

Contents

List of figures	v	4 Starting up a Project	33
List of tables	vi	4.1 Context	35
Foreword	vii	4.2 Confirm the understanding of the project mandate	36
Acknowledgements	viii	4.3 Appoint the Executive and the Project Manager	36
Conventions used in this manual	x	4.4 Capture previous lessons	37
1 Introduction	1	4.5 Design and appoint the project management team	37
1.1 The purpose of this manual	3	4.6 Prepare the outline Business Case	40
1.2 The structure of this manual	3	4.7 Prepare the Project Brief	42
1.3 How to use this manual	3	4.8 Prepare the Initiation Stage Plan	43
1.4 The importance of project management	4	4.9 Starting up a Project: summary	43
1.5 What makes projects different?	4	5 Authorize initiation	45
1.6 The PRINCE2 approach to project management	4	5.1 Context	47
1.7 Benefits of PRINCE2	5	5.2 Approve the Project Brief	48
1.8 Related OGC guidance	5	5.3 Approve the Initiation Stage Plan	48
2 Overview of PRINCE2	7	5.4 Communication	49
2.1 Key definitions	9	5.5 Suggested Project Board agenda	49
2.2 Structure of PRINCE2	11	5.6 Authorize initiation: summary	50
2.3 The role of senior management in PRINCE2	14	6 Authorize the project	51
2.4 What PRINCE2 does not provide	18	6.1 Context	53
3 Project Board duties and behaviours	19	6.2 Communication	57
3.1 Be accountable for the project	21	6.3 Review the End Stage Report for initiation	57
3.2 Provide unified direction	21	6.4 Approve the Project Initiation Documentation	58
3.3 Delegate effectively	22	6.5 Approve the next Stage Plan	59
3.4 Facilitate cross-functional integration	25	6.6 Suggested Project Board agenda	59
3.5 Commit resources	26	6.7 Authorize the project: summary	60
3.6 Ensure effective decision making	27	7 Authorize a Stage or Exception Plan	61
3.7 Support the Project Manager	29	7.1 Context	63
3.8 Ensure effective communication	30	7.2 Review End Stage Reports	65

7.3	Approve Stage or Exception Plans	66	Appendix A: Product Description outlines	105
7.4	Assess project viability	69	A.1	Benefits Review Plan 108
7.5	Suggested Project Board agenda	69	A.2	Business Case 109
7.6	Authorize a Stage or Exception Plan: summary	70	A.4	Communication Management Strategy 110
8	Give ad hoc direction	71	A.6	Configuration Management Strategy 111
8.1	Context	73	A.8	End Project Report 112
8.2	Respond to requests	74	A.9	End Stage Report 113
8.3	Respond to reports	76	A.10	Exception Report 114
8.4	Respond to external influences	77	A.11	Highlight Report 115
8.5	Focus of individual board members	78	A.13	Issue Report 115
8.6	Communication	78	A.15	Lessons Report 116
8.7	Give ad hoc direction: summary	79	A.16	Plan 117
9	Authorize project closure	81	A.17	Product Description 119
9.1	Context	83	A.19	Project Brief 120
9.2	Confirm handover and acceptance	84	A.20	Project Initiation Documentation 120
9.3	Approve the End Project Report	85	A.21	Project Product Description 122
9.4	Approve the Benefits Review Plan	86	A.22	Quality Management Strategy 123
9.5	Communication	87	A.24	Risk Management Strategy 124
9.6	Suggested Project Board agenda	87	A.26	Work Package 125
9.7	Authorize project closure: summary	87	Appendix B: Governance	127
10	Reviewing benefits	89	Appendix C: Roles and responsibilities	131
10.1	Context	91	C.1	Project Board 133
10.2	Hold benefits reviews	91	C.2	Executive 134
10.3	Close the Business Case	93	C.3	Senior User 134
10.4	Communication	93	C.4	Senior Supplier 135
10.5	Suggested agenda for benefit reviews	93	C.5	Project Manager 135
10.6	Reviewing benefits: summary	94	C.6	Team Manager 136
11	Tailoring PRINCE2	95	C.7	Project Assurance 136
11.1	Introduction	97	C.8	Change Authority 138
11.2	Environmental factors	97	C.9	Project Support 138
11.3	Project-related factors	99	Further information	139
11.4	What does tailoring involve?	100	Glossary	145
11.5	Adapting the themes	100	Index	159