

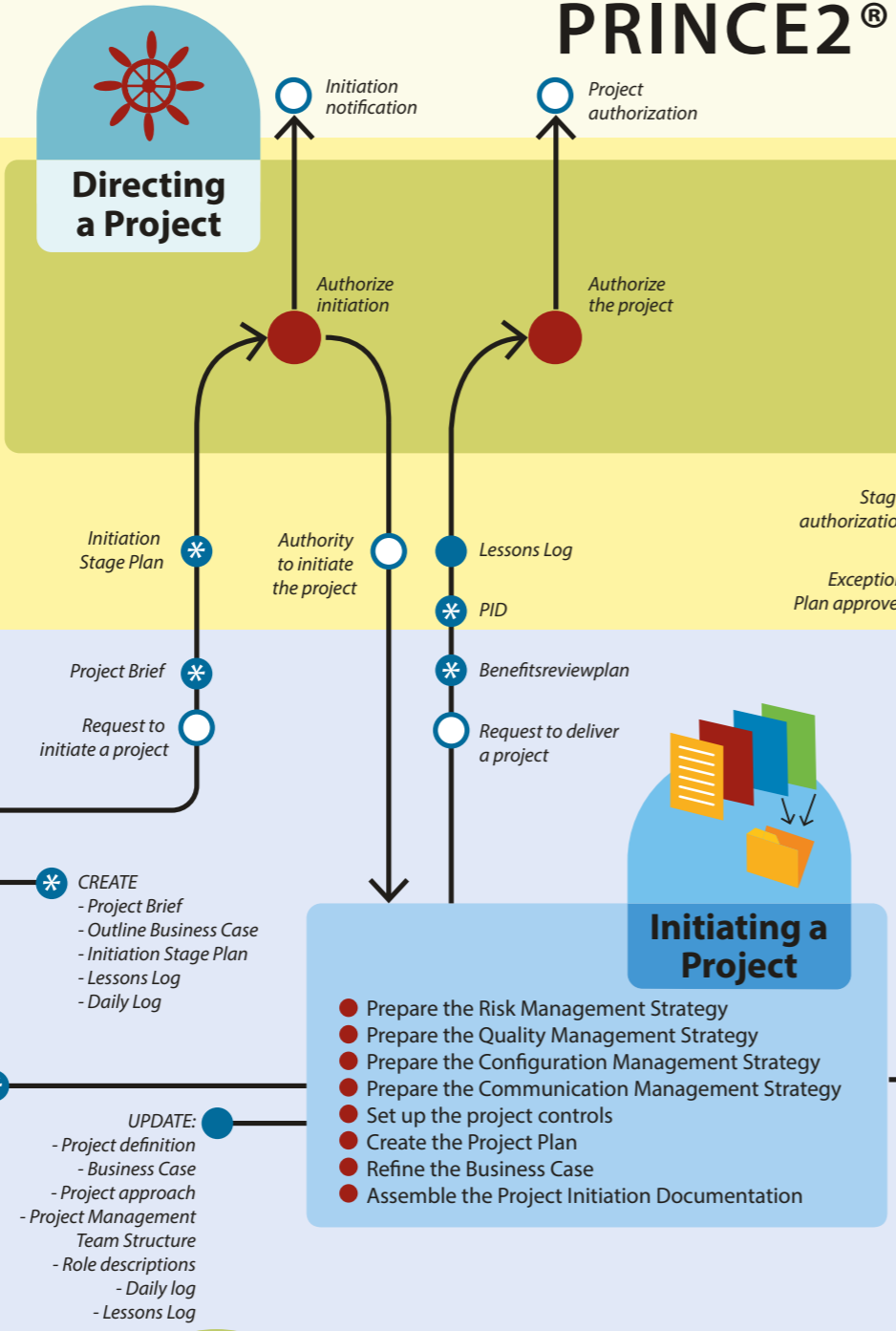
DIRECTION

MANAGEMENT

DELIVERY

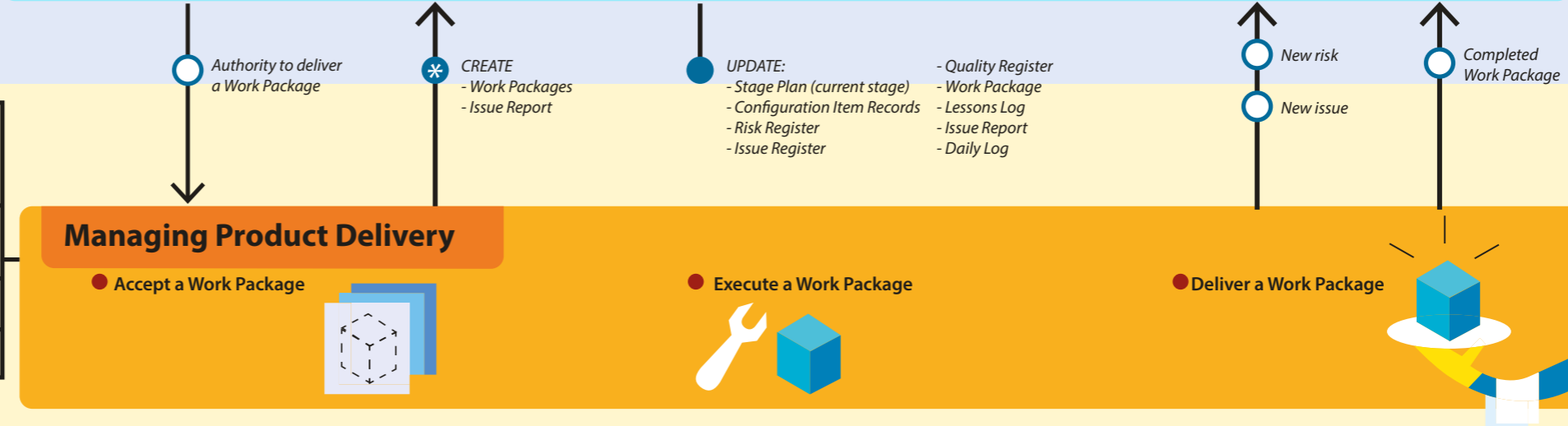
Starting Up a Project

- Appoint the Executive and the Project Manager
- Capture previous lessons
- Prepare the outline Business Case
- Design and appoint the project management team
- Select the project approach and assemble the Project Brief
- Plan the initiation stage



Controlling a Stage

- Authorize Work Packages
- Review Work Package status
- Receive completed Work Packages
- Capture and examine issues and risks
- Review the stage status
- Take corrective action
- Escalate issues and risks
- Report highlights



Legend

- Management products that need to be updated, approved, obtained or submitted
- * Newly created products
- An event or decision triggering another process or to inform corporate or programme management
- An activity

7 Themes

: describe aspects of projectmanagement that must be addressed continually by the Project Manager

BUSINESS CASE

The development path of the Business Case

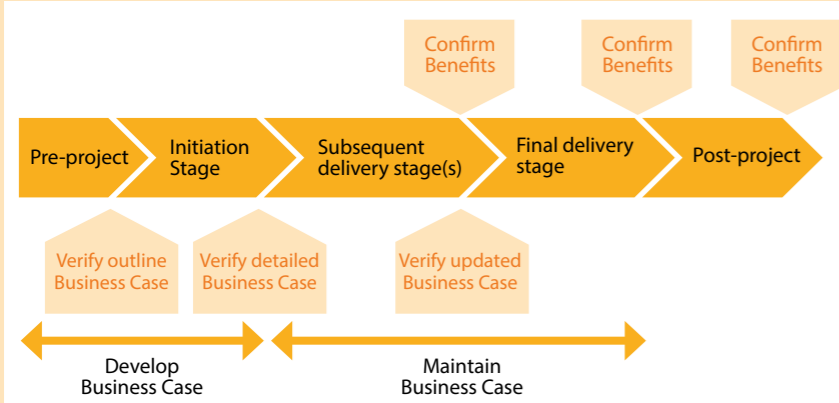


figure 4.2

ORGANIZATION

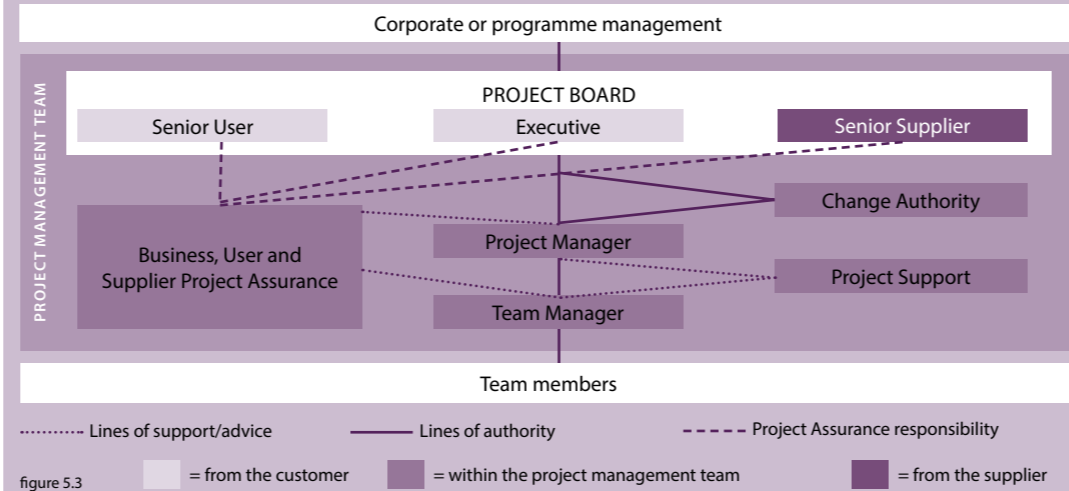


figure 5.3

PLANS

The PRINCE2 approach to plans

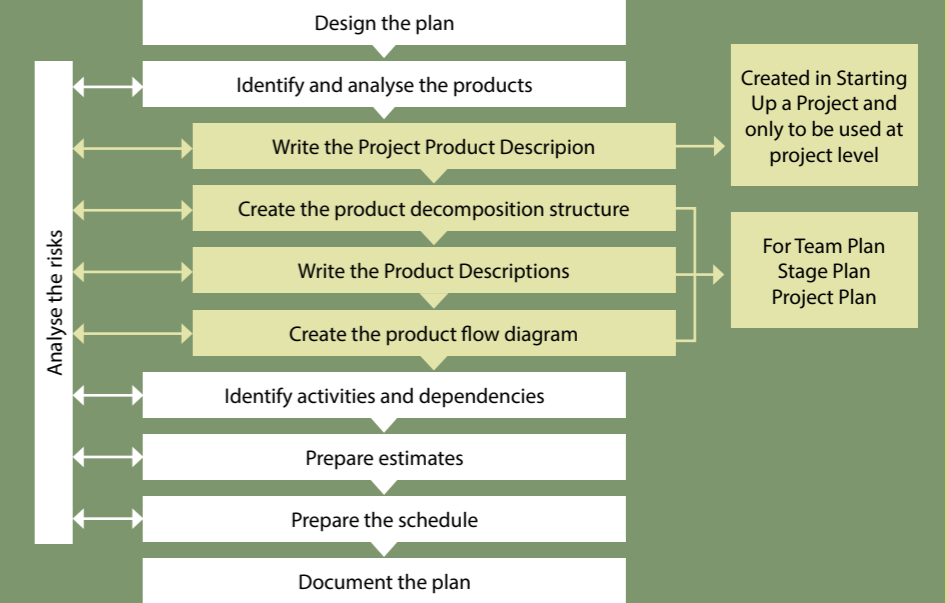


figure 7.2 en figure 7.3

QUALITY

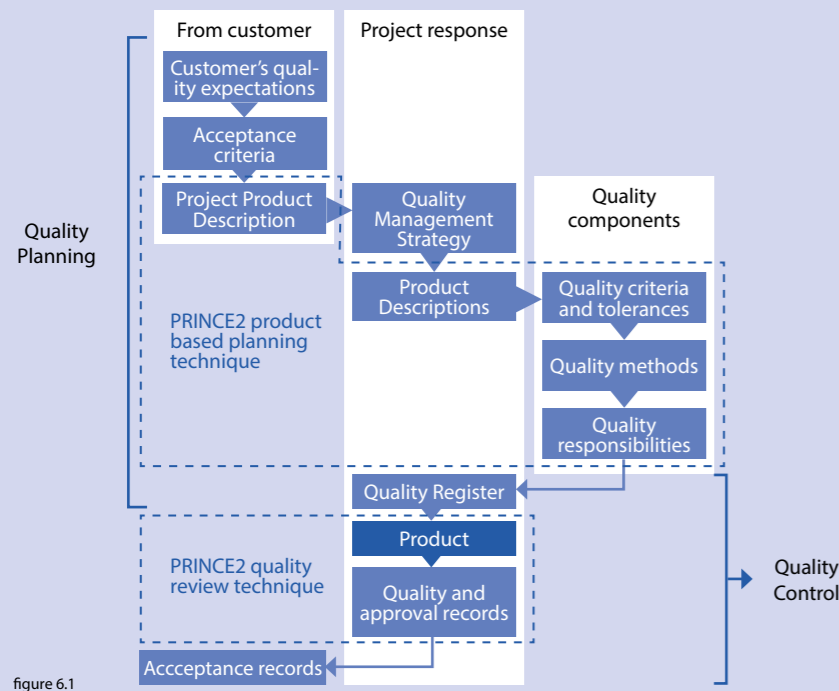


figure 6.1

RISK

Clear and unambiguous expression of a risk

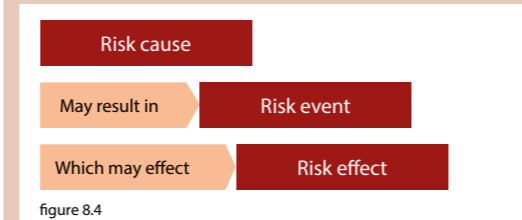


figure 8.4

Risk response categories

Threat responses	Opportunity responses
Avoid	Exploit
Reduce (probability and/or impact) Fallback (reduces impact only) Transfer (reduces impact only, and often only the financial impact)	Enhance
Share	Reject
Accept	

figure 8.4

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The six tolerance areas by level

Tolerances areas	Project level tolerances	Stage level tolerances	Work Package level tolerances	Product level tolerances
TIME +/- amounts of time on target completion dates	Project Plan	Stage Plan	Work Package	NA
COSTS +/- amounts of planned budget	Project Plan	Stage Plan	Work Package	NA
SCOPE Permitted variation of the scope of a project solution, e.g. MoSCoW prioritization of requirements (Must have, Should have, Could have, Won't have for now)	Project Plan (note 1)	Stage Plan (note 1)	Work Package (note 1)	NA
RISK Limit on the aggregated value of threats (e.g. expected monetary value to remain less than 10% of the plan's budget); and limit on any individual threat (e.g. any threat to operational service)	Risk Management Strategy	Stage Plan (note 2)	Work Package (note 2)	NA
QUALITY Defining quality targets in terms of ranges, e.g. a product that weighs 300 g +/- 10 g	Project Product Description	NA (note 3)	NA (note 3)	Product Description
BENEFITS Defining target benefits in terms of ranges, e.g. to achieve minimum cost savings of 5% per branch, with an average of 7% across all branches	Business Case	NA	NA	NA

Note 1 - the scope of a plan is defined by the set of products to be delivered. Scope tolerances (if used) should be in the form of a note on or reference to the product breakdown structure for the plan. Scope tolerance at the stage or Work Package level is of particular use if applying a time-bound iterative development method such as Agile

Note 2 - more specific stage level risk tolerances may be set by the Project Board when authorizing a stage or by the Project Manager when commissioning Work Packages, especially from external suppliers

Note 3 - quality tolerances are not summarily defined at the stage or Work Package level but are defined per Product Description within the scope or the plan

tabel 10.1

CHANGE

The configuration management procedure typically comprises five core activities:

- planning
- identification
- control
- status accounting
- verification and audit

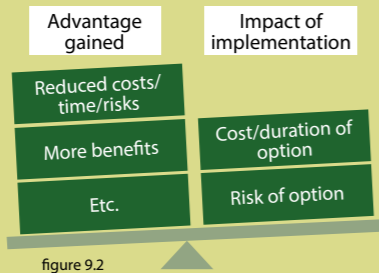


figure 9.2

ISSUE AND CHANGE CONTROL PROCEDURE

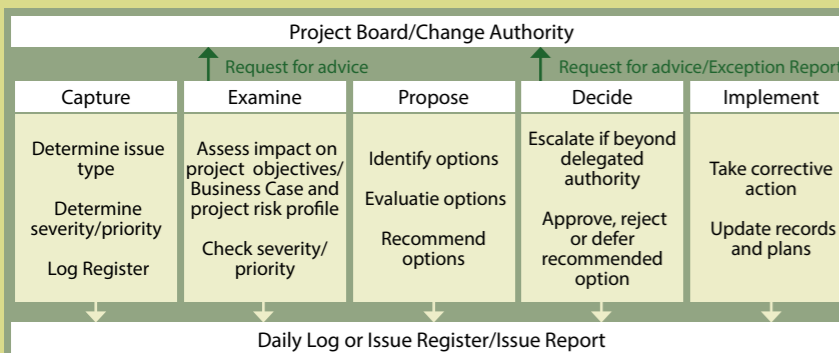


figure 9.1

PROGRESS

DELEGATING TOLERANCE AND REPORTING ACTUAL AND FORECAST PROGRESS

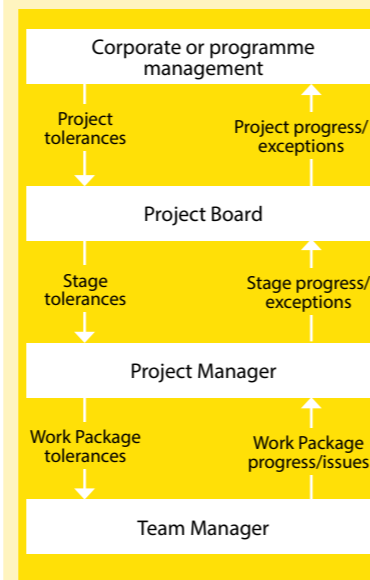


figure 10.1

Specialist work aligned to technical stages

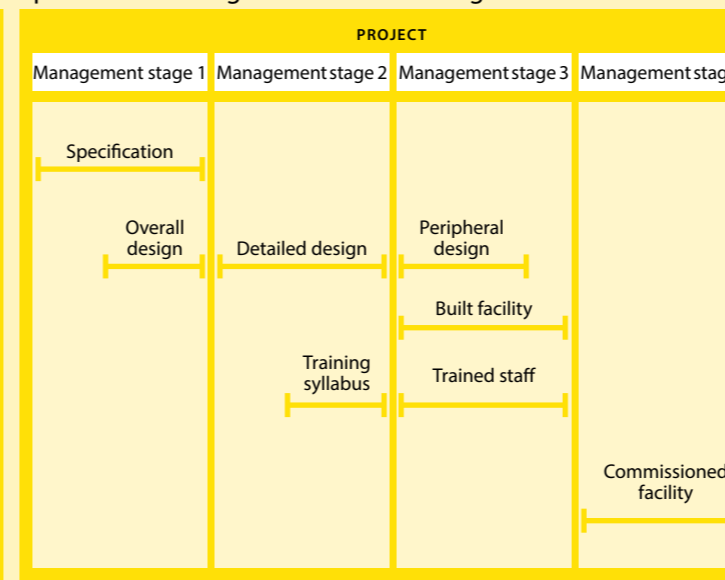


figure 10.4