRINCE2® Module', under 'Support Materials')
Whilst reading the 'context' sections for each of the 7 Processes within your 'Key Learning Points' document within this Pre-course Workbook (see next page), you can use this animated process model to help as a visual 'roadmap' of the documentation trail of PRINCE2®.

Continued...

- **# Practitioner Exam Candidate Guidance** (**ONLY** if attending the Practitioner course)
Found in 'Exam Preparation Module' under 'Support Materials'. This is useful information about the Practitioner exam structure, timings and question styles.
- **# Sample Practitioner Exams** (**ONLY** if attending the Practitioner course)
There are official sample Practitioner exam questions for you to attempt, available as interactive exam simulators **and** in PDF format for printing. Both are found in 'Exam Preparation Module'.

So What's First?

Ideally, you should first access your **on-line event preparation** and start going through the 2 Module's lessons. The lesson 'references' will refer you to the various sections within this pre-course workbook, (as follows)...

This Pre-course Workbook is composed of the following sections, **which should be read in conjunction with your on-line event preparation**, prior to attending the course and ideally in the order as follows:

- **PRINCE2® Primer**
Reading this section first will give you some background to PRINCE2® and its four integrated elements. (PRINCE2® Primer should be read in conjunction with watching the 'Introduction to PRINCE2' Module within your on-line event preparation).
- **Key Learning Points**
Reading this section will help with your overall **theory** and **terminology** knowledge of PRINCE2® for each of PRINCE2's 7 processes and 7 themes. Whilst reading this section, you may wish to refer to the 'Glossary of Terms' section of this document to help with some of the terminology being used.
- **PRINCE2® Management Products**
This section introduces you to the 'names' and 'purpose' of PRINCE2's 26 Management Products.
- **# Sample Foundation Exam**
After reading the 'PRINCE2® Primer', 'Key Learning Points' and 'PRINCE2® Management Products' sections, it would be worth attempting some foundation test questions using the 'Sample Foundation Exam Paper', as well as attempting some of the hundreds of foundation exam questions on the 'Foundation exam simulator', **both of which will be found on your on-line event preparation**, accessed via the 'Exam Preparation' Module. Prior to attempting the questions, you should read the # ['Foundation Exam Candidate Guidance'](#) document, again found on your **on-line event preparation**. Attempt these Foundation exam questions, on-and-off, as many times as you can prior to the course. Preparation and practice are key to learning!
- **Sample Project Scenario Examples**
Reading this section will help to move you to your next level of understanding. Using and elaborating on some of the information from 'PRINCE2® Primer', 'Key Learning Points' and 'PRINCE2® Management Products' sections, this document is designed to give you an initial understanding and appreciation of how PRINCE2® is *applied* to a project.

- **# Sample Practitioner Exam**

If you are attending the **Practitioner course**, after reading the 'Sample Project Scenario Examples' (mentioned above), you may wish to review and/or attempt some Practitioner exam questions, which will be found on your **on-line event preparation**, accessed via the 'Exam Preparation' Module. Attempting and/or reviewing the Practitioner exam questions can help build your 'application' level of understanding prior to the course. But do not worry if you find the questions difficult and/or confusing at this point, as attending the course will get you well prepared for the Practitioner exam! Prior to attempting the questions, you should read the # '[Practitioner Exam Candidate Guidance](#)' document, again found on your **on-line event preparation**, accessed via the 'Exam Preparation' Module, under 'Support Materials'.

- **Glossary of Terms**

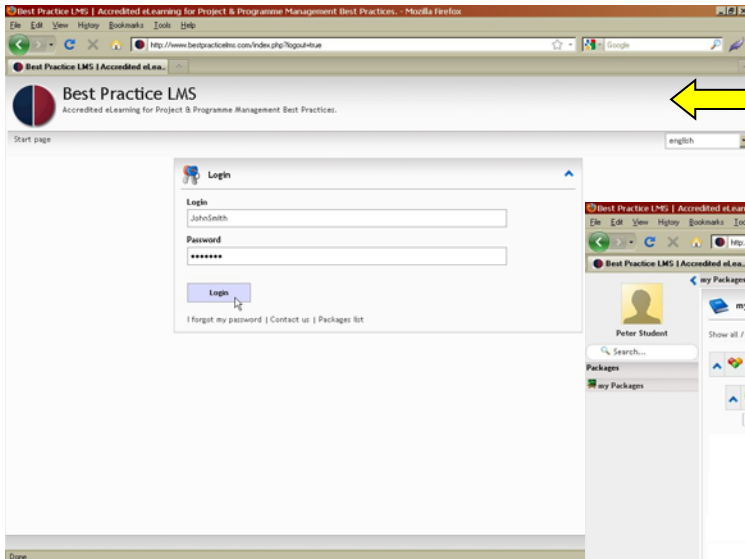
This section is a glossary of PRINCE2® terms to help with your overall understanding of terminology, some of which is very much *specific* to PRINCE2!

That just leaves us with wishing you all the best with your event preparation. If you have ANY questions or concerns regarding your pre-course reading and 'on-line' event preparation, please do not hesitate to contact SPOCE and we will be happy to help.

YOUR ON-LINE PRINCE2® EVENT PREPARATION

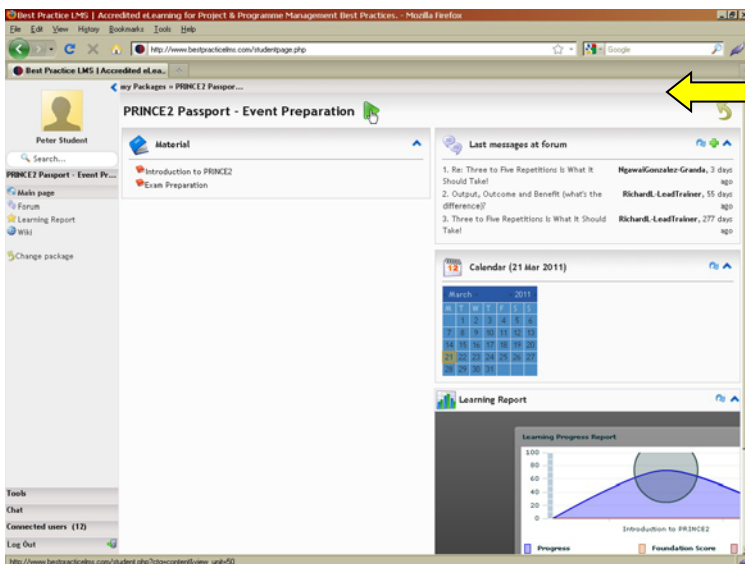
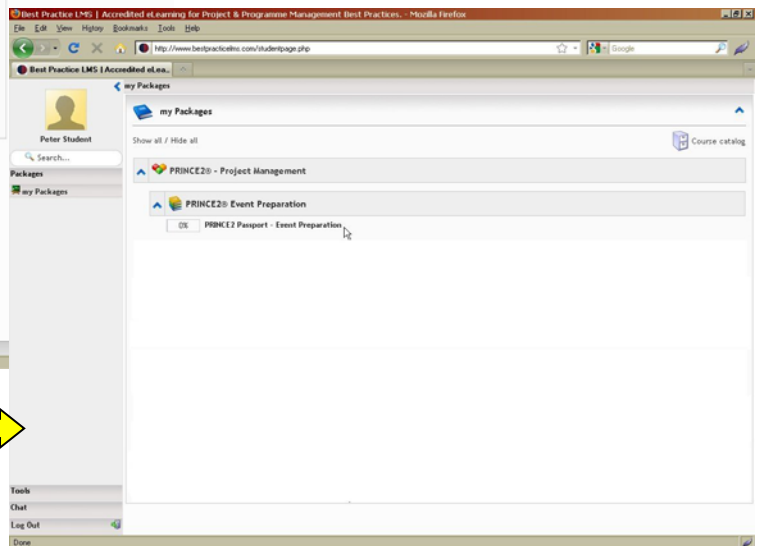
Before the Event - Your 'On-line' Pre-course Work

To help you get the most from the training event, your course includes an element of 'on-line' pre-course work.



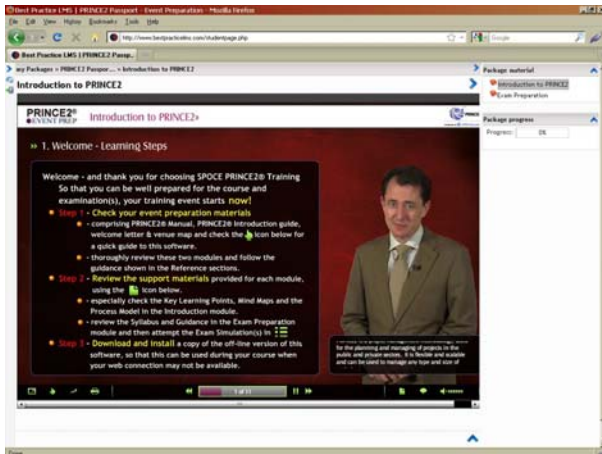
Your Online Event Prep materials are accessed using your web browser and navigating to www.bestpracticeims.com. At the log-in screen enter your login details...

...and from the packages page select the "PRINCE2® Passport Event Preparation" package from the list.



This will open up the Home Page (as shown left). This contains various functions, **most of which you do not need to worry about for your Event Preparation**. However you will need to click on either the Event Preparation green arrow, or the first item under the blue materials book 'Introduction to PRINCE2', to access the first of the two modules, which you should go through carefully. Your 2 modules and the related work are explained on the following page...

Continued...



Your on-line Event Preparation software (via the login), consists of 2 modules:

- 1 Introduction to PRINCE2® (containing 11 lessons - all of which should be viewed)
- 2 Exam Preparation (containing 8 lessons - all of which should be viewed)

If you have a laptop, be sure to download a copy of this Event Preparation software onto it for use in the evenings 'during' the event, when internet access may not be available. You can find the downloadable version under the 'support materials' icon located at the bottom right of either module's screen.

Don't panic, if your access to bestpracticeilms.com is restricted by corporate firewalls, access policies or internet access problems, this Pre-course Workbook contains enough information to prepare you, but without the animated modules/lessons/exams.

Navigate around the Event Preparation screens and click on the various green icons at the bottom of the screen to help you get familiarized with the contents and structure. The 'online' screens contain side menus. If you can't see everything in one view, you can expand and minimize both the side menus as well as the main screen by clicking on the blue > ^ < arrows.

The Lessons and Related Work:

The first lesson within the first module (Introduction to PRINCE2) will provide you with a summary of your main learning steps. **You should carefully follow the on-line lessons in each module in order to get the most out of your pre-course work.** Be sure to read the additional 'reference' guidance at the end of each lesson within *both* modules, as this will give you *further guidance and instructions* on what to read and where to find additional materials, such as the various sections **within this Pre-course Workbook**, as well as the extensive bank of sample Foundation and Practitioner exam questions for you to review/practice.

Before you attend the course, using the Event Preparation, you should have:

- Viewed **all** the lessons in *both* modules (and read/followed the 'reference' guidance at the end of each module's lessons)
- Read the various sections of this Pre-course Workbook, in conjunction with the on-line event prep modules, in particular the 'Introduction to PRINCE2' module.
- Attempted (several times) the Foundation Test Questions accessed within the 'lessons list' icon ☰ located at the bottom right corner of either module's screen
- Reviewed and/or attempted some of the Practitioner Exam questions (**Practitioner delegates only**), accessed within the 'lessons list' icon ☰ within the 'Exam Preparation' module)

Experience shows that additional effort on pre-course study will pay dividends on the course and better prepare you for the exam(s).

Use of Laptop PC's on the Course

Your Laptop PC and Event Preparation software will be useful for **evening** work during the course, particularly for practicing Foundation and/or Practitioner questions which are an integral part of your Event Preparation software. **PC's are not required 'during the day' on the course!** Please note however that although Laptop PC's are useful for evening work and exam preparation, they are **NOT** allowed to be used *during* the exams.

Help and Support

If you experience any difficulties with your On-line Event Preparation, please do not hesitate to contact SPOCE on 01202 736373, or email us at: support@spoce.com.

PRINCE2® PRIMER

Introduction – What is PRINCE2?

PRINCE2® (Projects in a Controlled Environment) is a structured project management method that can be applied regardless of project scale, type, organization, geography or culture. It is one of the most widely accepted methods for managing projects worldwide. It isolates the management aspects of project work from the specialist contributions, such as design, construction etc which are easily integrated with the PRINCE2® method. This provides a secure framework for any type of project across multiple areas of business activity such as business change, construction, IT, mergers and acquisitions, research and product development.

So, what is a Project?

PRINCE2® defines a **project** as being...

“A temporary organization that’s created for the purpose of delivering one or more business products according to an agreed Business Case”.

Benefits

There are many benefits of using PRINCE2® to manage projects, but primarily it:

- ensures that the project management is focused on the continuing viability of the project in relation to its Business Case
- involves senior management in the project at the right time and in the right place
- focuses on Products which provides clarity for all parties involved on what the project must deliver, why, when by whom and for whom
- facilitates controls at all levels
- makes the project’s progress more visible to management
- provides a communication medium for all project staff
- ensures that work progresses in the correct sequence
- allows the project to be stopped and, if required, re-started completely under management control, at any time in the project’s life
- has a well established User Group dedicated to the support, promotion and strengthening of the method

PRINCE2® is an integrated framework of **Processes** and **Themes** which address the planning, delegation, monitoring and control of the six variables involved in *any* project, those of Costs, Timescales, Quality, Scope, Risk and Benefits.

PRINCE2® also consists of a set of **Principles** as well as guidance on **Tailoring to the project environment**. The ‘Principles’, ‘Themes’, ‘Processes’ and ‘Tailoring to the project environment’ are what make up the **four** main **integrated elements** of PRINCE2.

PRINCE2® Integrated Elements: Principles, Themes, Processes and Tailoring to the Project Environment

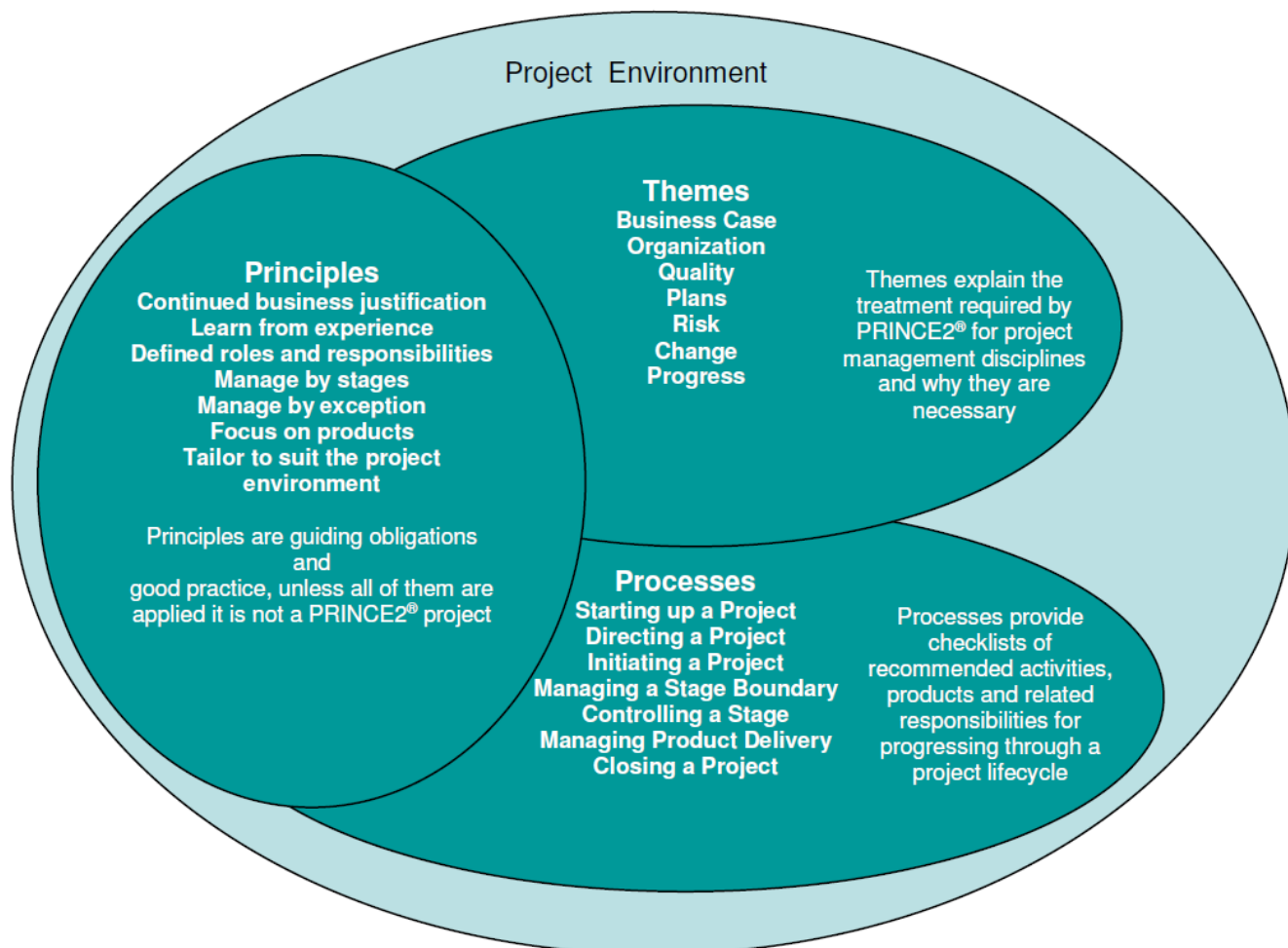


Figure 1 - Principles, Themes, Processes and Tailoring

PRINCE2® Principles

PRINCE2® is based on a set of seven principles that originate from lessons learned from projects both good and bad. If any of these principles are not applied to a project then it cannot be said to be managed using PRINCE2®. These principles are as follows:

Continued business justification

It is a PRINCE2® requirement that the justification for a project is documented in a Business Case, and if that justification is no longer valid then the project should be stopped.

Learn from experience

Because projects are unique and involve a temporary organization for a finite timescale they are often challenging as the team may not have had any previous experience of the management of the work involved. Lessons are sought from previous or similar projects, both internal to the organization and external experience. The project should continue to learn as it progresses and at the end of the project it should pass on lessons.

Defined Roles and Responsibilities

PRINCE2® roles and responsibilities engage business, user and supplier stakeholder interests. Within PRINCE2®, responsibilities are defined in terms of roles, rather than individuals. Assignment of roles to individuals is a decision for each project to take, and the same individual may be assigned to more than one role or to different roles at different stages of the project.

The organization and effective use of people assigned to manage a project need to be considered from the view point both of their specialist skills and their individual personalities. Responsibilities need to be defined within a team structure to ensure that management is both efficient and responsive.

Manage by stages

A PRINCE2® project is divided into a number of stages, each forming a distinct unit for management purposes. Like the project, a stage is driven by a series of sub-processes, has a defined set of products and activities, a finite life span, control elements, and an organization structure. The delivery of these products, to the agreed quality standards, marks the completion of the stage

Manage by exception

PRINCE2® uses defined tolerances set against each of the six performance aspects of Time, Cost, Quality, Scope, Risk and Benefit to clearly define accountability at each level of the project management team. Exception occurs when any of these 6 aspects are exceeded, which would then see such events needing to be escalated to the next level of management.

Focus on products

PRINCE2® focuses on the definition and delivery of products and their quality requirements, and recognizes that successful projects are output-orientated and not activity-orientated. An output-orientated project agrees and defines the project's product before undertaking the activities to produce it. PRINCE2® uses product descriptions to make sure there is an explicit understanding of the product's purpose, composition, derivation, format, quality criteria and quality method. These then provide the means to determine effort estimates, resource requirements, dependencies and activity schedules.

Tailor to suit the project environment

PRINCE2® is tailored to suit the project's environment, size, complexity, importance, capability and risk. For each organization and each project the Project Manager and Project Board make a decision on how the method will be applied. PRINCE2® requires information, which may or may not be in the form of documents. PRINCE2® also requires decisions which may or may not be made within meetings.

PRINCE2® Themes

The seven PRINCE2® themes describe aspects of project management that need to be continually addressed. The strength of PRINCE2® lies in the way that the seven themes are integrated; they are carefully designed to link together effectively. The themes are used throughout the processes to give more detailed guidance on the common aspects of project management that are found in any PRINCE2® project.

All seven themes must be applied but can be tailored according to scale, nature and complexity of the project concerned. The seven PRINCE2® themes are as follows:

Description	Answers	Explanation
Business Case	Why?	This theme addresses how an idea that could have value for the organisation is considered and developed into a viable business proposition. It also explains how project management should maintain focus on the business objectives throughout the project. It ensures that a project without a sound Business Case is not started, and why projects should be stopped if the Business Case is no longer viable.
Organisation	Who?	This theme describes the roles and responsibilities that are required to manage a project effectively. These roles are separate from day-to-day line management.
Quality	What?	This theme explains how an initial idea is developed so that all participants understand the quality aspects of the products to be delivered. It also explores how the Project Managers ensure these are delivered to the required standard.
Plans	How? How Much? When?	This theme describes the steps required to develop plans and how the PRINCE2® technique of Product Based Planning should be applied. Plans are the focus of communication and control as the project proceeds.
Risk	What if?	This theme addresses how project management manages the uncertainties in its plans and in the wider project environment.
Change	What's the impact?	This theme describes how project management assesses the potential impact on any of the project tolerances of Time, Cost, Quality, Scope, Risk and Benefits. These issues could be unanticipated general problems, requests for change or instances of quality failure.
Progress	Where are we now? Where are we going?	This theme explains the decision making process for approving plans, the monitoring of performance and the means of escalating events that do not go according to plan. This enables the Project Board to determine whether the project should proceed.

Table 1 - Themes

PRINCE2® Processes

PRINCE2® takes a process-based approach to project management. There are seven processes in PRINCE2® which provide the set of activities to direct, manage and deliver a project successfully.

Processes	Explanation
<p>Starting Up a Project (SU)</p> <p>Pre-Project</p> <p>(For Managing)</p>	<p>Establishes the project objectives and approach to the Project; designs and appoints the project management team; captures lessons from previous or external projects and plans the initiation stage. An outline Business Case is prepared which looks to answer the question “do we have a worthwhile and viable project?”</p>
<p>Directing a Project (DP)</p> <p>Runs from completion of Starting Up a Project through to the final stage</p> <p>(For Directing)</p>	<p>The Project Board sets direction and makes key decisions throughout the life of the project. This Process is “owned” by the Project Board and provides authorisation for work to be carried out and resources to be committed. It authorises project initiation, each subsequent stage, project closure and, in some cases, its premature termination. The Project Board can also give informal and formal advice on issues that arise throughout the life of the project.</p>
<p>Initiating a Project (IP)</p> <p>Initiation Stage</p> <p>(For Managing)</p>	<p>This process plans the project at high-level, establishes the project management strategies and controls, develops a robust Business Case and a means of reviewing benefits, and assembles all the project information into the Project Initiation Documentation (PID).</p>
<p>Controlling a Stage (CS)</p> <p>Subsequent stage(s) and the final stage</p> <p>(For Managing)</p>	<p>This is the basic day-to-day project management process - authorising work to create or change products, collecting and reflecting “actuals”, assessing progress and reporting to senior management, capturing proposed changes and errors and escalating these, where appropriate to the Project Board.</p>
<p>Managing Product Delivery (MP)</p> <p>Subsequent stage(s) and the final stage</p> <p>(For Delivering)</p>	<p>This is where the main “development work” for the project happens, and where the majority of resources are consumed. This Process focuses on the creation of the specialist products; progress (Checkpoint Report) is provided to the Project Manager; and the quality activities defined in each Product Description are implemented and the products approved.</p>
<p>Managing a Stage Boundary (SB)</p> <p>Initiation Stage and subsequent stage(s) (except the final stage)</p> <p>(For Managing)</p>	<p>During the initiation stage, and at the end of each subsequent stage (except the final stage), this process is used to plan the next stage in detail. It reports on the achievements of the current stage and the impact on the overall Project Plan and Business Case. Plans for the Next Stage (Products, Activities, Resource Usage) are put together ready for the Project Board’s assessment. Exception Plans are also produced when requested by the Project Board.</p>

<p>Closing a Project (CP)</p> <p>During the end of final stage</p> <p>(For Managing)</p>	<p>This includes the activities for closing the Project in an orderly way. Acceptance for the project is confirmed and the projects products are handed over. Any activities required to review benefits that have not yet been realised are documented in the Benefits Review Plan. The End Project Report is prepared to include a review of the Business Case, the projects objectives and team performance. A summary of any follow on recommendations is created, and a Lessons Report is created for future reference.</p>
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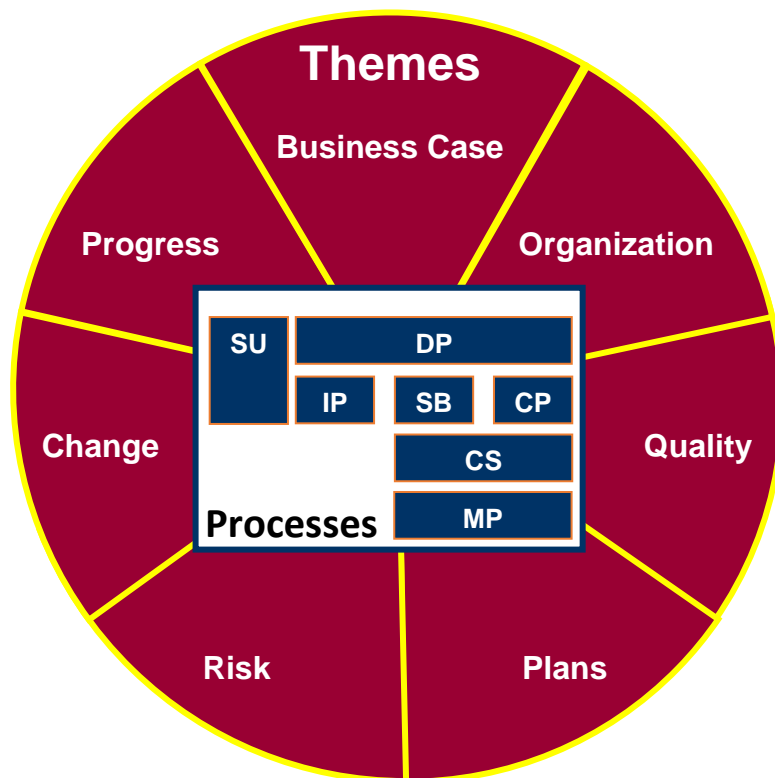
Table 2 - Processes

Tailoring PRINCE2®

Tailoring refers to the appropriate use of PRINCE2® on any given project, ensuring that there is the correct amount of planning, control, governance and use of the processes and themes required. The method is a web of interlinking elements as described above which means if any elements are omitted then the project management for the project is weakened. The goal is to apply a level of project management that does not overburden the project but provides the right level of control given the environment within which it is implemented.

KEY LEARNING POINTS

The following Key Learning Points have been adapted/recreated from original textual information from the **Themes** and **Process** chapters within Managing Successful Projects with PRINCE2®:2009 Edition.



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Business Case Theme

Purpose:

- To establish mechanisms to judge whether the project is (and remains) desirable, viable and achievable as a means to support decision making in the project's (continued) investment.
- Where business justification is no longer valid, options should be assessed and the project either be re-directed or stopped.

Definition:

The Business Case “presents the optimum mix of information used to judge whether the project is (and remains) ‘desirable’, ‘viable’ and ‘achievable’ and therefore worthwhile investing in.”

Outputs, Outcomes, Benefits & Dis-benefits:

Projects...

- create **outputs** (the specialist products)...
- which result in **outcomes** (i.e. changes in behaviour and/or circumstances derived from using the outputs)...
- which create **benefits** (the measurable improvements resulting from the outcomes)...

Projects can result in **dis-benefits**. A **dis-benefit** is a *negative* outcome (an *actual* consequence of an activity perceived as *negative* by one or more stakeholder). Both benefits and dis-benefits are recorded in the Business Case.

Approach:

- The Business Case (derived from the project mandate) will be:
 - **Developed** (in ‘outline’ during SU process as part of Project Brief & in ‘detail’ during IP process and assembled as part of PID)
 - **Verified** (is the investment in this project still worthwhile? - in DP process at end of a stage and during exceptions).
 - **Maintained** (updated in SB process at end of each stage to include current information e.g. actual and new forecast costs, timescales, benefits and major risks. Also updated during exception situations)
 - **Confirmed** (assessment of benefits realized).
- The Business Case should be central to the impact assessment of issues and risks throughout the project.
- Benefits Review Plan:
 - Although some benefits can be realized and measured during the life of a project, many are realized outside/after the life of the project. The Benefits Review Plan is created during initiation and defines how, when & by whom the benefits will be measured and reviewed both during and post-project. In most cases it's used ‘after’ the project has ended, as that is when most benefits tend to be realized, i.e. once the products are in operational use.
 - The Benefits Review Plan should also review the *performance* of the project's products when in operational use and to identify any side effects (beneficial or adverse). This may provide lessons for future projects.

Business Case Composition:

The Business Case document contains the business justification based on the expected costs, risks and benefits. It should primarily include:

- Executive summary
- Reasons (background as to *why* the project is needed)
- Business options (do nothing / do the minimum / do something)
- Expected benefits*
- Expected dis-benefits (negative outcomes)
- Timescales (key project start/end dates and benefit realization timescales)
- Costs (both project and product operational/maintenance costs)
- Investment appraisal (both project and operational / maintenance costs)
- Major risks (threats and opportunities linked to benefits, timescale & cost)

*Once the benefits are defined, the timings and resources required to establish and collect the measures should be described in the Benefits Review Plan.

Benefits:

Benefits should be:

- Aligned to corporate objectives and strategy
- Mapped from the outputs and outcomes provided by the project
- Quantified (with tolerance)
- Measurable (so they can be proven - measured before and after project)
- Assigned (to an appropriate person from within the group of users affected by that benefit.)

Products should not be included in the scope of the project which don't directly or indirectly enable the outcomes or benefits to be achieved.

Key Responsibilities:

The **Executive** is responsible for:

- the Business Case for the duration of the project
- Approving the Business Case throughout the project
- securing the project funding
- ensuring that the benefits represent value for money, are aligned to corporate objectives and are capable of being realized
- the Benefits Review Plan (during the life of the project)
- ensuring that benefits reviews are planned and executed

The **Senior User(s)** is responsible for (within their respective user areas):

- specifying the desired benefits upon which the Business Case is approved
- ensuring that the desired project outcome is specified
- ensuring that the products are capable of delivering the outcomes
- ensuring that the expected benefits (derived from the project's outcomes) are realized

The **Project Manager** is responsible for:

- Assessing and updating the Business Case, where necessary, at the end of each management stage.

Organization Theme

Purpose:

- Establish the project's structure of accountability and responsibilities (the who?)
- Unites the various parties in the common aims of the project
- Establish an effective project management structure and strategy for communication to/from stakeholders
- Enable effective project governance and decision making.

Definition:

The project management team structure:

- Is temporary and flexible, based on 'roles' NOT management jobs
- Is based on a customer/supplier environment. It assumes there will be a Customer who will specify the desired result and probably pay for the project and a Supplier who will supply the resources/skills to deliver that result
- Has 3 primary stakeholder areas of interest: **Business/User/Supplier** represented by the Project Board: Executive role = Business; Senior User role = User; Senior Supplier role = Supplier
- Is reviewed and changed (where necessary) at end of each stage.

The project management structure has four levels:

- Corporate or programme management (sits outside of project management team)
 - Directing (Project Board)
 - Managing (Project Manager)
 - Delivering (Team Manager)
- } Part of project management team

Approach:

- **Corporate/Programme management:** will commission the project, select the **Executive** and set project tolerances. **Corporate/Programme management** are NOT a role *within* the **project management team**.
- Defines 'roles' NOT jobs, **some** of which can be shared or combined. The **Project Manager** and **Executive** roles *cannot* be shared but all others can.
- The **Project Board** is made up of 3 roles: **Executive, Senior User** and **Senior Supplier**.
- The **Executive** is ultimately accountable for the project.
- Changes: due to their dynamic nature, projects will always have requests for changes. Depending on their impact (on cost, time, scope, etc) decisions may be delegated to the **Project Manager** or a **Change Authority** who has the time and/or knowledge to approve. Limits and responsibilities for change would be defined in the Configuration Management Strategy.
- **Project Assurance:** The **Project Board** is responsible for monitoring all aspects of the project's performance and products, *independently* of the **Project Manager** (covering Business, User and Supplier areas). Will also provide support and guidance to **Project Manager**. If delegated, **MUST** remain independent of **Project Manager, Project Support** and **Team Manager(s)**.
- **Stakeholders:** It is important to identify, analyse and engage effectively with all stakeholders. A stakeholder is anyone who could affect and/or be affected by, or perceive itself to be affected by, the project.
- Communication Management Strategy: description of means and frequency of communication to parties/stakeholders both internal & external to the project.

Key Roles and Responsibilities:

- **Executive:** ultimately accountable for the project. Represents the customer environment, owns the Business Case and ensures the project remains focused on delivering a product that will achieve the benefits. Is the key decision-maker and chairs any Project Board reviews.
- **Senior User:** accountable for ensuring that user needs are specified correctly and that the solution meets those needs. Responsible for specifying required outcomes and acceptance criteria as well as expected benefits. Commits user resources and confirms benefits have been realised. Supports the Executive on the Project Board.
- **Senior Supplier:** provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources. Is responsible for the quality of the product. Supports the Executive on the Project Board.
- **Project Manager:** Responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project Board.
- **Change Authority:** Make decisions regarding off-specifications and requests for change within delegated limits of authority.
- **Project Assurance:** Anyone appointed to a Project Assurance role, reports to the Project Board member for the interest concerned and must remain independent of the Project Manager, Project Support and Team Manager.
- **Team Manager:** responsible for the production of those products allocated by the Project Manager (as defined in a Work Package). If a separate person(s) is not assigned to the Team Manager role, then the Project Manager undertakes the responsibilities.
- **Project Support:** An administrative role, can be in the form of advice and help with project management tools, guidance or admin services such as filing and the collection of actual data. If no individual is assigned to this role, then the Project Manager undertakes the responsibilities.

Risk Theme

Purpose:

- Proactively identify, assess and control **uncertainty**, and as a result improve the ability of the project to succeed and consequently achieve its objectives.
- Projects enable change and change introduces **uncertainty**, hence risk is inevitable.
- To support better decision-making through a good understanding of risk. Effective risk management is a prerequisite to the continued business justification principle.
- Management of risk is a continual activity performed throughout the life of the project.

Definition:

- Risks are always inherent in projects due to the uncertain nature of change.
- A risk is an uncertain event or set of events that, should it occur, will have an effect on the achievement of the project's objectives (time, cost, quality, scope, benefit and risk).
- Risks can be **threats** (negative impact) or **opportunities** (favourable impact).
- Risk management: is a systematic approach that includes: identification, assessment and control.
- Risk consists of a combination of the level of probability (likelihood) and the magnitude of its impact on objectives, such as time and cost.
- Risk proximity is *when/how soon* the risk might materialize.
- Risk appetite is an organization's unique attitude towards risk-taking that in turn dictates the amount of risk that it considers acceptable. Is used to set risk tolerance for the project.
- A risk budget (if used) is a sum of money included in the project budget to fund specific management responses to the project's threats and opportunities, e.g. paying costs of implementing a Fallback plan.

Approach:

- Every project should have a Risk Management Strategy and a means of documenting and controlling risks, i.e. the Risk Register.
 - The Risk Management Strategy will describe how risk management will be embedded in the project management activities (created in IP as part of the PID).
 - A Risk Register's purpose is to capture and maintain information on all the identified threats and opportunities relating to the project. Is set-up in the IP process.
 - Recommended risk management procedure comprises five steps:
 - **Identify** ('Identify Context' and 'Identify Risks')
 - **Assess** ('Estimate' *each* risk and 'Evaluate' *aggregated* net effect of all the risks)
 - **Plan** (identify suitable risk management responses*)
 - **Implement** (action the chosen risk responses, identify risk owner and risk actionee)
 - **Communicate** (runs in parallel to all other steps)
 - When identifying and describing risks, they should be expressed in the following way: **Risk Cause** (the source/event/situation giving rise to the risk); **Risk Event** (the area of uncertainty); **Risk Effect** (the impact(s) the risk would have on objectives should it occur)
 - * Risk Response Types:
 - For **Threats**:
Avoid, Reduce, Fallback, Transfer, Accept, Share**
 - For **Opportunities**:
Exploit, Enhance, Reject, Share**
- **Share is a response type which can be used for either a threat or an opportunity.*

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- Every risk should have a risk owner and risk actionee assigned to it:
 - **Risk owner** - assigned to manage, monitor and control all aspects of a particular risk assigned to them.
 - **Risk actionee** - an individual assigned to carry out a risk response action(s) to a particular risk or set of risks. They support and take direction from the risk owner.

Key Responsibilities:

- **Executive:** accountable for all aspects of risk management, in particular ensure a Risk Management Strategy exists. Identify risks associated with the Business Case
- **Project Manager:** Risk management process and creation/maintenance of Risk Management Strategy and Risk Register
- **Team Manager:** participate in the identification, assessment and control of risks
- **Senior User** and **Senior Supplier:** identify risks in their areas of interest (user and supplier risks)
- **Project Support:** assist the Project Manager in maintaining the Risk Register.

Plans Theme

Purpose:

- To facilitate communication and control by defining the means of delivering the products : the where, how and by whom
- Estimates the time and cost of delivering the work
- Provides information on: what's required; how it will be achieved and by whom using what specialist equipment/resources; when events will happen and whether the targets of time, cost, quality, scope, benefits and risk are achievable
- Creates/maintains credible Plans (Project, Stage and Team Plans) to provide a baseline from which to measure progress.

Definition:

- PRINCE2® recommends three levels of plan:
 - **Project Plan** (High level view of entire project - Baseline for Project Board to monitor against)
 - **Stage Plan** (one for each management stage - for Project Manager's day to day control of a stage)
 - **Team Plan**: for work package(s) - **optional** dependent on size/complexity of project - covers more detail and used by Team Manager
- An Exception Plan is NOT a level of Plan. It's prepared to the same level of detail as the plan it replaces. It picks up from the current plan actuals and continues to the end of that plan.
- Exception Plans - prepared for the appropriate management level to show the actions required to recover from the effect of a Project Plan or Stage Plan tolerance deviation. Exception Plans are not produced for Work Package tolerance deviations.
- Plans are more than a time/Gantt chart - they include comprehensive information as to how the project objectives will be met and products delivered. A PRINCE2® Plan will consist of the following information:
 - Description of what work the plan encompasses
 - Pre-requisites
 - External dependencies
 - Planning assumptions
 - Lessons incorporated
 - Monitoring and control
 - Budgets (time/cost/risk/changes)
 - Tolerances (time/cost/scope)
 - Product Descriptions
 - Schedule (PBS/PFD/Gantt chart/Resource table etc.)
- Planning Horizon - The period of time ahead for which it is possible to plan accurately. It is seldom possible or desirable to plan an entire project in detail from the start. Breaking a project into management stages helps address this planning horizon issue.
- A Benefits Review Plan will also exist for benefit reviews but is also NOT one of the 3 levels of Plan (see Business Case theme).
- Planning is the act of creating and maintaining a plan. PRINCE2® identifies specific planning steps and requires a product-based approach to planning.

Approach:

- The steps to planning (creating and maintain a plan) are:
 - Design the plan
 - Define and analyse the products (**see Product-based Planning technique below**)
 - Identify activities and dependencies
 - Prepare estimates
 - Prepare the schedule
 - Document the plan
 - Analyse the risks (is undertaken in parallel with the above steps with the exception of 'design the plan' & document the plan')
- **Product-Based Planning technique (PBP)**: consists of 4 tasks. The first task is to write the Project Product Description:
 - **Project Product Description** – defines the final/end product of the project. Produced in SU and becomes part of the Project Plan.

Then, to create each Plan, the remaining tasks used are:

- Produce a **Product Breakdown Structure (PBS)**: A Plan is broken down into its major products, which are then further broken down until an appropriate level of detail for the plan is reached. The resultant hierarchy of products is known as a product breakdown structure.
- Write **Product Descriptions (PD)**: gives a clear unambiguous definition, required for each of the identified products in the PBS. PD detail should include a product's: purpose, composition (what it's made up of), derivation (from where you will source it, or the information to help build it), quality criteria & tolerance, quality method/skills and development skills (skills needed to *build* the product).
- Produce a **Product Flow Diagram (PFD)**: created to identify and define the sequence in which the products of the plan will be developed and any dependencies between them. It leads naturally into consideration of the activities required to create the products, and provides the information for other planning techniques, such as estimating and scheduling.

Key Responsibilities:

- **Executive**: approve Project, Stage and Exception Plans. Define and set stage-level tolerances for each stage plan. Note that Project Plan tolerances (project-level) are set by Corporate or Programme Management, NOT the Executive.
- **Project Manager**: Prepare Project, Stage and Exception plans
- **Senior User and Senior Supplier**: approve plans (Project, Stage & Exception) and commit to resources required from their perspective (e.g. Senior User = user resources for testing/inspecting the products, Senior Supplier = supplier resources to build/develop the products)
- **Team Manager**: Prepare Team Plans if required (use of Team Plans is *optional*)
- **Project Support**: Contribute specialist expertise, (e.g. planning tools)

Quality Theme

Purpose:

- Define and implement the means by which the project will create and verify products that are **fit for purpose**.
- Provide a common understanding of what products the project will create (**scope**) and the specific quality criteria against which they will be assessed (**quality**).
- Ensure products *meet business expectations* and are **capable of enabling the benefits**.
- Addresses quality methods/responsibilities for specification, development and approval of the project's products AND for the management of project.
- Looks for ways to apply continuous improvement - to introduce more efficiency and effectiveness into the products AND the management of the project.

Definition:

- **Quality** – generally defined as the totality of features and inherent or assigned characteristics of a product, person, process, service and/or system that bear on its ability to show it meets expectations or satisfies 'stated' needs, requirements or expectations.
- **Scope** - The sum total of a Plans products. Shown in the product breakdown structure for the Plan and backed-up by the associated Product Descriptions.
- **Quality Management** - a coordinated set of activities to direct and control an organisation with regard to quality.
- **Quality Planning** - defining the products and how the product quality checking will be undertaken, using what quality criteria, when and by whom.
- **Quality Control** - operational techniques and activities used to fulfil quality requirements. E.g. quality reviews and testing. And to improve process performance using lessons learnt.
- **Quality Review** - systematic and structured review of a product with selected personnel which is planned, organised and documented, i.e. **PRINCE2® Quality Review technique**.
- **Project Assurance & Quality Assurance**
 - **Project Assurance** - Part of Project Management Team. Provide assurance to the project's stakeholders/Project Board that project is being conducted appropriately & properly. Independent of Project Manager, Project Support, Team Managers & project teams.
 - **Quality Assurance** - Independent of the project/Project Management Team. Is the responsibility of the corporate or programme organisation and is an independent check of wider implementation of corporate/programme quality management standards/policies.

Approach:

- Quality must be planned, monitored, checked and communicated within the project.
- PRINCE2® focuses on Products, in particular the quality of the products. It does this through quality planning and quality control:
 - Identify and define the project's products (Quality Planning)
 - Implement and track the quality methods/checks/tests/reviews (Quality Control)

Quality Planning Comprises:

- Identify Customer's quality expectations - a **broad** statement about the quality expected from the project product, documented in the Project Product Description and agreed between Customer and Supplier. Used as a basis for defining more specific **measurable** 'acceptance criteria' for the project product.
- Creating a Quality Management Strategy - describes how the organizations quality management systems will be applied within the project and any standards, procedures and techniques to be used. Will identify the various responsibilities for ensuring quality.
- Writing Product Descriptions - Created for all identified products. Product Descriptions include quality related components:
 - **Quality criteria** (measurable quality specifications for the product)
 - **Quality tolerances** (allowed deviations related to quality criteria)
 - **Quality method** (method(s) of quality checking product including reference to any **quality skills** required)
 - **Quality responsibilities**. These fall into 3 main categories: Producer/Reviewer(s)/ Approver
- Setting up a Quality Register – provides a record of quality activities planned and undertaken for each product throughout the life of the project. Will cross-reference specific quality/approval records generated from the quality activities.

Quality Control Comprises:

- Fulfils the requirements for quality (defined in Quality Management Strategy and Product Descriptions). Has 3 aspects:
 - carrying out the quality methods (inspection/testing/quality review etc)
 - maintaining quality & approval records (giving evidence that the quality method was undertaken - 'cross referenced' to in Quality Register)
 - gaining acceptance/sign-off for completed products
- PRINCE2® recognizes 2 main types of quality methods: 'in process' & 'appraisal'.
- Quality Review - (is a quality inspection, an 'appraisal' type method).
 - The Quality Review **objectives** are to:
 - assess the conformity of a product (typically a document) against its quality criteria
 - involve key interested parties (typically users) in checking the product's quality
 - provide confirmation that the product is complete and ready for approval
 - baseline the product for change control purposes
 - The recommended **roles** of a Quality Review are:
 - **Chair** (responsible for conduct of review)
 - **Presenter** (introduces/presents the product for review. Represents the producer(s) of the product)
 - **Reviewer** (reviews the product against its quality criteria, submits questions/suggested improvements)
 - **Administrator** (provides admin support, take notes of agreed actions/results).

Key Responsibilities:

- **Executive:** Approve Project Product Description and QMS. Confirm acceptance of project product.
- **Senior Supplier:** Approve Product Descriptions for key specialist products. Provide resources for supplier quality activities.
- **Senior User:** Provide customer quality expectations and acceptance criteria and approve Product Descriptions for key User products.
- **Project Manager:** Manage and document Quality Planning and Quality Control activities.

Change Theme

Purpose:

- To identify, assess and control any potential and approved changes to the baseline.
- A common systematic approach to managing issues and changes that inevitably arise from various sources throughout the project.
- Provides a responsive project environment without becoming 'out of control'.
- Change control is a continuous activity performed throughout life of project and helps to prevent 'scope creep'.
- The aim of change control is NOT to prevent changes, it is to ensure every change is agreed by relevant authority before it takes place.
- A pre-requisite of effective issue and change control is a configuration management procedure

Definition;

- **Issue** - a relevant unplanned event which has happened and requires management action. The **3 Issues types** are: 'problem/concern', 'request for change' & 'off-specification'. Can be raised by anyone with an interest in the project at any time.
- **Issue and Change Control** - Procedure to ensure identification, assessment and either approval, rejection or deferment of any issues and changes which may affect the project's baselines. Ensures that every change is agreed by the relevant authority before it takes place.
- **Configuration Management** - is the technical and administrative activity concerned with the creation, maintenance and controlled change of configuration throughout the life of the product (or item)
- **Change Authority** - the Project Board may decide to delegate decisions regarding request for changes and off-specifications to another person or group, within pre-defined limits. E.g. the Project Manager and/or people with delegated Project Assurance responsibilities can be the Change Authority.
- **Change Budget** - money that the customer and supplier agree will be used to fund the cost of implementing approved requests for change. Can avoid a number of trivial exceptions where a high number of changes are expected.

Approach:

- **Establish Controls:**

There are project controls for handling issues, changes and configuration management. PRINCE2® uses the following management products to assist:

- Configuration Management Strategy - defines procedures and authority for handling changes (change control procedure) and for uniquely identifying, version controlling, tracking, protecting and baselining products (configuration management procedure).
- Configuration Item Records (CIR). - One produced per product (or item) to document specific product info such as its latest version, status, owner, location, copy holders etc
- Product Status Account - a report on the status of products. Info is sourced from each CIR
- Issue Register - used to capture, summarize and manage ALL issues being handled formally, in particular for all requests for change and off-specifications
- Issue Reports - written for each issue being handled formally, in particular for requests for change and off-specifications. Provides the details of an issue.
- Daily Log - used to manage informal 'problem/concern' type issues.

- **Configuration Management Procedure:**
 - Has 5 typical core activities:
 - Planning
 - Identification
 - Control
 - Status Accounting
 - Verification and Audit
- **Issue and Change Control Procedure Steps**
 - **Capture** - formal issues will be recorded in Issue Register and an Issue Report created with a unique issue identifier.
 - **Examine** - undertake impact analysis (impact on time, cost, quality, scope, benefit & risk)
 - **Propose** - options analysis (may also require Exception Report if recommended option will cause a stage or project level tolerance to be exceeded)
 - **Decide** - make a decision on action within delegated authority (i.e. approve, reject, defer)
 - **Implement** - take corrective action to implement changes or produce Exception Plan, if asked, where tolerances were forecast to be exceeded
- Changes can only be effectively managed against a current known 'baseline', hence there is a requirement for a configuration management system which sets baselines for, and protects the project's products.
- Issue and change control procedures need to be integrated with the configuration management system used by the project.

Key Responsibilities:

- **Project Board** - responsible for review and approval of all requests for changes and off-specifications. Also provide advice to Project Manager when required.
- **Executive** - Determines Change Authority and change budget. Sets scales for priority and severity ratings. Makes decisions on issues with focus on continued business justification.
- **Senior User** - Makes decisions on escalated issues with focus on safeguarding the expected benefits.
- **Senior Supplier** - Makes decisions on escalated issues with focus on safeguarding the integrity of the complete solution.
- **Project Manager** -
 - Configuration Management Strategy (create and maintain)
 - Manage issue and change control procedure and configuration management procedure
 - Issue Register (maintain throughout project)
 - Take corrective action to resolve issues
- **Project Support** - Administer change control and configuration management procedures
 - Maintain Configuration Item Records; produce Product Status Accounts; assist in maintaining Issue Register.

Progress Theme

Purpose:

- To establish mechanisms to monitor and compare actual achievements against those planned.
- Provide a **forecast** for the project objectives and the continued viability.
- Provides tolerances and mechanisms to control unacceptable deviations.

Definition:

- **Progress** - Measure of 'actual' achievement against what was 'planned'. Can be monitored at project, stage and Work Package levels.
- **Progress Controls** - Ensures that for **each level of the project management team**, the next level can monitor progress against the plan, review plans and future options, detect problems and identify risks, initiate corrective action and authorise further work.
- **Tolerance** - Discretion if things don't go 'to plan'. Tolerance is the permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. Typically applied to Time & Cost targets, but can also be applied to Scope, Risk, Quality & Benefit targets. Time & cost tolerances are used to allow for any estimating inaccuracies. Tolerances can be set for the whole 'project', a 'stage', a 'Work Package' and at 'product' level (linked to a product's quality criteria).
- **Exceptions** - An exception is a situation where it can be forecast that there will be a deviation beyond the agreed tolerance levels.

Approach:

- Control of progress is all about decision-making: ensuring that the project remains viable against its Business Case. Control is exercised by:
 - **Delegating Authority:** this is achieved by allocation of tolerances between the four management levels. These are then managed at points of control such as authorisations, progress updates and exceptions/changes.
 1. Corporate/Programme Management: sets project-level tolerance (for Project Board)
 2. Project Board: sets stage-level tolerance (for Project Manager)
 3. Project Manager: sets Work Package-level tolerance (for Team Manager)
 4. Team Manager agrees and works within, but does NOT 'set' tolerances
 - **Raising Exceptions:** Exceptions are raised where there is a forecast deviation outside of the agreed **tolerance** level. Exceptions are raised at 3 levels, starting at the lowest level:
 - Work Package (recorded in Work Package) - Team Manager will keep the Project Manager informed of Work Package progress via Checkpoint Reports and should **raise an issue** if the tolerances are forecast to be exceeded.
 - Stage (recorded in Stage Plans) - the Project Manager will initially create an Issue Report, followed by an Exception Report if stage tolerances are forecast to be exceeded. If required by the Project Board, an Exception Plan will also be produced for their approval.
 - Project (recorded in Project Plan and PID) - this is outside of the authority of the Project Board and should be escalated to Corporate or Programme management (via the Executive). The Project Manager may be required to produce an Exception Plan, if requested.

- **Stages (Management and Technical):**
 - **Management stages** - are *partitions* of the project with management decision points at the end of each stage. They are a collection of products and activities managed as a unit. **Only one management stage is authorised, executed and managed at any one time.** Management stages equate to commitment of resource and authority to spend. A management stage can contain one or more technical stages (see below). There will always be a **minimum of 2** management stages in any project: **'Initiation'** as the first and **'the remainder of the project'** as the second/final stage. Factors to consider when defining the length & number of management stages are:
 - Level of project risk (high risk = shorter stages/low risk = longer stages)
 - Where key decision-points need to be/where major milestones are
 - Not having too many short stages (too much control), balanced against too few lengthy stages (not enough control)
 - Confidence of Project Board and Project Manager to proceed
 - Length of time it's sensible to plan ahead at any point in time (planning horizon)
 - **Technical Stages** - typified by grouping together a collection of related specialist products and skills/resources required to build the products. Technical stages typically cover elements of work such as Design, Build, Training, Implementation. They can overlap/run at the same time and there can be more than one technical stage *within* a management stage.
- **Event and Time Driven Controls:**
 - **'Event driven' controls** (often decision points) include completion of the PID, end stage assessments/End Stage Report, Exception Reports.
 - **'Time driven' controls** (i.e. 'regular' progress reports) are the Highlight Report and Checkpoint Report.
- **Related Management Products:**
 - **Baselines for Progress Control:** Plans (Project/Stage/Exception) and Work Packages
 - **Reviewing Progress:** Daily Log, Risk, Issue and Quality Registers and Product Status Account.
 - **Reporting Progress:** Checkpoint Report and Highlight Reports. End Stage Report and End Project Report.
 - **Capturing and Reporting Lessons:** Lessons Log and Lessons Report.

Key Responsibilities:

- **Project Board:**
 - Uses Directing a Project process to 'authorize' Initiation, the project itself (including the PID), each stage of the project (Stage Plans), exceptions beyond 'stage' level tolerances (Exception Plans) and project closure (via End Project Report).
 - Receives progress updates through Highlight Reports and End Stage Reports.
 - Executive provides/sets Stage tolerances and manages exceptions and changes using Issue Reports and Exception Reports.
- **Project Manager:**
 - Agrees and authorizes Work Packages and sets Work Package tolerances
 - Monitor stage progress using Checkpoint Reports.
 - Report stage progress using Highlight Reports, raise Exceptions Reports, create End Stage Reports and End Project Report.
 - Monitor progress via use of Risk, Issue and Quality Registers, Daily Log and Lessons Log.
- **Team Manager:**
 - Agree Work Packages & tolerances with the Project Manager
 - Create Checkpoint Reports
 - Raise an issue where Work Package tolerance is forecast to be exceeded.

Starting up a Project (SU)

Purpose:

Ensures the pre-requisites for Initiating a Project are in place by answering the question: “do we have a viable and worthwhile project?”

Defines base information about the project for decisions on whether to commission the project. Helps prevent poorly conceived projects from ever being initiated as well as approve the initiation of ‘viable’ projects.

Objectives:

- Individuals are appointed who will undertake the work required in project initiation and/or will take significant project management roles in the project
- An outline Business Case is produced to ensure sufficient business justification
- Information is gathered in a Project Brief to define and confirm the scope of the project
- The various ways of delivering the project are evaluated and a project approach selected.
- Lessons are sought from previous, similar projects.
- Time is not wasted initiating a project based on unsound assumptions regarding the project’s scope, timescales, acceptance criteria and constraints.

Context:

Projects can be identified in a variety of ways and thus have a wide variation in the information available at the time of start-up. PRINCE2® calls the trigger for the project the project mandate, which is provided by the responsible authority which is commissioning the project -typically the corporate or programme management organization. The term project mandate applies to whatever information is used to trigger the project, be it a feasibility study or the receipt of a 'request for proposal' in a supplier environment. The project mandate should provide the terms of reference for the project and should contain sufficient information to identify at least the prospective Executive of the Project Board. The mandate is refined to develop the Project Brief.

The Project Board must be provided with sufficient information to make the decision to initiate the project. The Project Brief is prepared for this purpose.

The effort involved in Starting up a Project will vary enormously from project to project. If the project is part of a programme, the programme itself should provide the Project Brief and will appoint some, if not all, members of the Project Board, thus eliminating much of the work required in this process. In such cases, the Project Manager should validate what is provided by the programme and, if necessary, recommend modifications.

The preparation of the outline Business Case and the assembling of the Project Brief (which are parallel and iterative activities) require regular and frequent interaction and consultations between the Project Manager, the Project Board members and other stakeholders. The more time spent on getting the requirements clearly captured during the Starting up a Project process, the more time will be saved during project delivery by avoiding issues, exceptions and re-planning.

The contents of the Project Brief are later extended and refined into the Project Initiation Documentation via the Initiating a Project process.

SU Activities:

1. Appoint the Executive and the Project Manager
2. Capture previous lessons
3. Design and appoint the project management team
4. Prepare the outline Business Case
5. Select the project approach and assemble the Project Brief
6. Plan the initiation stage

Directing a Project (DP)

Purpose:

Enables the Project Board to exercise its control and remain accountable for the project's success whilst delegating day-to-day management of the project to the Project Manager. Provides a structured environment for making key management decisions.

Objectives:

- Provides management control and direction through the life of a project.
- Provides authority to initiate, deliver, and close a project.
- Ensures continued viability of the project.
- Provides an interface with corporate or programme management.
- Ensures that plans are in place to realise the post-project benefits.

Context:

The **Directing a Project** process starts on completion of the Starting up a Project process and is triggered by the request to initiate a project.

The **Directing a Project** process does not cover the day-to-day activities of the Project Manager, but the activities of those at the level of management above the Project Manager: that is, the Project Board. The Project Board manages-by-exception. It monitors via reports and controls through a small number of decision points. There should be no need for other 'progress meetings' for the Project Board. The Project Manager will inform the board of any exception situation. It is also important that levels of authority and decision-making processes are clearly identified.

There needs to be a two-way flow of information between the Project Board and corporate or programme management during the project. It is a key role of the Project Board to engage with corporate or programme management and to act as a communication channel. This need, and how it is to be satisfied, should be documented in the Communication Management Strategy.

The Project Board should provide unified direction and guidance to the Project Manager. If the Project Board is unable to provide a single view or if independent, possibly contradictory, advice is given, then the risk of project failure significantly increases. In such cases, the Project Manager should defer to the Executive.

The Project Board is responsible for assuring that there is continued business justification. The Directing a Project process provides a mechanism for the Project Board to achieve such assurance without being over-burdened by project activity.

One of the functions of the Project Board is to provide informal advice and guidance to the Project Manager as well as formal direction. The Project Manager should seek advice whenever necessary during the course of the project.

DP Activities:

1. Authorize initiation
2. Authorize the project
3. Authorize a Stage or Exception Plan
4. Give ad hoc direction
5. Authorize project closure

Initiating a Project (IP)

Purpose:

- Aims to establish a solid foundation for the project. Defines the work that needs to be done during the project. Enables the organization to understand the work that needs to be done to deliver the project's products before committing to significant spend.

Objectives:

The project establishes a common understanding of:

- Why - the reasons for undertaking the project, the expected benefits and major risks
- What - the scope of the project and products that will be created
- Who - is involved in the project and what role they will have
- How - the project will be managed with reference to:
 - Quality
 - Progress
 - Risks, issues and changes
 - Configuration management
 - Communication
 - Tailoring (of the corporate/programme project management method to suit the needs of the project)

Context:

Initiating a Project is aimed at laying down the foundations in order to achieve a successful project. Specifically, all parties must be clear on what the project is intended to achieve, why it is needed, how the outcome is to be achieved and what their responsibilities are, so that there can be genuine commitment to it.

The **Initiating a Project** process allows the Project Board, via **Directing a Project**, to decide whether or not the project is sufficiently aligned with corporate or programme objectives to authorize its continuation.

If, instead, the organization proceeds directly from **Starting up a Project** to **Controlling a Stage**, then it may be forced to commit significant financial resources to a project without fully understanding how its objectives will be achieved. Without a firm definition, the Project Board will be taking a leap of faith.

All activities within the **Initiating a Project** process need further consideration if the relationship between the customer and the supplier is a commercial one (for example, the reasons for undertaking the project as defined in the supplier's Business Case may be different from those defined in the customer's Business Case).

During the **Initiating a Project** process, the Project Manager will be creating the suite of management products required for the level of control specified by the Project Board. The Project Manager should have agreed (as part of the Initiation Stage Plan) the means by which the Project Board will review and approve the management products - the two extremes are one at a time or all at once.

IP Activities:

1. Prepare the Risk Management Strategy
2. Prepare the Configuration Management Strategy
3. Prepare the Quality Management Strategy
4. Prepare the Communication Management Strategy
5. Set up the project controls
6. Create the Project Plan
7. Refine the Business Case
8. Assemble the Project Initiation Documentation

Controlling a Stage (CS)

Purpose:

Used by the Project Manager, the aim is to: assign work and monitor the progress, deal with issues that arise and take corrective action (where appropriate) to ensure that the stage remains within tolerance. To report progress to the Project Board.

Objectives:

- Provides a focus on delivery of the stage's products. Ensures changes are managed and the project remains controlled.
- Risks and issues are kept under control.
- The Business Case is kept under review.
- Agreed stage products are delivered to stated time, cost and quality, ultimately in support of the achievement of the defined benefits.
- Focus on delivery within tolerances laid down.

Context:

The **Controlling a Stage** process describes the work of the Project Manager in handling the day-to-day management of the stage. This process will be used for each delivery stage of a project. Towards the end of each stage, except the final one, the activities within the **Managing a Stage Boundary** process will occur.

The **Controlling a Stage** process is normally first used after the Project Board authorizes the project, but it may optionally be used during the initiation stage for large or complex projects with a lengthy initiation.

Work Packages are used to define and control the work to be done, and also to set tolerances for the Team Manager(s). In the case where the Project Manager is fulfilling the Team Manager role, Work Packages should still be used to define and control the work of the individual team members being assigned work. Where this is the case, references to Team Manager throughout the **Controlling a Stage** process should be regarded as references to the individual team member being assigned work.

Central to the ultimate success of the project is the day-to-day control of the work that is being conducted. Throughout a stage, this will consist of a cycle of:

- Authorizing work to be done
- Monitoring progress information about that work, including signing-off completed Work Packages
- Reviewing the situation (including that for product quality) and triggering new Work Packages
- Reporting highlights
- Watching for, assessing and dealing with issues and risks
- Taking any necessary corrective action.

Towards the end of the last stage, the **Closing a Project** process will be invoked.

CS Activities:

For Work Packages

1. Authorize a Work Package
2. Review Work Package status
3. Receive completed Work Packages

For monitoring and reporting

1. Review the stage status
2. Report highlights

For issues

1. Capture and examine issues and risks
2. Escalate issues and risks
3. Take corrective action

Managing Product Delivery (MP)

Purpose:

Provides a process to control work passed between the Project Manager and Team Manager. Defines formal requirements for the acceptance, execution and delivery of Work Packages. The Team Manager uses the process to coordinate an area of work that will deliver one or more of the project's products. The Team Manager(s) can be internal or external to the customer's organization.

Objectives:

- Provides clarity to the Team Manager and members as to what is to be produced along with expected resources, costs and timescales.
- Ensures work is authorised and agreed.
- Ensures products are delivered to expectations and within tolerance.
- Accurate progress information is provided to the Project Manager (via Checkpoint Reports).

Context:

Managing Product Delivery views the project from the Team Manager's perspective, while the **Controlling a Stage** process views it from the Project Manager's perspective.

The Team Manager ensures that products are created and delivered by the team to the project by:

- Accepting and checking authorized Work Packages from the Project Manager
- Ensuring that interfaces identified in the Work Package are maintained
- Creating a Team Plan for the Work Packages being assigned (where this may be done in parallel with the Project Manager creating the Stage Plan for the management stage)
- Ensuring that the products are developed in accordance with any development method(s) specified in the Work Package
- Demonstrating that each product meets its quality criteria through the quality method(s) specified in the Product Description -this may include using the PRINCE2® quality review technique.
- Obtaining approval for completed products from the authorities identified in the Product Description
- Delivering the products to the Project Manager in accordance with any procedures specified in the Work Package.

If the project uses external suppliers that are not using PRINCE2®, Managing Product Delivery provides a statement of the required interface between the Team Manager and the PRINCE2® method being used in the project by the Project Manager. The Work Package may be part of a contractual agreement. Therefore, the formality of a Team Plan could vary from simply appending a schedule to the Work Package, to creating a fully formed plan that is presented in a similar style to a Stage Plan.

MP Activities:

1. Accept a Work Package
2. Execute a Work Package
3. Deliver a Work Package

Managing a Stage Boundary (SB)

Purpose:

Used by the Project Manager at, or close to, the end of each management stage (**except the final stage**) to prepare the information required to enable the Project Board to review the success of the current stage, approve the next Stage Plan and confirm continued business justification and acceptability of the risks. Also used when the project has not gone to plan and the stage or project is forecast to exceed its tolerances. The output would be an Exception Plan if requested by the Project Board.

Objectives:

- The Project Board are assured that all products in the Stage Plan for the current stage have been completed and approved.
- The next Stage Plan is prepared.
- A review of the PID occurs and is updated if necessary.
- The Project Board are provided with sufficient information to assess the continuing viability of the project - including the aggregated risk exposure.
- Lessons and any other information are recorded that can help later stages of this project and/or other projects.
- Authorization is requested to start the next stage.
- All products for the current stage have been completed and approved.
- SB is also used to prepare Exception Plans (if required and requested by the Project Board) and seeks approval for them.

Context:

The **Managing a Stage Boundary** process is predicated on dividing the project into management stages.

A project, whether large or small, needs to ensure that the products it creates will deliver the benefits being sought, either in their own right or as part of a larger programme. The continuing correct focus of the project should be confirmed at the end of each stage. If necessary, the project can be redirected or stopped to avoid wasting time and money.

It is also important to recognize that projects can go wrong or can be affected by external factors that invalidate the business justification. An early identifier of potential failure is the Project Manager's forecast that any of the project or stage tolerances are likely to be exceeded. In such cases it is important to have a mechanism for corrective action in order to bring the project back into the right direction.

A positive decision not to proceed is not failure. However, providing insufficient information that prevents the Project Board from making an informed decision is itself a failure as it may lead to a wrong decision.

The **Managing a Stage Boundary** process provides a means by which an exception process can be implemented.

SB Activities:

1. Plan the next stage
2. Update the Project Plan
3. Update the Business Case
4. Report stage end
5. Produce an Exception Plan

Closing a Project (CP)

Purpose:

Used by the Project Manager towards the end of the final management stage of the project, or in a premature close situation. Provides a fixed point at which acceptance of the project product is confirmed. Allows acknowledgement that the agreed objectives set out in the original Project Initiation Documentation have been achieved (or approved changes to the project's objectives) have been achieved, or that there is nothing more that the project has to contribute.

Objectives:

- Acceptance of the project's products is sought from the users.
- Ensures host site/locations are able to support the products on project disbandment.
- The project performance is reviewed against its baselines.
- Assessment of any benefits already realized, update the forecast for remaining benefits and plans are made for future post-project reviews for those unrealized benefits.
- All open issues and risks are reviewed and provisions made to address them with follow-on action recommendations.

Context:

One of the defining features of a PRINCE2® project is that it is finite -it has a start and an end. If the project loses this distinctiveness, it loses some of its advantages over purely operational management approaches.

A clear end to a project is always more successful than a slow drift into use as it is a recognition by all concerned that:

- The original objectives have been met (subject to any approved changes)
- The current project has run its course
- Either the operational regime must now take over the products from this project, or the products become inputs into some subsequent project or into some larger programme
- The project management team can be disbanded
- Project costs should no longer be incurred
- Provides an opportunity to ensure that all unachieved goals and objectives are identified so that they can be addressed in the future
- Transfers ownership of the products to the customer and terminates the responsibility of the project management team.

Closure activities should be planned as part of the Stage Plan for the final management stage. When closing a project, work is required to prepare input to the Project Board in order to obtain its authorization to close the project. Subsequently, the Executive should also notify corporate or programme management that the project has closed.

It is also possible that the Project Board may wish to trigger a premature closure of the project under certain circumstances (for example, if the Business Case is no longer valid). If the project is being brought to a premature close, this process will still need to be executed, but may have to be tailored to the actual project situation.

A number of actions specific to the project's products may be required after the project, and these should be documented and planned for as follow-on action recommendations. These may have different audiences and therefore may need to be issued individually. The needs of the recipient will determine the format and content -some may want a formal report, some a log entry on a system, and others a meeting.

CP Activities:

1. Prepare planned closure
2. Prepare premature closure
3. Hand over products
4. Evaluate the project
5. Recommend project closure

PRINCE2® MANAGEMENT PRODUCTS

The following are the names and purpose of all 26 Management Products from the Product Description Outlines in Appendix A of the PRINCE2® manual.

A.1 Benefits Review Plan

A Benefits Review Plan is used to define how and when a measurement of the achievement of the project's benefits, expected by the Senior User, can be made. The plan is presented to the Executive during the Initiating a Project process, updated at each stage boundary, and used during the Closing a Project process to define any post-project benefits reviews that are required.

The plan has to cover the activities to find out whether the expected benefits of the products have been realized and how the products have performed when in operational use. Each expected benefit has to be assessed for the level of its achievement and whether any additional time is needed to assess the residual benefits. Use of the project's products may have brought unexpected side-effects, either beneficial or adverse. Time and effort have to be allowed to identify and analyze why these side-effects were not foreseen.

If the project is part of a programme, the Benefits Review Plan may be contained within the programme's benefits realization plan and executed at the programme level. Post-project, the Benefits Review Plan is maintained and executed by corporate or programme management.

A.2 Business Case

A Business Case is used to document the justification for the undertaking of a project, based on the estimated costs (of development, implementation and incremental ongoing operations and maintenance costs) against the anticipated benefits to be gained and offset by any associated risks.

The outline Business Case is developed in the Starting up a Project process and refined by the Initiating a Project process. The Directing a Project process covers the approval and re-affirmation of the Business Case.

The Business Case is used by the Controlling a Stage process when assessing impacts of issues and risks. It is reviewed and updated at the end of each management stage by the Managing a Stage Boundary process, and at the end of the project by the Closing a Project process.

A.3 Checkpoint Report

A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package.

A.4 Communication Management Strategy

A Communication Management Strategy contains a description of the means and frequency of communication to parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

A.5 Configuration Item Record

To provide a record of such information as the history, status, version and variant of each configuration item, and any details of important relationships between them. The set of Configuration Item Records for a project is often referred to as a configuration library.

A.6 Configuration Management Strategy

A Configuration Management Strategy is used to identify how, and by whom, the project's products will be controlled and protected. It answers the questions:

- How and where the project's products will be stored
- What storage and retrieval security will be put in place
- How the products and the various versions and variants of these will be identified
- How changes to products will be controlled
- Where responsibility for configuration management will lie.

A.7 Daily Log

A Daily Log is used to record informal issues, required actions or significant events not caught by other PRINCE2® registers or logs. It acts as the project diary for the Project Manager.

It can also be used as a repository for issues and risks during the Starting up a Project process if the other registers have not been set up.

There may be more than one Daily Log as Team Managers may elect to have one for their Work Packages, separate from the Project Manager's Daily Log.

A.8 End Project Report

An End Project Report is used during project closure to review how the project performed against the version of the Project Initiation Documentation used to authorize it. It also allows the:

- Passing on of any lessons that can be usefully applied to other projects
- Passing on of details of unfinished work, ongoing risks or potential product modifications to the group charged with future support of the project's products in their operational life.

A.9 End Stage Report

An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project. The Project Board uses the information in the End Stage Report in tandem with the next Stage Plan to decide what action to take with the project: for example, authorize the next stage, amend the project scope, or stop the project.

A.10 Exception Report

An Exception Report is produced when a Stage Plan or Project Plan is forecast to exceed tolerance levels set. It is prepared by the Project Manager in order to inform the Project Board of the situation, and to offer options and recommendations for the way to proceed.

A.11 Highlight Report

A Highlight Report is used to provide the Project Board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them. The Project Board uses the report to monitor stage and project progress. The Project Manager also uses it to advise the Project Board of any potential problems or areas where the Project Board could help.

A.12 Issue Register

The purpose of the Issue Register is to capture and maintain information on all of the issues that are being formally managed. The Issue Register should be monitored by the Project Manager on a regular basis.

A.13 Issue Report

An Issue Report is a report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally. The report is initially created when capturing the issue, and updated both after the issue has been examined and when proposals are identified for issue resolution. The Issue Report is later amended further in order to record what option was decided upon, and finally updated when the implementation has been verified and the issue is closed.

A.14 Lessons Log

The Lessons Log is a project repository for lessons that apply to this project or future projects. Some lessons may originate from other projects and should be captured on the Lessons Log for input to the project's strategies and plans. Some lessons may originate from within the project -where new experience (both good and bad) can be passed on to others via a Lessons Report.

A.15 Lessons Report

The Lessons Report is used to pass on any lessons that can be usefully applied to other projects.

The purpose of the report is to provoke action so that the positive lessons become embedded in the organization's way of working, and that the organization is able to avoid any negative lessons on future projects.

A Lessons Report can be created at any time in a project and should not necessarily wait to the end. Typically it should be included as part of the End Stage Report and End Project Report. It may be appropriate (and necessary) for there to be several Lessons Reports specific to the particular organization (e.g. user, supplier, corporate or programme).

The data in the report should be used by the corporate group that is responsible for the quality management system, in order to refine, change and improve the standards. Statistics on how much effort was needed for products can help improve future estimating.

A.16 Plan

A plan provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan. In PRINCE2, there are three levels of plan: project, stage and team. Team Plans are optional and may not need to follow the same composition as a Project Plan or Stage Plan.

An Exception Plan is created at the same level as the plan that it is replacing. A Project Plan provides the Business Case with planned costs, and it identifies the management stages and other major control points. It is used by the Project Board as a baseline against which to monitor project progress.

Stage Plans cover the products, resources, activities and controls specific to the stage and are used as a baseline against which to monitor stage progress.

Team Plans (if used) could comprise just a schedule appended to the Work Package(s) assigned to the Team Manager.

A plan should cover not just the activities to create products but also the activities to manage product creation -including activities for assurance, quality management, risk management, configuration management, communication and any other project controls required.

A.17 Product Description

A Product Description is used to:

- Understand the detailed nature, purpose, function and appearance of the product
- Define who will use the product
- Identify the sources of information or supply for the product
- Identify the level of quality required of the product
- Enable identification of activities to produce, review and approve the product
- Define the people or skills required to produce, review and approve the product.

A.18 Product Status Account

The Product Status Account provides information about the state of products within defined limits. The limits can vary. For example, the report could cover the entire project, a particular stage, a particular area of the project, or the history of a specific product. It is particularly useful if the Project Manager wishes to confirm the version number of products.

A.19 Project Brief

A Project Brief is used to provide a full and firm foundation for the initiation of the project and is created in the Starting up a Project process.

In the Initiating a Project process, the contents of the Project Brief are extended and refined in the Project Initiation Documentation, after which the Project Brief is no longer maintained.

A.20 Project Initiation Documentation

The purpose of the Project Initiation Documentation is to define the project, in order to form the basis for its management and an assessment of its overall success. The Project

Initiation Documentation gives the direction and scope of the project and (along with the Stage Plan) forms the 'contract' between the Project Manager and the Project Board.

The three primary uses of the Project Initiation Documentation are to:

- Ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project
- Act as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project so that people joining the 'temporary organization' can quickly and easily find out what the project is about, and how it is being managed.

The Project Initiation Documentation is a living product in that it should always reflect the current status, plans and controls of the project. Its component products will need to be updated and re-baselined, as necessary, at the end of each stage, to reflect the current status of its constituent parts.

The version of the Project Initiation Documentation that was used to gain authorization for the project is preserved as the basis against which performance will later be assessed when closing the project.

A.21 Project Product Description

The Project Product Description is a special form of Product Description that defines what the project must deliver in order to gain acceptance. It is used to:

- Gain agreement from the user on the project's scope and requirements
- Define the customer's quality expectations
- Define the acceptance criteria, method and responsibilities for the project.

The Product Description for the project product is created in the Starting up a Project process as part of the initial scoping activity, and is refined during the Initiating a Project process when creating the Project Plan. It is subject to formal change control and should be checked at stage boundaries (during Managing a Stage Boundary) to see if any changes are required, It is used by the Closing a Project process as part of the verification that the project has delivered what was expected of it, and that the acceptance criteria have been met.

A.22 Quality Management Strategy

A Quality Management Strategy is used to define the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during the project.

A.23 Quality Register

A Quality Register is used to summarize all the quality management activities that are planned or have taken place, and provides information for the End Stage Reports and End Project Report. Its purpose is to:

- Issue a unique reference for each quality activity
- Act as a pointer to the quality records for a product
- Act as a summary of the number and type of quality activities undertaken.

A.24 Risk Management Strategy

A Risk Management Strategy describes the specific risk management techniques and standards to be applied and the responsibilities for achieving an effective risk management procedure.

A.25 Risk Register

A Risk Register provides a record of identified risks relating to the project, including their status and history. It is used to capture and maintain information on all of the identified threats and opportunities relating to the project.

A.26 Work Package

A Work Package is a set of information about one or more required products collated by the Project Manager to pass responsibility for work or delivery formally to a Team Manager or team member.

SAMPLE FOUNDATION QUESTIONS

To help prepare you for the Foundation exam, you will find a sample # [Foundation Exam paper](#) on your **on-line event preparation**, available within the 'Exam Preparation' Module, under 'Support Materials'. Being a 'PDF' file, it can be opened and viewed on-screen, or printed out. There are also nearly 300 sample foundation questions to attempt within the **Foundation Exam Simulator/Test**, which is available within both the 'Introduction to PRINCE2' AND 'Exam Preparation' Modules, under the 'Lessons List' menu on your **on-line event preparation**. Repeatedly attempting these questions can only get you better prepared for the course and exam!

The Foundation exam questions provide feedback and 'codes' (e.g. CS0101, DP0102, etc) related to the respective Syllabus areas they were testing you on. **You have access to the # [PRINCE2 Syllabus](#) on your on-line event preparation**, available within the 'Exam Preparation' Module, under 'Support Materials'. Being a 'PDF' file, it can be opened and viewed on-screen, or printed out.

The question answers also provide 'references' to sections within the official PRINCE2® manual, **(which will be given to you on the first day of the course)**. Therefore, during your 'pre-course' work, **please ignore these PRINCE2® manual section references**. These can be referenced during the course, in particular as part of your evening work.

Instead, during your 'pre-course' work, please refer to the 'PRINCE2 Primer', 'Key Learning Points', 'PRINCE2® Management Products' and 'Glossary of Terms' sections of this Pre-course Workbook to help with your understanding of the exam question answers, where required.

SAMPLE PROJECT SCENARIO EXAMPLES

The Front Door Project
 An Open-and-Shut Case!

Now that you’ve read the ‘PRINCE2® Primer’, ‘Key Learning Points’ and ‘PRINCE2® Management Products’ sections, which would have provided you with some **theory-level** knowledge of PRINCE2’s elements and its terminology, the following is a scenario to help with your initial understanding of how and when the various elements of PRINCE2® would be applied to a simple project scenario.

At some point in time, we all carry out home improvements, perhaps to prepare the house ready for winter, or to add more value to your home to help sell it? If you were to decide to sell your house and wanted to improve the appearance of your front door due to it being old and tatty and consequently spoiling the overall look and value of your house, you could deem this as being a straightforward task, and due to its simplicity has no real relation to the need for ‘project management’. It would be tempting to just simply get on with it and sort it out...no planning, no fuss...**just get it done!**

Well, with hindsight, there are many elements of project management which you would quite naturally and easily apply to what seems to be a small and simple task, some without even thinking about it and others with some forethought. Why? Because many elements of project management are really just common sense, come naturally to many and as a result are often applied, without perhaps even realizing it. Whereas other elements aren’t quite so obvious, are consequently overlooked and often the cause of many project’s problems and in some cases, failures. PRINCE2® is deemed as being ‘*structured common sense*’ and with that in mind, the following is a simple project scenario to help with your initial learning and understanding of PRINCE2® and its application.

Front Door Project Scenario

To help with your pre-course learning and initial understanding of PRINCE2® and how it would be applied in a project, below is by no means a full scenario reflecting ‘reality’, but is a list of *some* situations related to work to improve the appearance of a front door, which we’ve treated as a very small, simple project. Each of the project situations/considerations (shown on the left) have been mapped to the relevant elements of PRINCE2®, as well as some general project management aspects which apply (shown on the right). The following also shows how PRINCE2® is scalable, so can and indeed should be tailored to suit different sizes and types of projects, in this case a **very small** project!

The PRINCE2® specific information/terminology in the right-hand column is highlighted in **bold**.

Front Door Project Considerations	PRINCE2/Project Management Elements
First of all, you’ll need to decide who’s going to manage what?	This is covered by designing and appointing the project management team for the project Organization .
Who’s paying for the work and will be the main decision-maker that’s looking for a return on their investment of time and money? Let’s assume this will be the home owner.	This will be the Executive role. There should only be ‘one’ person as Executive in a PRINCE2 project. They are ultimately accountable for the project.
The people living in the house will be the ‘users’ of the decorated front door (the project product).	This would be the Senior User role.

Front Door Project Considerations	PRINCE2/Project Management Elements
<p>Who is in a position to make decisions on behalf of, and look after the wants and needs of such people? Perhaps the home owner again and also their partner.</p> <p>Essentially, the door needs to be 'useable' for everyone. For example, how high should any new locks and handles be positioned and how simple/easy should they be to operate and maintain?</p> <p>Who's going to acquire/supply the resources required to create the project product (the redecorated front door), has the technical/specialist knowledge of the proposed solution, knows what resources are needed to decorate the front door and can commit to those resources? Let's assume the home owner's Son can do this due to having specialist knowledge of decorating and has a useful collection of DIY/decorating tools available at his home!</p> <p>Who's well organized and able to plan, monitor, coordinate and control the project on a daily basis, as well as ensure everyone remains motivated so the work gets done on time and to budget? Let's say the home owner's Daughter has the requisite skills to do this, plus she has the added benefit of having recently attended a SPOCE PRINCE2 training course!</p>	<p>There can be <i>more than one</i> Senior User depending on the number of 'user' areas, i.e. the people who will either operate and/or maintain the products after the project.</p> <p>Alternatively, whoever is the Executive could also fulfil the Senior User role, i.e. will be paying for the project/looking for a good investment (Executive) AND they could be the ideal person to ensure the solution is going to be suitable for the various people who will be using and/or maintaining the project product (Senior User).</p> <p>This would be the Senior Supplier role.</p> <p>There can be more than one Senior Supplier, depending on the number of companies involved in developing the products/solution. PRINCE2 assumes a Customer/Supplier environment. Collectively, the Executive and Senior User roles will be the 'Customer environment' (who will specify the desired result, pay for and benefit from the project) and the Senior Supplier role the 'Supplier environment' (who supplies the resources/skills required to deliver/create the result).</p> <p>This would be the Project Manager role.</p> <p>There are other Project Management team roles which the people who'll be performing the above roles/responsibilities could do <i>in addition to</i> those roles, such as; Project Assurance, Change Authority, Team Manager and Project Support. Therefore, in a very small project it would usually be necessary and totally acceptable to 'combine' certain (but not all) roles and allocate them and the associated responsibilities to just <i>one</i> person. For example, whoever's the Project Manager, it would be acceptable for them to also perform the Team Manager and Project Support roles. By doing this you would be 'tailoring' PRINCE2.</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project - Initiating a Project

Front Door Project Considerations	PRINCE2/Project Management Elements
	<ul style="list-style-type: none"> - Managing a Stage Boundary • Themes: <ul style="list-style-type: none"> - Organization
<p>Is it worthwhile completely replacing the front door with a new door, or simply redecorating the existing door? What's the best option?</p> <p>The home owner should consider:</p> <p>What it will cost them to do the work and what benefit will they get from doing it? What value will it add to the house (what are the benefits to be gained)?</p> <p>They also need to ask "will I get a return on my investment of time and cost"? If the cost of a new front door is £4,000, (it's a very big front door!), but the resulting increase in the property value (benefit) is just £3,000, they would of course probably think twice about selecting a new front door as the chosen business option!</p>	<p>What the various business options are to address the problem/need, whether a project is worth doing, and working out whether the investment is going to be worthwhile in respect to getting a financial return on the investment is relevant to the project's Business Case (initially created in 'outline', then a 'detailed' Business Case is assembled in the Project Initiation Documentation, aka PID).</p> <p>'Do Nothing' is one business option which should <i>always</i> be considered!</p> <p>The Business Case should include: The project's Reason(s), Business Options, Benefits, Dis-benefits* (negative outcomes), Timescales, Costs and Major Risks.</p> <p>*An example 'dis-benefit' could be that, due to the front door being open whilst decorating, heat will be lost from the house causing that month's gas bill to be higher!</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project - Initiating a Project - Managing a Stage Boundary • Themes: <ul style="list-style-type: none"> - Business Case
<p>Ok, so they've chosen the business option to redecorate the door.</p> <p>The house owner now needs to <i>describe</i> the end product (i.e. Redecorated Front Door) and say what levels of quality and specification will make the finished door ultimately acceptable to them.</p>	<p>A description of the end product and your expectations of its required levels of quality involves writing a Project Product Description (which becomes part of the Project Plan and assembled in the PID). The Project Product Description will include the customer's quality expectations and the overall acceptance criteria for the redecorated front door. It would then be used to further scope out the project to identify any other products required (e.g. handles, letterbox etc) which the decorated front door will be composed of. This involves creating a Product Breakdown Structure (PBS). This is done when producing the Project Plan. Product Descriptions</p>

Front Door Project Considerations	PRINCE2/Project Management Elements
	<p>would be written for each of the products shown on the PBS. The products are then put into a Product Flow Diagram (PFD) which shows the sequence and dependencies between the products. Being such a simple solution, the end product (Project Product) could pretty much be just the 'one' major product, i.e. the door. In such case it would be that you'd only perhaps need to write a Project Product Description (for the decorated front door), with no need for a PBS, further Product Descriptions or a PFD, as there may be no other sub-products of the door requiring additional breakdown or detail. By doing this you would be 'tailoring' PRINCE2.</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project - Initiating a Project • Themes: <ul style="list-style-type: none"> - Plans - Quality
<p>Leading on from the business options in the Business Case and choosing/describing the end product (Redecorated Front Door), they'll then need to establish 'how' they should approach the work to create the product? E.g. could they 'do it themselves', or perhaps they should 'outsource' and get someone independent to do the work for them? What's the best approach to delivering the chosen business option?</p> <p>In this scenario, they've decided the most appropriate and cost-effective approach is to do the work themselves (good old DIY)!</p>	<p>Determining 'how' the chosen business solution will be reached (i.e. the method of delivering the solution) and what impact this approach will have on the project's objectives, such as time, cost, quality, scope, benefits and risk and indeed what impact such things would have on your chosen solution, is considered when defining the Project Approach.</p> <p>For example, governing rules of a housing estate and/or local council regulations may limit and possibly even determine your approach and chosen solution, as well as limit you with constraints, such as having to wait for third-party work approvals/confirmations, etc.</p> <p>The Project Approach, Business Case (outline), Project Management team design and the Project Product Description will be included as sub-sections of a Project Brief, along with other information such as the time, cost and scope objectives. The Project Brief is later used to create the PID.</p>

Front Door Project Considerations	PRINCE2/Project Management Elements
	<p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project • Themes: <ul style="list-style-type: none"> - Various, as the project approach will have an impact on elements such as, Organization, Business Case, Risk, Quality and Plans.
<p>They should ensure the quality requirements are thought out, planned-in and applied/monitored during the work, including carrying out appropriate quality checks/inspections of the products being created, e.g. the paint durability, robustness of locks etc.</p> <p>The front door needs to be fit for purpose and satisfy stated needs/requirements. The required level of quality should be agreed and 'built-in' to the solution, NOT left as an afterthought!</p>	<p>A Quality Management Strategy (assembled in the PID) should be created to ensure appropriate quality planning and quality control procedures/methods/tools and responsibilities are applied throughout the project. This is ultimately to ensure that the required levels of quality are agreed and 'built-in' to the products during development, as well as checked/verified as being so on completion of the work.</p> <p>In addition, a Quality Register would be used to show all the planned and actuals, including the results of the quality activities, e.g. quality reviews, checks, tests, inspections and audits undertaken throughout the project.</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Initiating a Project • Themes: <ul style="list-style-type: none"> - Quality
<p>They need to agree if the project is to involve just simply decorating the door or whether it's to include new door furniture, letterbox, handles, locks, etc). This is important to agree, otherwise the amount of work they've planned to do is either going to be insufficient to deliver a quality 'fit for purpose' product, or is likely to increase, resulting in an unplanned/uncontrolled increase in the time and cost of doing the work.</p> <p>Changes to the planned work can be good, but equally can cause problems.</p>	<p>What products the project is going to deliver, as well as what it is NOT, is known as scope. Planning and creating a Product Breakdown Structure and writing Product Descriptions will help to identify and define the project's scope, i.e. the full set of products you intend to create. Don't let the scope of your project 'creep'. Always carry out an impact analysis on each proposed change to the originally planned scope and give each proposed change (through a change control procedure) your consideration and make a good, sound, judged decision before going ahead with</p>

Front Door Project Considerations	PRINCE2/Project Management Elements
<p>Basically, they don't want to be spending so much extra time and money on decorating the front door which then outweighs any benefit (increase in house value) to be gained from decorating it. Uncontrolled change can often have a significant impact on the Business Case, in particular the benefits.</p>	<p>any changes. Not doing so can have a negative impact on your objectives of time, cost, quality, scope, risk and in particular, the benefits. The scope of the project will be shown in the Project Plan, (assembled in the PID). Change control procedures will be detailed in the Configuration Management Strategy (also assembled in the PID).</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project - Initiating a Project • Themes: <ul style="list-style-type: none"> - Quality - Plans - Change
<p>The work may cause some dust, noise and disturbance (from the loud electric sanders!) for their neighbours. Anyone approaching the door will also need to be warned of the <i>wet</i> paint, such as the Postman!</p> <p>Such people will have an interest in the project because it is going to affect them in some way and/or they could affect your project. Therefore, they should brief their neighbours prior to and during the work and put up signs to warn the Postman of the wet paint!</p>	<p>Identifying such interested parties (Stakeholders) is addressed through stakeholder management and a project should communicate with them at the appropriate times and in an effective way. This is handled through a Communication Management Strategy, (assembled in the PID).</p> <p>Communication should be a continuous effective two-way process throughout the project, but if ineffective, can cause project issues, and in some cases even project failure!</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project - Initiating a Project • Themes: <ul style="list-style-type: none"> - Organization
<p>Everything is now decided on what they intend to do and they now want to get 'stuck-in'! But, before they do, they should think it through first to work out the detail of what products they specifically intend to create, what they need to do to create them and what materials, tools/resources they'll need to do the work. If they don't do this 'advanced thinking' (i.e. planning) they'll almost certainly get stopped in</p>	<p>What you intend to do should be 'rehearsed' to see whether the intended work is achievable within the timescale, budget and with the resource you have available.</p> <p>Thinking ahead to work out what needs to be created (the products), what work needs to be performed to create the products (the activities),</p>

Front Door Project Considerations	PRINCE2/Project Management Elements
<p>their tracks, possibly several times during the work, as well as make countless time-consuming and costly journeys to their DIY store. If so, the job is now likely to take much longer and cost more than they had planned, due to the additional fuel costs and time spent making the unnecessary additional journeys!</p>	<p>what you require to carry out the work (the resources), as well as when things need to be done and by when (the schedule) are the steps of planning and involves creating a Plan to include such information.</p> <p>A Product-based Planning approach to creating a Plan is a very useful technique and helps to clarify the scope of the work to be done. There are four tasks of PRINCE2's Product-based Planning technique, which are:</p> <ul style="list-style-type: none"> • Writing a Project Product Description • Creating a Product Breakdown Structure • Writing Product Descriptions • Creating a Product Flow Diagram. <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project - Initiating a Project - Managing a Stage Boundary • Themes: <ul style="list-style-type: none"> - Plans
<p>The work is well underway and they've been asked by a family member to include new door seals and a draft excluder which weren't part of the project's originally planned scope/specification. They want these extra products to reduce the amount of draft coming from the door which the currently planned redecoration work won't resolve.</p> <p>They shouldn't however just add these additional products to the solution without thinking it through first. E.g. what's the impact of this on the time and cost of the originally planned work? And, if they make any changes to the project product (the redecorated front door), they should also consider what impact this may have on other parts of the solution. Be aware that if you make a change to one part of the solution, this may negatively impact other products. For example, adding a draft excluder to the front door may prevent the door from closing properly due to the size/shape of the door frame! The draft excluder may look nice, but the solution now doesn't work properly, meaning it's no longer fit</p>	<p>This is managed, assessed and controlled as part of a Change Control Procedure.</p> <p>Changes are almost inevitable as the solution evolves. The customer, in particular the users from the customer environment, are likely to ask for changes (requests for change), which is fine, but these should NOT be applied without consideration of the impact they would have on the project's objectives (e.g. you should consider what impact any issues and proposed changes will have on your planned performance targets of time, cost, quality, scope, risk and in particular the benefits).</p> <p>Some changes can indeed be bad ideas and have a negative impact, but others can be good for the project and the solution. Therefore don't try to <i>prevent</i> changes to what was originally agreed/planned, as some changes can lead to a <i>better</i> solution and <i>increased benefits</i>.</p> <p>Changes to products and the different versions of</p>

Front Door Project Considerations	PRINCE2/Project Management Elements
<p>for purpose...thus making it a 'poor quality' front door!</p>	<p>products needs to be properly managed. Your procedures, tools and responsibilities for capturing issues/managing change and for protecting, version controlling and linking relationships between the products will be documented in the Configuration Management Strategy, (assembled in the PID). An Issue Report is created for any issues raised which need handling formally and are entered in an Issue Register. A Daily Log can be used to record and manage any issues to be handled 'informally'.</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Initiating a Project - Controlling a Stage • Themes: <ul style="list-style-type: none"> - Change
<p>The work is underway and it begins to rain. They did not consider the possibility of it raining and the negative impact this would have on the work. They now have ruined paintwork which needs repainting, causing major delays to the work.</p> <p>A Project Manager should not only consider the things they know <i>will</i> happen, but also the things that 'might' happen. They should always think 'what if' and consider the situations that <i>might</i> occur during the work which, in particular, if they were to happen would cause them problems in achieving their planned objectives/targets, such as time and cost.</p> <p>Things that <i>might</i> happen are 'risks'. They should have thought about the risks related to the work. Maybe if they <i>had</i> considered the possibility of it raining, they could have built a plastic cover over the work area and continued with the job with no, or at least less impact on their planned completion time!</p>	<p>The situations/events which 'might' occur are deemed as being 'risks' and should be identified & assessed for probability/impact and controlled. For risk threats which would have a 'negative' impact on objectives you could choose to remove or lessen the likelihood of them happening and/or remove/lessen the impact on the project's objectives if they were to occur.</p> <p>Be aware though that risks can be opportunities, which you may choose to try to increase the likelihood of them occurring due to the impact being a 'positive' one! Identifying the threats and opportunities which might occur is covered by applying a Risk Management Procedure and documenting the details of them in a Risk Register. Your overall approach (procedures/tools/responsibilities) to risk management would be documented in a Risk Management Strategy, (assembled in the PID). Risk management should be continuous throughout each stage of the project.</p> <p>Example relevant PRINCE2 themes & processes which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Starting Up a Project

Front Door Project Considerations	PRINCE2/Project Management Elements
	<ul style="list-style-type: none"> - Initiating a Project - Controlling a Stage - Managing a Stage Boundary • Themes: <ul style="list-style-type: none"> - Risk
<p>From time to time they should look to see what work they've managed to complete and what work is still to be done. The Project Manager should compare this against what they had planned and see if they are forecasting to finish within the planned time and cost. A few verbal updates will also occur from time to time when they're asked... "so how's it going"? The Project Manager should easily be able to answer this!</p> <p>If the work is forecasting to be finished later than the planned time of, say 6 P.M, then how much later is deemed as being 'too late'? Perhaps 7 p.m. because at this time it's considered to be too dark to carry on! Tolerances should be applied to agree this allowed <i>deviation</i> of time and if they are forecasting to NOT finish the job before this extended time, then perhaps measures should be taken to 'wrap things up' for the day so that work can quickly and easily commence again early the next morning with minimal impact!</p> <p>The people involved should be kept informed of work progress in a timely manner, not just throughout the project but also when the work is coming to an end. They need to be able to answer questions such as: "How are we doing"? "Are there any problems"? "Should we carry on, or should we stop"? Even in this small, simple project, effective communication will be key to enabling effective monitoring and decision making.</p>	<p>It's important to monitor the work and take control of any deviations from the agreed plan and to take corrective action to keep the work as close to the agreed planned targets as possible. If you're forecasting the work is going to be finished later than planned, you could take corrective action, within your remit, by making adjustments to the planned activities/resources to help speed things up.</p> <p>Monitoring and reporting is handled using progress controls, e.g. monitoring the work and regularly reporting progress updates using Checkpoint Reports and Highlight Reports) and by applying tolerance (permissible deviation) to allow for inaccuracies in the time/cost estimates and for any unforeseen problems occurring.</p> <p>Tolerance can be applied to the performance targets of time, cost, quality, scope, risk and benefits. If, for example, it is forecast that you will not finish a particular stage of your project <i>within</i> the agreed time tolerance, then this should be escalated to the Project Board, via an Exception Report with a recommendation on what action you need to take.</p> <p>Project progress and performance should also be reported at the end of each stage via an End Stage Report and at the end of the project using an End Project Report. Details of communication frequency/format etc, would be documented in a Communication Management Strategy.</p> <p>In this Front Door Project, all of the project's reports mentioned above would almost certainly be handled <i>verbally</i>! In the case of a small project, keep it simple yet relative. This would be 'tailoring' of PRINCE2 to suit a small, simple project.</p> <p>Example relevant PRINCE2® themes & processes</p>

Front Door Project Considerations	PRINCE2/Project Management Elements
	<p>which apply:</p> <ul style="list-style-type: none"> • Processes: <ul style="list-style-type: none"> - Initiating a Project - Directing a Project - Controlling a Stage - Managing Product Delivery - Managing a Stage Boundary - Closing a Project • Themes: <ul style="list-style-type: none"> - Progress - Organization

The above examples of project management related work would be ‘process-driven’. PRINCE2’s 7 **Processes** would be used to drive you through the management of the project, covering the project management related activities relevant to the examples of PRINCE2®/project management elements given in the right-hand side column of the above scenario, e.g. creating all the various management products (documents), such as the Business Case, Risk Management Strategy, Project Plan, Highlight Reports, etc. In a very small project, many of the management products could be combined and some, such as the reports, can be handled verbally. PRINCE2® does NOT mean ‘lots’ of documentation and lengthy written reports! PRINCE2® gives guidance on this under its ‘Tailoring to the Project Environment’ chapter.

All the necessary project management related activities need to be considered and undertaken at the appropriate times of the project. Having a series of processes to follow which cover such activities will help you to apply a consistent approach to any project, regardless of its size and complexity. This is why PRINCE2® contains a set of 7 Processes, which comprise a number of project management related activities that are used to ‘drive’ you through the management of the lifecycle of the project. The Processes are:

- **Starting Up a Project (SU)**
- **Directing a Project (DP)**
- **Initiating a Project (IP)**
- **Managing a Stage Boundary (SB)**
- **Controlling a Stage (CS)**
- **Managing Product Delivery (MP)**
- **Closing a Project (CP)**

Through this front door project scenario, we can also see examples of how and where the various aspects of project management, covered by PRINCE2’s 7 **Themes** (outlined below), have been applied:

PRINCE2 Themes:

- **Organization Theme** - Deals with the Project Management Team design, roles and responsibilities. Sets accountability within the project and deals with communication with Stakeholders.
- **Business Case Theme** - Looks at project viability and whether the investment of time and money in the front door is worthwhile and will deliver the required benefits.
- **Plans Theme** - Covers the need to plan the work out and estimate the costs/timeframes before any 'doing' begins and to re-plan if the original plan's time and cost tolerances are forecast to be exceeded. PRINCE2 uses the product-based planning technique to help with planning.
- **Quality Theme** - The need to define & agree what it is that will make the new front door an acceptable product (customers quality expectations/overall acceptance criteria and each product's specific quality criteria) and how the required quality will be planned, controlled throughout the project and be 'built-in' to the products and confirmed as such during the project.
- **Risk Theme** - Identifies, assesses and controls the uncertainties. i.e. things that *might* happen, which if they did, would cause either negative or perhaps positive effects on the project's objectives/performance targets.
- **Change Theme** - The need to identify and control any potential and approved changes to what we had originally *agreed* to deliver, i.e. the baselines, and to track, protect and version control the products during the project.
- **Progress Theme** - Covers the monitoring and reporting of the work to see whether the work is progressing according to the plan and to take action to keep things progressing as close to the original planned targets as possible. To forecast the projects objectives and continued viability and to escalate a situation where tolerances (permissible deviations to targets such as time and cost) are forecast to be exceeded.

Processes and Themes Summary

PRINCE2's 7 Themes are applied at the appropriate times to help you undertake the PRINCE2 process' activities more effectively and professionally. Essentially, by carrying out the right project management activities, (**PRINCE2's 7 Processes**) and applying the relevant aspects of project management (**PRINCE2's 7 Themes**), you'll instinctively be supporting and applying PRINCE2's **7 Principles** (shown below), which are based on good, sound project management practices.

PRINCE2 Principles:

- **Continued business justification**
- **Learn from experience**
- **Defined roles and responsibilities**
- **Manage by stages**
- **Manage by exception**
- **Focus on products**
- **Tailor to the project environment.**

Projects need a *consistent* approach to their management. They should be driven by a set of processes and project management aspects (Themes), which in turn will help to support the principles of good, sound project management. In addition, every project should have clearly defined roles and responsibilities for the various project management team members so that there's no misunderstanding of who's accountable to whom and what, as well as who's responsible for doing what. PRINCE2 addresses all these factors through its **four integrated elements**, which are: **'The Processes'**; **'The Themes'**; **'The Principles'** and **'Tailoring PRINCE2 to the project environment'**.

GLOSSARY OF TERMS

Term	Definition
accept (risk response)	A risk response to a threat where a conscious and deliberate decision is taken to retain the threat, having discerned that it is more economical to do so than to attempt a risk response action. The threat should continue to be monitored to ensure that it remains tolerable.
acceptance	The formal act of acknowledging that the project has met agreed acceptance criteria and thereby met the requirements of its stakeholders.
acceptance criteria	A prioritized list of criteria that the project product must meet before the customer will accept it, i.e. measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders.
activity	A process, function or task that occurs over time, has recognizable results and is managed. It is usually defined as part of a process or plan.
agile methods	Principally, software development methods that apply the project approach of using short time-boxed iterations where products are incrementally developed. PRINCE2® is compatible with agile principles.
approval	The formal confirmation that a product is complete and meets its requirements (less any concessions) as defined by its Product Description.
approver	The person or group (e.g. a Project Board) who is identified as qualified and authorized to approve a (management or specialist) product as being complete and fit for purpose.
assumption	A statement that is taken as being true for the purposes of planning, but which could change later. An assumption is made where some facts are not yet known or decided, and is usually reserved for matters of such significance that, if they change or turn out not to be true, there will need to be considerable re-planning.
assurance	All the systematic actions necessary to provide confidence that the target (system, process, organization, programme, project, outcome, benefit, capability, product output, deliverable) is appropriate. Appropriateness might be defined subjectively or objectively in different circumstances. The implication is that assurance will have a level of independence from that which is being assured. <i>See also 'Project Assurance' and 'quality assurance'.</i>
authority	The right to allocate resources and make decisions (applies to project, stage and team levels).
authorization	The point at which an authority is granted.
avoid (risk response)	A risk response to a threat where the threat either can no longer have an impact or can no longer happen.
baseline	Reference levels against which an entity is monitored and controlled.
baseline management product	A type of management product that defines aspects of the project and, once approved, is subject to change control.
benefit	The measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.

Term	Definition
Benefits Review Plan	A plan that defines how and when a measurement of the achievement of the project's benefits can be made. If the project is being managed within a programme, this information may be created and maintained at the programme level.
benefits tolerance	The permissible deviation in the expected benefit that is allowed before the deviation needs to be escalated to the next level of management. Benefits tolerance is documented in the Business Case. See also 'tolerance'.
Business Case	The justification for an organizational activity (project), which typically contains costs, benefits, risks and timescales, and against which continuing viability is tested.
centre of excellence	A corporate coordinating function for portfolios, programmes and projects providing standards, consistency of methods and processes, knowledge management, assurance and training.
Change Authority	A person or group to which the Project Board may delegate responsibility for the consideration of requests for change or off-specifications. The Change Authority may be given a change budget and can approve changes within that budget.
change budget	The money allocated to the Change Authority available to be spent on authorized requests for change.
change control	The procedure that ensures that all changes that may affect the projects agreed objectives are identified, assessed and either approved, rejected or deferred.
checkpoint	A team-level, time-driven review of progress.
Checkpoint Report	A progress report of the information gathered at a checkpoint, which is given by a team to the Project Manager and which provides reporting data as defined in the Work Package.
closure notification	Advice from the Project Board to inform all stakeholders and the host sites that the project resources can be disbanded and support services, such as space, equipment and access, demobilized. It should indicate a closure date for costs to be charged to the project.
closure recommendation	A recommendation prepared by the Project Manager for the Project Board to send as a project closure notification when the board is satisfied that the project can be closed.
Communication Management Strategy	A description of the means and frequency of communication between the project and the project's stakeholders.
concession	An off-specification that is accepted by the Project Board without corrective action.
configuration item	An entity that is subject to configuration management. The entity may be a component of a product, a product, or a set of products in a release.
Configuration Item Record	A record that describes the status, version and variant of a configuration item, and any details of important relationships between them.
configuration management	Technical and administrative activities concerned with the creation, maintenance and controlled change of configuration throughout the life of a product.
Configuration Management Strategy	A description of how and by whom the project's products will be controlled and protected.
configuration management system	The set of processes, tools and databases that are used to manage configuration data. Typically, a project will use the configuration management system of either the customer or supplier organization.
constraints	The restrictions or limitations that the project is bound by.

Term	Definition
contingency	Something that is held in reserve typically to handle time and cost variances, or risks. PRINCE2® does not advocate the use of contingency because estimating variances are managed by setting tolerances, and risks are managed through appropriate risk responses (including the fallback response that is contingent on the risk occurring).
corporate or programme standards	These are over-arching standards that the project must adhere to. They will influence the four project strategies (Communication Management Strategy, Configuration Management Strategy, Quality Management Strategy and Risk Management Strategy) and the project controls.
corrective action	A set of actions to resolve a threat to a plan's tolerances or a defect in a product.
cost tolerance	The permissible deviation in a plan's cost that is allowed before the deviation needs to be escalated to the next level of management. Cost tolerance is documented in the respective plan. See also 'tolerance'.
customer	The person or group who commissioned the work and will benefit from the end results.
customer's quality expectations	A statement about the quality expected from the project product, captured in the Project Product Description.
Daily Log	Used to record problems/concerns that can be handled by the Project Manager informally.
deliverable	See 'output'.
dependencies (plan)	The relationship between products or activities. For example, the development of Product C cannot start until Products A and B have been completed. Dependencies can be internal or external. Internal dependencies are those under the control of the Project Manager. External dependencies are those outside the control of the Project Manager – for example, the delivery of a product required by this project from another project.
dis-benefit	An outcome that is perceived as negative by one or more stakeholders. It is an actual consequence of an activity whereas, by definition, a risk has some uncertainty about whether it will materialize.
DSDM Atern	An agile project delivery framework developed and owned by the DSDM consortium. Atern uses a time-boxed and iterative approach to product development and is compatible with PRINCE2.
embedding (PRINCE2)	What an organization needs to do to adopt PRINCE2® as its corporate project management method. See also, in contrast, 'tailoring', which defines what a project needs to do to apply the method to a specific project environment.
End Project Report	A report given by the Project Manager to the Project Board, which confirms the handover of all products and provides an updated Business Case and an assessment of how well the project has done against the original Project Initiation Documentation.
end stage assessment	The review by the Project Board and Project Manager of the End Stage Report to decide whether to approve the next Stage Plan. According to the size and criticality of the project, the review may be formal or informal. The authority to proceed should be documented as a formal record.
End Stage Report	A report given by the Project Manager to the Project Board at the end of each management stage of the project. This provides information about the project performance during the stage and the project status at stage end.
enhance (risk response)	A risk response to an opportunity where proactive actions are taken to enhance both the probability of the event occurring and the impact of the event should it occur.

Term	Definition
event-driven control	A control that takes place when a specific event occurs. This could be, for example, the end of a stage, the completion of the Project Initiation Documentation, or the creation of an Exception Report. It could also include organizational events that may affect the project, such as the end of the financial year.
exception	A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between Project Manager and Project Board (or between Project Board and corporate or programme management).
exception assessment	This is a review by the Project Board to approve (or reject) an Exception Plan.
Exception Plan	This is a plan that often follows an Exception Report. For a Stage Plan exception, it covers the period from the present to the end of the current stage. If the exception were at project level, the Project Plan would be replaced.
Exception Report	A description of the exception situation, its impact, options, recommendation and impact of the recommendation. This report is prepared by the Project Manager for the Project Board.
Executive	The single individual with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. This individual should ensure that the project maintains its business focus, that it has clear authority, and that the work, including risks, is actively managed. The Executive is the chair of the Project Board. He or she represents the customer and is responsible for the Business Case.
exploit (risk response)	A risk response to an opportunity by seizing the opportunity to ensure that it will happen and that the impact will be realized.
fallback (risk response)	A risk response to a threat by putting in place a fallback plan for the actions that will be taken to reduce the impact of the threat should the risk occur.
follow-on action recommendations	Recommended actions related to unfinished work, ongoing issues and risks, and any other activities needed to take a product to the next phase of its life. These are summarized and included in the End Stage Report (for phased handover) and End Project Report.
governance (corporate)	The ongoing activity of maintaining a sound system of internal control by which the directors and officers of an organization ensure that effective management systems, including financial monitoring and control systems, have been put in place to protect assets, earning capacity and the reputation of the organization.
governance (project)	Those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organization's project portfolio is aligned to the organization's objectives, is delivered efficiently and is sustainable.
handover	The transfer of ownership of a set of products to the respective user(s). The set of products is known as a release. There may be more than one handover in the life of a project (phased delivery). The final handover takes place in the Closing a Project process.
Highlight Report	A time-driven report from the Project Manager to the Project Board on stage progress.
host site	A site where project work is being undertaken (for example, an office or construction site).
impact (of risk)	The result of a particular threat or opportunity actually occurring, or the anticipation of such a result.
inherent risk	The exposure arising from a specific risk before any action has been taken to manage it.
initiation stage	The period from when the Project Board authorizes initiation to when they authorize the project (or decide not to go ahead with the project). The detailed planning and establishment of the project management infrastructure is covered by the Initiating a Project process.
issue	A relevant event that has happened, was not planned, and requires management action. It can be any concern, query, request for change, suggestion or off-specification raised during a project. Project issues can be about anything to do with the project.

Term	Definition
Issue Register	A register used to capture and maintain information on all of the issues that are being managed formally. The Issue Register should be monitored by the Project Manager on a regular basis.
Issue Report	A report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.
Lessons Log	An informal repository for lessons that apply to this project or future projects.
Lessons Report	A report that documents any lessons that can be usefully applied to other projects. The purpose of the report is to provoke action so that the positive lessons from a project become embedded in the organization's way of working and that the organization is able to avoid the negative lessons on future projects.
logs	Informal repositories managed by the Project Manager that do not require any agreement by the Project Board on their format and composition. PRINCE2® has two logs: the Daily Log and the Lessons Log.
management product	A product that will be required as part of managing the project, and establishing and maintaining quality (for example, Highlight Report, End Stage Report etc.). The management products stay constant, whatever the type of project, and can be used as described, or with any relevant modifications, for all projects. There are three types of management product: baselines, records and reports.
management stage	The section of a project that the Project Manager is managing on behalf of the Project Board at any one time, at the end of which the Project Board will wish to review progress to date, the state of the Project Plan, the Business Case and risks, and the next Stage Plan in order to decide whether to continue with the project.
milestone	A significant event in a plan's schedule, such as completion of key Work Packages, a technical stage, or a management stage.
off-specification	Something that should be provided by the project, but currently is not (or is forecast not to be) provided. This might be a missing product or a product not meeting its specifications. It is one type of issue.
operational and maintenance acceptance	A specific type of acceptance by the person or group who will support the product once it is handed over into the operational environment.
outcome	The result of change, normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change.
output	A specialist product that is handed over to a user(s). Note that management products are not outputs but are created solely for the purpose of managing the project.
performance targets	A plan's goals for time, cost, quality, scope, benefits and risk.
plan	A detailed proposal for doing or achieving something which specifies the what, when, how and by whom. In PRINCE2® there are only the following types of plan: Project Plan, Stage Plan, Team Plan, Exception Plan and Benefits Review Plan.
planned closure	The PRINCE2® activity to close a project.
planning horizon	The period of time for which it is possible to accurately plan.
portfolio	All the programmes and stand-alone projects being undertaken by an organization, a group of organizations, or an organizational unit.
premature closure	The PRINCE2® activity to close a project before its planned closure. The Project Manager must ensure that work in progress is not simply abandoned, but that the project salvages any value created to date, and checks that any gaps left by the cancellation of the project are raised to corporate or programme management.

Term	Definition
prerequisites (plan)	Any fundamental aspects that must be in place, and remain in place, for a plan to succeed.
PRINCE2®	A method that supports some selected aspects of project management. The acronym stands for PProjects IN a Controlled Environment.
PRINCE2® principles	The guiding obligations for good project management practice that form the basis of a project being managed using PRINCE2.
PRINCE2® project	A project that applies the PRINCE2® principles.
probability	This is the evaluated likelihood of a particular threat or opportunity actually happening, including a consideration of the frequency with which this may arise.
problem/concern	A type of issue (other than a request for change or off-specification) that the Project Manager needs to resolve or escalate.
procedure	A series of actions for a particular aspect of project management established specifically for the project – for example, a risk management procedure.
process	A structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs.
producer	The person or group responsible for developing a product.
product	An input or output, whether tangible or intangible, that can be described in advance, created and tested. PRINCE2® has two types of products – management products and specialist products.
product breakdown structure	A hierarchy of all the products to be produced during a plan.
product checklist	A list of the major products of a plan, plus key dates in their delivery.
Product Description	A description of a product’s purpose, composition, derivation and quality criteria. It is produced at planning time, as soon as possible after the need for the product is identified.
product flow diagram	A diagram showing the sequence of production and interdependencies of the products listed in a product breakdown structure.
Product Status Account	A report on the status of products. The required products can be specified by identifier or the part of the project in which they were developed.
product-based planning	A technique leading to a comprehensive plan based on the creation and delivery of required outputs. The technique considers prerequisite products, quality requirements and the dependencies between products.
programme	A temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization’s strategic objectives. A programme is likely to have a life that spans several years.
project	A temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case.
project approach	A description of the way in which the work of the project is to be approached. For example, are we building a product from scratch or buying in a product that already exists?
Project Assurance	The Project Board’s responsibilities to assure itself that the project is being conducted correctly. The Project Board members each have a specific area of focus for Project Assurance, namely business assurance for the Executive, user assurance for the Senior User(s), and supplier assurance for the Senior Supplier(s).

Term	Definition
project authorization notification	Advice from the Project Board to inform all stakeholders and the host sites that the project has been authorized and to request any necessary logistical support (e.g. communication facilities, equipment and any project support) sufficient for the duration of the project.
Project Brief	Statement that describes the purpose, cost, time and performance requirements, and constraints for a project. It is created pre-project during the Starting up a Project process and is used during the Initiating a Project process to create the Project Initiation Documentation and its components. It is superseded by the Project Initiation Documentation and not maintained.
Project Initiation Documentation	A logical set of documents that brings together the key information needed to start the project on a sound basis and that conveys the information to all concerned with the project.
project initiation notification	Advice from the Project Board to inform all stakeholders and the host sites that the project is being initiated and to request any necessary logistical support (e.g. communication facilities, equipment and any project support) sufficient for the initiation stage.
project lifecycle	The period from the start-up of a project to the acceptance of the project product.
project management	The planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.
project management team	The entire management structure of the Project Board, and Project Manager, plus any Team Manager, Project Assurance and Project Support roles.
project management team structure	An organization chart showing the people assigned to the project management team roles to be used, and their delegation and reporting relationships.
Project Manager	The person given the authority and responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project Board.
project mandate	An external product generated by the authority commissioning the project that forms the trigger for Starting up a Project.
project office	A temporary office set up to support the delivery of a specific change initiative being delivered as a project. If used, the project office undertakes the responsibility of the Project Support role.
Project Plan	A high-level plan showing the major products of the project, when they will be delivered and at what cost. An initial Project Plan is presented as part of the Project Initiation Documentation. This is revised as information on actual progress appears. It is a major control document for the Project Board to measure actual progress against expectations.
project product	What the project must deliver in order to gain acceptance.
Project Product Description	A special type of Product Description used to gain agreement from the user on the project's scope and requirements, to define the customer's quality expectations, and to define the acceptance criteria for the project.
Project Support	An administrative role in the project management team. Project Support can be in the form of advice and help with project management tools, guidance, administrative services such as filing, and the collection of actual data.
proximity (of risk)	The time factor of risk, i.e. when the risk may occur. The impact of a risk may vary in severity depending on when the risk occurs.
quality	The totality of features and inherent or assigned characteristics of a product, person, process, service and/or system that bears on its ability to show that it meets expectations or satisfies stated needs, requirements or specifications.
quality assurance	An independent check that products will be fit for purpose or meet requirements.

Term	Definition
quality control	The process of monitoring specific project results to determine whether they comply with relevant standards and of identifying ways to eliminate causes of unsatisfactory performance.
quality criteria	A description of the quality specification that the product must meet, and the quality measurements that will be applied by those inspecting the finished product.
quality inspection	A systematic, structured assessment of a product carried out by two or more carefully selected people (the review team) in a planned, documented and organized fashion.
quality management	The coordinated activities to direct and control an organization with regard to quality.
Quality Management Strategy	A strategy defining the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during a project.
quality management system	The complete set of quality standards, procedures and responsibilities for a site or organization. In the project context, 'sites' and 'organizations' should be interpreted as the permanent or semi-permanent organization(s) sponsoring the project work, i.e. they are 'external' to the project's temporary organization. A programme, for instance, can be regarded as a semi-permanent organization that sponsors projects – and it may have a documented quality management system.
quality records	Evidence kept to demonstrate that the required quality assurance and quality control activities have been carried out.
Quality Register	A register containing summary details of all planned and completed quality activities. The Quality Register is used by the Project Manager and Project Assurance as part of reviewing progress.
quality review	See 'quality inspection'.
quality review technique	A quality inspection technique with defined roles and a specific structure. It is designed to assess whether a product that takes the form of a document (or similar, e.g. a presentation) is complete, adheres to standards and meets the quality criteria agreed for it in the relevant Product Description. The participants are drawn from those with the necessary competence to evaluate its fitness for purpose.
quality tolerance	The tolerance identified for a product for a quality criterion defining an acceptable range of values. Quality tolerance is documented in the Project Product Description (for the project-level quality tolerance) and in the Product Description for each product to be delivered.
records	Dynamic management products that maintain information regarding project progress.
reduce (risk response)	A response to a risk where proactive actions are taken to reduce the probability of the event occurring by performing some form of control, and/or to reduce the impact of the event should it occur.
registers	Formal repositories managed by the Project Manager that require agreement by the Project Board on their format, composition and use. PRINCE2® has three registers: Issue Register, Risk Register and Quality Register.
reject (risk response)	A response to a risk (opportunity) where a conscious and deliberate decision is taken not to exploit or enhance an opportunity, having discerned that it is more economical to do so than to attempt a risk response action. The opportunity should continue to be monitored.
release	The set of products in a handover. The contents of a release are managed, tested and deployed as a single entity. See also 'handover'.
reports	Management products providing a snapshot of the status of certain aspects of the project.
request for change	A proposal for a change to a baseline. It is a type of issue.
residual risk	The risk remaining after the risk response has been applied.







Term	Definition
responsible authority	The person or group commissioning the project (typically corporate or programme management) who has the authority to commit resources and funds on behalf of the commissioning organization.
reviewer	A person or group independent of the producer who assesses whether a product meets its requirements as defined in its Product Description.
risk	An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by a combination of the probability of a perceived threat or opportunity occurring, and the magnitude of its impact on objectives.
risk actionee	A nominated owner of an action to address a risk. Some actions may not be within the remit of the risk owner to control explicitly; in that situation there should be a nominated owner of the action to address the risk. He or she will need to keep the risk owner apprised of the situation.
risk appetite	An organization's unique attitude towards risk taking that in turn dictates the amount of risk that it considers is acceptable.
risk estimation	The estimation of probability and impact of an individual risk, taking into account predetermined standards, target risk levels, interdependencies and other relevant factors.
risk evaluation	The process of understanding the net effect of the identified threats and opportunities on an activity when aggregated together.
risk management	The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses.
Risk Management Strategy	A strategy describing the goals of applying risk management, as well as the procedure that will be adopted, roles and responsibilities, risk tolerances, the timing of risk management interventions, the tools and techniques that will be used, and the reporting requirements.
risk owner	A named individual who is responsible for the management, monitoring and control of all aspects of a particular risk assigned to them, including the implementation of the selected responses to address the threats or to maximize the opportunities.
risk profile	A description of the types of risk that are faced by an organization and its exposure to those risks.
Risk Register	A record of identified risks relating to an initiative, including their status and history.
risk response	Actions that may be taken to bring a situation to a level where exposure to risk is acceptable to the organization. These responses fall into a number of risk response categories.
risk response category	A category of risk response. For threats, the individual risk response category can be avoid, reduce, transfer, accept or share. For opportunities, the individual risk response category can be exploit, enhance, reject or share.
risk tolerance	The threshold levels of risk exposure which, when exceeded, will trigger an Exception Report to bring the situation to the attention of the Project Board. Risk tolerances could include limits on the plan's aggregated risks (e.g. cost of aggregated threats to remain less than 10% of the plan's budget), or limits on any individual threat (e.g. any threat to operational service). Risk tolerance is documented in the Risk Management Strategy.
risk tolerance line	A line drawn on the summary risk profile. Risks that appear above this line cannot be accepted (lived with) without referring them to a higher authority. For a project, the Project Manager would refer these risks to the Project Board.
role description	A description of the set of responsibilities specific to a role.

Term	Definition
schedule	Graphical representation of a plan (for example, a Gantt chart), typically describing a sequence of tasks, together with resource allocations, which collectively deliver the plan. In PRINCE2, project activities should only be documented in the schedules associated with a Project Plan, Stage Plan or Team Plan. Actions that are allocated from day-to-day management may be documented in the relevant project log (i.e. Risk Register, Daily Log, Issue Register, Quality Register) if they do not require significant activity.
scope	For a plan, the sum total of its products and the extent of their requirements. It is described by the product breakdown structure for the plan and associated Product Descriptions.
scope tolerance	The permissible deviation in a plan's scope that is allowed before the deviation needs to be escalated to the next level of management. Scope tolerance is documented in the respective plan in the form of a note or reference to the product breakdown structure for that plan. See 'tolerance'.
Senior Responsible Owner	A UK government term for the individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits. The person should be the owner of the overall business change that is being supported by the project. The Senior Responsible Owner (SRO) should ensure that the change maintains its business focus, that it has clear authority, and that the context, including risks, is actively managed. This individual must be senior and must take personal responsibility for successful delivery of the project. The SRO should be recognized as the owner throughout the organization. The SRO appoints the project's Executive (or in some cases may elect to be the Executive).
Senior Supplier	The Project Board role that provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). The Senior Supplier represents the supplier interests within the project and provides supplier resources.
Senior User	The Project Board role accountable for ensuring that user needs are specified correctly and that the solution meets those needs.
share (risk response)	A risk response to either a threat or an opportunity through the application of a pain/gain formula: both parties share the gain (within pre-agreed limits) if the cost is less than the cost plan; and both share the pain (again within pre-agreed limits) if the cost plan is exceeded.
specialist product	A product whose development is the subject of the plan. The specialist products are specific to an individual project (for example, an advertising campaign, a car park ticketing system, foundations for a building, a new business process etc.) Also known as a deliverable or output.
sponsor	The main driving force behind a programme or project. PRINCE2® does not define a role for the sponsor, but the sponsor is most likely to be the Executive on the Project Board, or the person who has appointed the Executive.
stage	See 'management stage' or 'technical stage'.
Stage Plan	A detailed plan used as the basis for project management control throughout a stage.
stakeholder	Any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk).
start-up	The pre-project activities undertaken by the Executive and the Project Manager to produce the outline Business Case, Project Brief and Initiation Stage Plan.
strategy	An approach or line to take, designed to achieve a long-term aim. Strategies can exist at different levels – at the corporate, programme and project level. At the project level, PRINCE2® defines four strategies: Communication Management Strategy, Configuration Management Strategy, Quality Management Strategy and Risk Management Strategy.

Term	Definition
supplier	The person, group or groups responsible for the supply of the project's specialist products.
tailoring	The appropriate use of PRINCE2® on any given project, ensuring that there is the correct amount of planning, control, governance and use of the processes and themes (whereas the adoption of PRINCE2® across an organization is known as 'embedding').
Team Manager	The person responsible for the production of those products allocated by the Project Manager (as defined in a Work Package) to an appropriate quality, timescale and at a cost acceptable to the Project Board. This role reports to, and takes direction from, the Project Manager. If a Team Manager is not assigned, then the Project Manager undertakes the responsibilities of the Team Manager role.
Team Plan	An optional level of plan used as the basis for team management control when executing Work Packages.
technical stage	A method of grouping work together by the set of techniques used, or the products created. This results in stages covering elements such as design, build and implementation. Such stages are technical stages and are a separate concept from management stages.
theme	An aspect of project management that needs to be continually addressed, and that requires specific treatment for the PRINCE2® processes to be effective.
time tolerance	The permissible deviation in a plan's time that is allowed before the deviation needs to be escalated to the next level of management. Time tolerance is documented in the respective plan. See also 'tolerance'.
time-driven control	A management control that is periodic in nature, to enable the next higher authority to monitor progress – e.g. a control that takes place every two weeks. PRINCE2® offers two key time-driven progress reports: Checkpoint Report and Highlight Report.
tolerance	The permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. There may also be tolerance levels for quality, scope, benefit and risk. Tolerance is applied at project, stage and team levels.
tranche	A programme management term describing a group of projects structured around distinct step changes in capability and benefit delivery.
transfer (risk response)	A response to a threat where a third party takes on responsibility for some of the financial impact of the threat (for example, through insurance or by means of appropriate clauses in a contract).
trigger	An event or decision that triggers a PRINCE2® process.
user acceptance	A specific type of acceptance by the person or group who will use the product once it is handed over into the operational environment.
user	The person or group who will use one or more of the project's products.
variant	A variation on a baselined product. For example, an operations manual may have an English variant and a Spanish variant.
version	A specific baseline of a product. Versions typically use naming conventions that enable the sequence or date of the baseline to be identified. For example, Project Plan version 2 is the baseline after Project Plan version 1.
waterfall method	A development approach that is linear and sequential with distinct goals for each phase of development. Once a phase of development is completed, the development proceeds to the next phase and earlier phases are not revisited (hence the analogy that water flowing down a mountain cannot go back).
Work Package	The set of information relevant to the creation of one or more products. It will contain a description of the work, the Product Description(s), details of any constraints on production, and confirmation of the agreement between the Project Manager and the person or Team Manager who is to implement the Work Package that the work can be done within the constraints.

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