

## PRINCE2 worldwide

PRINCE2 was launched in 1996 and has since become the most widely used project management method worldwide. Its use extends beyond Governments and institutions as it has been adopted by the private sector.

PRINCE2 has also moved beyond its IT origin and is used for R&D projects, product development projects, marketing projects, business transformation projects and many more.

## PRINCE2 in your environment

Companies are aware of the benefits that a structured approach to projects can bring and the widespread use of PRINCE2 shows the growing interest for a structured project management approach.

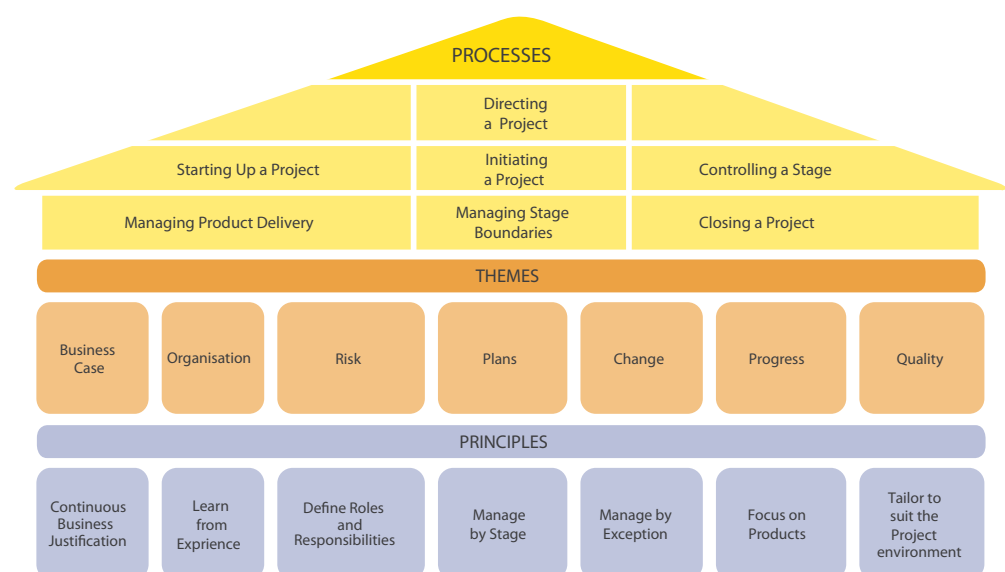
PRINCE2 is a flexible project management method and can be easily tailored to all varieties of projects and organisations.

PRINCE2 is a public domain methodology which means organizations do not have to pay a license fee to use PRINCE2.

## PRINCE2 - Projects IN Controlled Environment project management best practice

PRINCE2 is a structured method for the effective and efficient management of projects. It is a generic, best-practice approach for the management of all types of projects and it has become the de facto standard for organising, managing and controlling projects globally.

The latest version of the PRINCE method is PRINCE2, which was driven by user based improvements, project management specialists, and a review panel of 150 public and private sector organisations.



The 2009 version represents an evolution of the previous manuals. The basic method remains, but by building on feedback from users, this new manual aims to be more accessible and easier to tailor.

### PRINCE2 Main key facts:

More than 450.000 certified managers

Used in more than 150 countries around the world

20,000 organizations already benefiting from its pioneering and trusted approach

The number of people taking PRINCE2 qualifications increases by around 20% year on year

Used by leading public and private organisations globally



## Principles

PRINCE2 can be applied regardless of project scale, type and organisation, because it is principle-based. Principles are:

- **Continued Business Justification**  
Some projects proceed without alignment to the business objectives. A project should represent value for money and should have a continued strategic justification, a reason to start, a reason that should remain valid throughout the project and that should be documented and approved.
- **Learn from Experience**  
Projects are Unique by nature, this characteristic allows for best practices to be implemented and continuously improved. PRINCE2 promotes this through the Learn from Experience principle by which PMs are encouraged to record any lessons which they learn during the project as well as reviewing past projects for hints and tips which might be helpful. The lessons should be identified and provoke change (applied).
- **Defined Roles and Responsibilities**  
Projects fail because people don't know what is expected of them. A project should clearly define the roles and responsibilities of the people involved, focusing on the representation of the three primary stakeholders, Business sponsors, Users, Suppliers.
- **Manage by Stage**  
Projects fail because of bad planning, monitoring and controlling. A project divided into a number of management stages (shorter or longer according to the extent of senior management control over projects) provides senior management with control points at major intervals.
- **Manage by Exception**  
Senior managers' time burden could slow a project development. A project with defined tolerances (time, cost, quality, scope, risk, benefit) enables to define an appropriate governance with distinct responsibilities for Directing, managing and delivering.
- **Focus on Products**  
Projects are exposed to several major risks such as acceptance disputes, rework, uncontrolled changes. An output-oriented project focuses on the definition and delivery of products and their quality requirements and as a reduced scope creep risk.
- **Tailor to suit the project Environment**  
Projects fail because methods are followed without questions or not followed at all. A standard method should be tailored to the specific needs of each project's environment, project's scale and complexity.

## Themes

The PRINCE2 Themes describe aspects of project management that must be addressed continually and in parallel throughout the project. Themes are:

- **Business Case**  
Why should we start/continue/close a project?  
Before and during a project it is important to judge whether the investment in the project is still worthwhile.
- **Organization**  
Who is accountable and responsible for the project?  
A defined organisational structure with roles and responsibilities enable effective project governance and decision making.
- **Quality**  
What is the product to deliver?  
An explicit common understanding of what the project will deliver and how its fitness for purpose will be assessed (quality criteria) ensures that final products meet business expectation.
- **Plans**  
How and When should I deliver what is required?  
A plan developed (and maintained) provides all personnel involved with information on how, when and by whom a specific product is to be delivered.
- **Risk**  
What should I do if?  
A systemic identification, assessment and control of risks improves the management of uncertainties and allows for a more effective decision making.
- **Change**  
What would be the impact of this issue?  
A systemic approach to the identification, assessment and control of any potential and approved change ensures that every action is agreed by the relevant authority before that it takes place.
- **Progress**  
Are we in line with the plan? if so what next?  
The monitoring and controlling of progress against plans and agreed tolerances, ensure that an effective decision making process for approving plans, the monitoring of actual performance and the escalation process for any deviations from plans.

## Processes

The PRINCE2 processes provide the set of activities required to direct, manage and deliver a project successfully. Processes are:

- **Starting up a project**

Is the project worthwhile ?  
The main aim of this process is to ensure that there is a clear business justification for the project, the scope of the project is confirmed and that a valid project approach has been selected.
- **Directing a Project**

Is the Project Board directing and controlling ?  
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.
- **Initiating a Project**

Is there a common understanding of what needs to be done ?  
This process lays down the foundations of the project, clarifying what the project is intended to achieve, why this project has been authorised, how the final outcome will be achieved and who is responsible for what.
- **Controlling a Stage**

What are the the basic day-to-day activities of a project manager ?  
With this process the project manager assigns and monitors the work to be done, reports progress to the project Board and escalates issues and risks.
- **Managing Product Delivery**

What are the the basic day-to-day activities of a team manager ?  
With this process the team manager coordinates the work needed for the delivery of one or more products. The project manager will be able to place formal requirements on accepting, executing and delivering project work.
- **Managing a Stage Boundary**

How is the Board kept informed of progresses ?  
This process guarantees that the project manager provides the project board with all the information needed to assess the continued viability of the project and that authorisation to the next stage is be given.
- **Closing a Project**

Is there a clear end to the Project ?  
The Project Board has the authority to confirm if a project product is accepted (or if a premature closure is needed under some circumstances).

## Why should I adopt PRINCE2

PRINCE2 embodies established and proven best practices and governance for project management. It can be applied to any type of project - and can easily be implemented alongside specialist, industry-specific models ('engineering models' or 'development lifecycles').

## PRINCE2 Benefits

An organised and controlled start, making sure there is a valid reason for the project and that all people and resources have been organized and are ready for the project.

An organised and controlled middle, once the project has been organized and has started, making sure its validity is maintained and the work carried out is controlled throughout the project life.

An organised and controlled end. A controlled end is always better than the natural tendency to drift into the operational life of a project's product, hence we need to make sure the project deliverable is accepted by our client before officially closing the project.

Regular reviews of progress against plan and against the Business Case.

Flexible decision points.

Controlled management of deviations from the project plans thanks to the Management By Exception principle.

The involvement of management and stakeholders at the right time and place during the project.

Good communication amongst the project management team, the stakeholders, and the rest of the organization.

# PRINCE2 Certification

## PRINCE2 QUALIFICATION SCHEME

If you want to become a Registered Practitioner, you **MUST** sit the Foundation Examination and then the Practitioner Examination, in that order.

You can sit both exams in the same week or even day, or you can split them and sit them months (or even years!) apart.

**Foundation**



**Practitioner**

### PRINCE2 Foundation

The PRINCE2® Foundation Course covers the whole of the syllabus of PRINCE2 Foundation level and prepares participants for the PRINCE2 Foundation examination.

The Foundation is the first of the two PRINCE2 Examinations you are required to pass to become a PRINCE2 Practitioner. This level is aiming to measure whether a candidate would be able to act as an informed member of a project management team using the PRINCE2 method within a project environment supporting PRINCE2

### PRINCE2 Practitioner

The PRINCE2® Practitioner Course provides an opportunity to apply the concepts of the PRINCE2 methodology to a scenario and prepares participants for the PRINCE2 Practitioner examination.

The Practitioner level is aiming to measure whether a candidate could apply PRINCE2 to the running and managing of a non-complex project within an environment supporting PRINCE2.

### Acknowledgements

PRINCE2® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries. The Swirl logo™ is a Trade Mark of the Office of Government Commerce.

This paper includes extracts from TSO's 'Managing Successful Projects with PRINCE2™'

For Further Information:

[www.ogc.gov.uk](http://www.ogc.gov.uk)

[www.prince2.org.uk](http://www.prince2.org.uk)

[www.prince-officialsite.com](http://www.prince-officialsite.com)

If you have any inquiries about

PRINCE2 please contact us

W. [www.qrpinternational.com](http://www.qrpinternational.com)

E. [info@qrpinternational.com](mailto:info@qrpinternational.com)