PRINCE2® 2017 Foundation e-Book

This e-Book has been adapted/recreated from original textual information from the **Introduction**, **Project Management with PRINCE2®**, **Principles**, **Themes** and **Process** chapters within Managing Successful Projects with PRINCE2®: 2017 Edition. In this e-Book you will find out about what we mean when we say that a project is PRINCE2® and what type of things you will be studying when you sit a PRINCE2® course. We will tell you all about the benefits of the world's most popular approach to project management, who the Foundation course would suit and what sort of content is covered.

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Contents

PRINCE2® (PRojects in a Controlled Environment) methodology is a structured project management approach that can be applied regardless of project scale, type, organisation, geography or culture. PRINCE2® defines a **project** as being…

"A temporary organisation that's created for the purpose of delivering one or more business products according to an agreed Business Case".

Change - Projects are the means by which we introduce change.

Temporary - As the definition of a project states, projects are temporary in nature. Once the desired change has been implemented, business as usual resumes (in its new form) and the need for the project is removed. Projects should have a defined start and a defined end.

Cross-functional - A project involves a team of people with different skills working together (on a temporary basis) to introduce a change that will impact others outside the team. Projects often cross the normal functional divisions within an organisation and sometimes span entirely different organisations. This frequently causes stresses and strains both within organisations and between them, for example, customers and suppliers. Each has a different perspective and motivation for getting involved in the change.

Unique Every project is unique. An organisation may undertake many similar projects and establish a familiar, proven pattern of project activity, but each one will be unique in some way: a different team, a different customer, a different location, a different time. All these factors combine to make every project unique.

Uncertainty The characteristics already listed will introduce threats and opportunities over and above those we typically encounter when it's business as usual. **Projects are more risky.**

For a project to be PRINCE2® it 'must' apply all 7 principles throughout the project. PRINCE2® also prescribes an integrated framework of processes and themes which address the planning, delegation, monitoring and control of the six variables involved in any project.

The six variables to be controlled:

PRINCE2® recognises that there are 6 aspects of project performance:
   I. Costs
   II. Timescales
   III. Quality
   IV. Scope
   V. Benefits
   VI. Risk

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Everyone needing a controlled approach to managing projects would benefit from PRINCE2®.

It is suitable for project managers, team managers, project support and assurance staff...in fact managers from any discipline. It is particularly aimed at people who are responsible for managing projects but also for those who need an understanding of how projects are run and the terminology used, such as key stakeholders and project board members.

Features and benefits of PRINCE2®

I.   Ensures that project management is focused on the continuing viability of the project in relation to its Business Case.

II.   Involves senior management in the project at the right time and in the right place.

III.   Focuses on Products, which provides clarity for all parties involved on what the project must deliver, why, when by whom and for whom.

IV.   Facilitates controls at all levels.

V.   Makes the project's progress more visible to senior management.

VI.   Provides a communication medium for all project staff.

VII.   Ensures that work progresses in the correct sequence.

VIII.   Allows the project to be stopped and, if required, re-started completely under management control, at any time in the project's life.

IX.   Has a well established 'Membership Group' dedicated to the support, promotion and strengthening of the method.

PRINCE2® Practical, flexible, scalable: **PRINCE2 2017** update

You are probably aware that AXELOS, the owners of PRINCE2®, have recently implemented an updated version of the approach, the first since 2009. So, what's changed? The core of PRINCE2® Foundation with its tried and tested approach is as strong today as it ever was. The changes are an 'evolution' to what is a very successful approach to managing projects. Essentially the new updated version of PRINCE2® can be described as *'The same but better.'*

What's changed?

Tailoring is one of the main changes and now appears as a constant throughout the guidance and course. It was previously a separate chapter at the very end of the 2009 manual (chapter 19). It is now introduced in chapter 4 and is a constant throughout the manual:

Tailoring and Adopting PRINCE2® (Chapter 4)

I.   Tailoring PRINCE2® – General considerations.

II. Adopting PRINCE2®.

III. Tailoring PRINCE2® to suit different projects.

IV. Adopting PRINCE2® in an organisational environment.

Some other changes

2. **Change Theme** - Configuration management – now just minor references to asset or product control and managing product baselines.

3. **Progress Theme** - Management stages and planning horizons moved from Progress to Plans theme.

4. **Risk Theme** -Aligned to M_o_R® – project size, scale, complexity.

5. **Delivery approach/commercial** - Removed "Reject" – now "Accept"; "Fallback" – now "Prepare contingent plans."

6. **Name changes** - 2009: "Strategy" renamed - now called "Approach" Quality; Risk; Communication; Benefits (plus a Change Control approach).

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Changes to the Foundation exam

Topics - that do not relate to the core of PRINCE2® such as 'Configuration Management' procedures have been removed.

Emphasis - changed to focus more on the principles and emphasis also gives more equal weighting to all of the themes and processes.

The questions - reduced in number from 75 to 60 questions in 60 minutes with a slightly increased pass mark of 55%. The number of 'negative and list questions' have also been reduced.

Course Approach

The public course is offered as a 3-day Foundation and is a mixture of input and practical sessions by an approved trainer that has practical experience of project management. Delegates who wish to sit the Practitioner course can also sit this as a 2 day course in the same week. The course can also be sat as an e-Learning option or using SPOCE's new and highly flexible ONLIVE virtual classroom option featuring live trainers. (See back for details).

Pre-course materials are included, such as SPOCE's highly acclaimed online event preparation and the pre-course workbook. Delegates should spend approximately 10 hours studying this pre-course material in order to be well prepared for the course. Delegates can reduce this time to just 2 hours by taking the ONLIVE pre- course study option.

The key objectives of the PRINCE2® 2017Foundation course are:

- Understand the PRINCE2® method at Foundation level.

- Understand the integrated elements of PRINCE2® (principles, processes, themes and tailoring to project environment).

- Appreciate the benefits and principles underlying a structured approach to project management.

- Operate effectively with colleagues and managers within a structured project management environment.

- Prepare for and sit the PRINCE2® Foundation exam.

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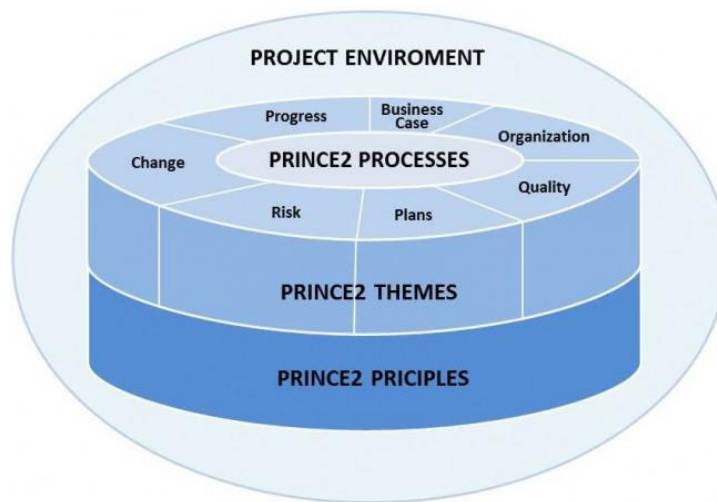
The principles are a constant guidance throughout the project. If a project does not respect all 7 of these 'principles' then it is not PRINCE2®.

Continued business justification
It is a PRINCE2® requirement that the justification for a project is documented in a Business Case. If that justification is no longer valid then the project should be stopped.

Learn from experience
Lessons are sought from previous or similar projects, both internal to the organisation 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. For example, a Project Manager can not only cover this role, but that of 'Project Support.' 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 sequential sections, called management stages, each forming a distinct unit for management purposes. Like the project, a stage is driven by a series of processes, has a defined set of products and activities, a finite lifecycle, control elements, and an organisation structure.

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.

Focus on products
PRINCE2® focuses on the definition and delivery of products, in particular, their quality requirements, and recognises that successful projects are output-orientated and not activity- orientated. An output-orientated project agrees and defines the project's product *before* identifying and undertaking the activities to produce it.

Tailor to suit the project environment
PRINCE2® is designed to be tailored to suit the project's environment, size, complexity, importance, capability and risk. For each organisation and each project, the Project Manager and Project Board make a decision on how and how much the method will be applied.

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:

Business Case	Why?	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. The business case document is mandatory.
Organisation	Who?	Describes the roles and responsibilities that are required to manage a project effectively. These roles are separate from day-to-day line management. Roles can be shared and combined, within constraints, to suit the needs of each project, but all responsibilities must be fulfilled.
Quality	What?	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 Manager ensures quality is planned, controlled and delivered to required standards and to the customer's expectations.
Plans	How? How Much? When?	Describes the steps required to develop credible plans and how the PRINCE2® approach of product-based planning should be applied. Plans are the focus of communication and control as the project proceeds. It ascertains whether the performance targets of time, cost, quality, scope, benefits and risk are achievable.
Risk	What if?	Addresses how project management identifies, assesses and manages the uncertainties in its plans and in the wider project environment.
Change	What's the impact?	Describes how project management assesses the potential impact of issues and changes on any of the project's performance targets and tolerances of Time, Cost, Quality, Scope, Risk and Benefits. Issues can be problems/concerns, requests for change or off-specifications, raised by anyone with an interest in the project.
Progress	Where are we now? Where are we going?	Explains the decision-making process for approving plans, the monitoring of actual performance against the plan, 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 or not.

PRINCE2® uses a 'process-based' approach to project management. There are seven processes in PRINCE2® which provide the set of activities, management products and responsibilities required to direct, manage and deliver a project successfully through its lifecycle.

(SU) Starting up a project - Establishes the project's 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.

(DP) Directing a project - 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 for each management stage

Initiating a Project (IP) - This process plans the entire project at high-level, establishes the project management approaches for risk, quality, communication and change control, as well as project controls. It develops a robust and detailed business case and a means of reviewing benefits realisation. The process assembles all the project information into the project initiation documentation (PID).

Managing a Stage Boundary (SB)
During the initiation stage and at the end of each subsequent management stage (except the final one), this process is used to plan the next management stage in detail. It reports on the achievements of the current management stage and the impact on the overall project plan and business case.

"A process is a structured set of activities designed to accomplish a specific objective. It takes one or more defined inputs and turns them into defined outputs."
AXELOS PRINCE2® manual

Controlling a Stage (CS) - This is the day-to-day project management process for each management stage, after initiation. It covers: authorising work to create or change products, collecting and reflecting "actuals" to assess *actual* progress against the plan/tolerances and the reporting of progress to the Project Board.

(MP) Managing product delivery - 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; regular progress (via checkpoint reports) is provided to the Project Manager and the quality methods defined in each specialist product's 'product description' are implemented in order that the products are adequately built, quality checked/tested/reviewed and subsequently approved.

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Closing a Project (CP) - This includes the activities for closing the project in an orderly way. Acceptance for the project product is confirmed and the projects products are handed over to the customer/user. Any activities required to review benefits that have not yet been realised are documented in the benefits management approach, ready for post-project benefit reviews. The end project report is prepared to include a review of the business case, the projects objectives and team performance against the original version of the PID. A summary of any follow-on action recommendations is created, and lessons are created to be passed on for future reference.

"Certifying in PRINCE2® has formalised what I need to do as a project manager. The PRINCE2® Foundation and Practitioner courses I did consecutively are helping me in a number of ways: how to start a project, staging my approach and managing stakeholders, to name a few. It has also made me realise how important project management is to organisations."

Hannah Mason, Project Manager Octopus Group.

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If you are considering your options after PRINCE2® Foundation then congratulations on passing your exam! This qualification is yours for life. But what are the next steps in your Project Management training? Here are some suggestions on what your next steps can be:

PRINCE2® Practitioner

Now you know the terminology, you know the basis of the guidance and understand each of the Principles, Themes and Processes and apply the tailoring to your projects. Now it's time to apply them! This is where PRINCE2® Practitioner comes in! The purpose of the Practitioner certification is to confirm whether you understand PRINCE2 well enough to be able to apply and tailor the methodology in a scenario situation. This course can event be booked at the same time as your Foundation exam and taken in the same week. From not qualified to PRINCE2 practitioner in just 5 days!

PRINCE2 Agile®

PRINCE2 Agile® is the world's most complete project management solution, combining the flexibility and responsiveness of Agile with the clearly defined framework of PRINCE2®. PRINCE2 Agile® is an extension module tailored for forward-thinking organisations and individuals already benefiting from PRINCE2® that would like further guidance on how to apply Agile development methods to the world's most recognised project management method.

PRINCE2 Agile® is supported by an exam qualification and accredited training to support its use. As with PRINCE2®, PRINCE2 Agile® can be applied to any type of project within any industry sector, but with the emphasis on an Agile approach.

This guidance and training helps experienced PRINCE2® practitioners tailor project management controls for Agile development, while helping 'agilistas' understand PRINCE2®project governance requirements.

Classroom courses

Our classroom courses are a supportive and collaborative experience where you will get to learn in a group, sharing your experience with other professionals and applying the method we are teaching to your working life. The majority of SPOCE's classroom training consists of pre-course materials that provide attendees the opportunity to prepare for the course. During the course, the combination of trainer presentations, individual and group tasks, and workshopped flip chart diagrams help delegates to understand and learn the subject.

e-Learning

Do you like the flexibility of being able to choose when and where you study, are fairly confident learning with technology but don't want to lose on quality in your course material? Here at SPOCE we have developed our own brand of award winning e-Learning courses to support your self-study , accessible worldwide from our Learning Management System. Now you can even take your exams online too!

Onsite client events

If you are part of an organisation looking for a more be-spoke package for your employees then SPOCE has the expertise to customise your learning and deliver an experience tailored to your needs. We also provide on-site training at your own location anywhere in the world.

Welcome to ONLIVE virtual training!

ONLIVE virtual classroom from SPOCE gives you and your organisation the best of both worlds when it comes to training. It is an online learning platform with a very big difference. SPOCE ONLIVE training is presented 'live' by our expert team of trainers and gives you the ability to interact with the trainer and the rest of their virtual class throughout the sessions. When you book virtual classroom training with SPOCE, you will also be able to choose a schedule that is suitable to you and not the other way around. You will not find this option with any other training provider!

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