



PRINCE2[®]

7th Edition

Masterclass

Handbook



Handbook 4

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Module 4

Lesson 1

The PRINCE2 Journey

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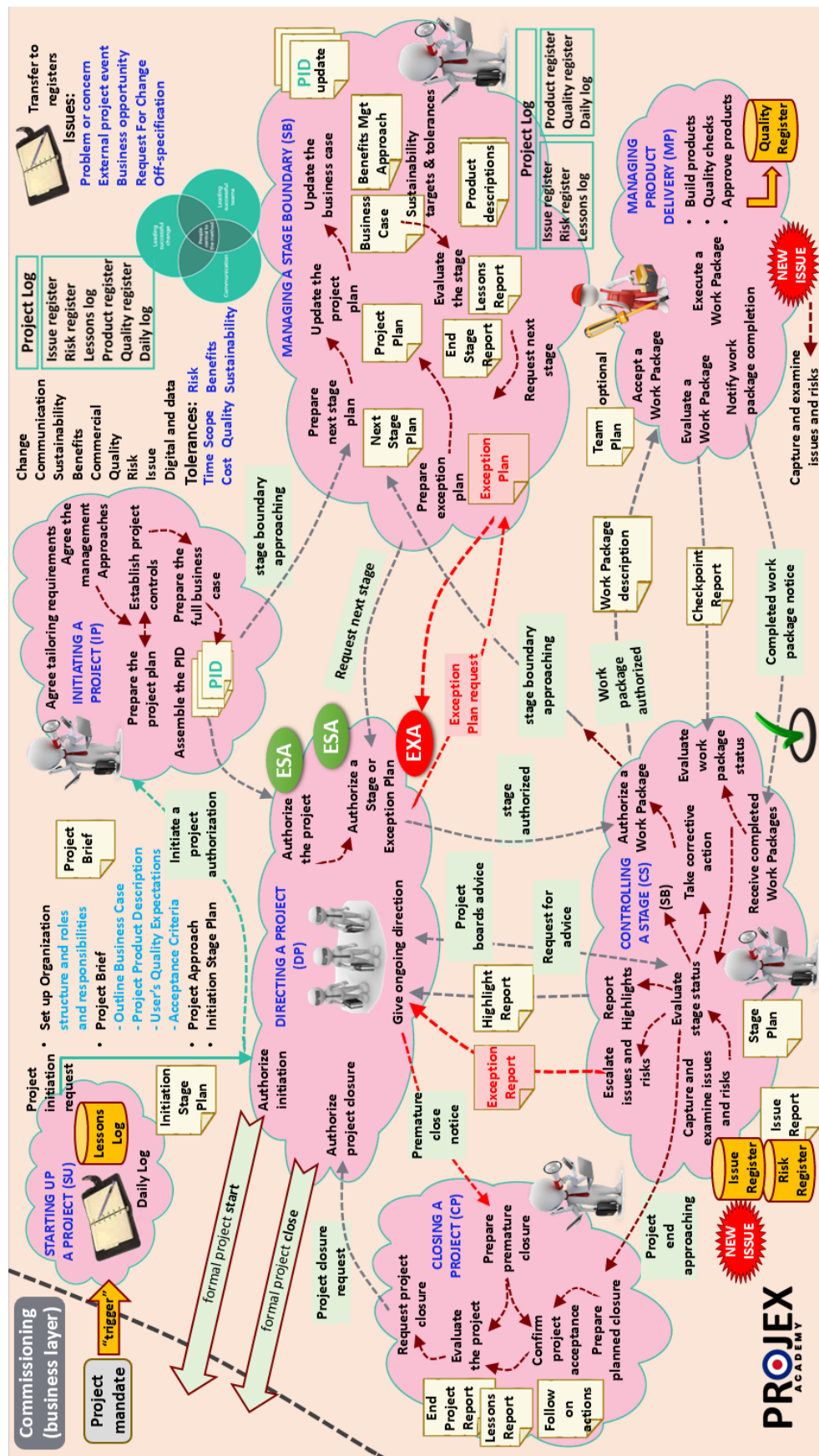
Module 4 Syllabus

- The PRINCE2 Journey
- Starting up a project context
- Starting up a project inputs-outputs
- The project mandate
- The project log
- Appoint the executive and project manager
- Assess previous lessons
- Appoint the project management team
- Prepare the outline business case



- Select the project approach
- Assemble the project brief
- Plan the initiation stage
- The project brief contents
- The project product description
- The initiation stage plan
- Project initiation trigger
- Tailoring and appointing roles in SU
- Application of practices to SU

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SU Exam Learning Outcomes

FOUNDATION: Explain the purpose, objectives and context of the Starting up a project process

PRACTITIONER: Understand how to apply (and tailor) relevant aspects of PRINCE2 processes in context

PRACTITIONER: Starting up a project. Carry out the process, and demonstrate an understanding of:

- a) The activities, inputs and outputs
- b) The recommended roles and responsibilities within the RACI table
- c) How the practices are applied

tailoring to the project's environment/context

the **PRINCE2** practices

Analyse whether the SU process activities, roles and responsibilities are effective and fit for purpose, considering:

the process purpose and objectives



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The PRINCE2 Journey - 1

Pre-project

Before a project begins, someone has an idea or a need. The trigger for the project (which may come in a wide range of ways) in **PRINCE2** is called a **project mandate**

The business provides the **project mandate** (the organization commissioning the project) and can vary from verbal instruction to a well-defined and justified project definition

Commissioning (business layer)

Project Mandate

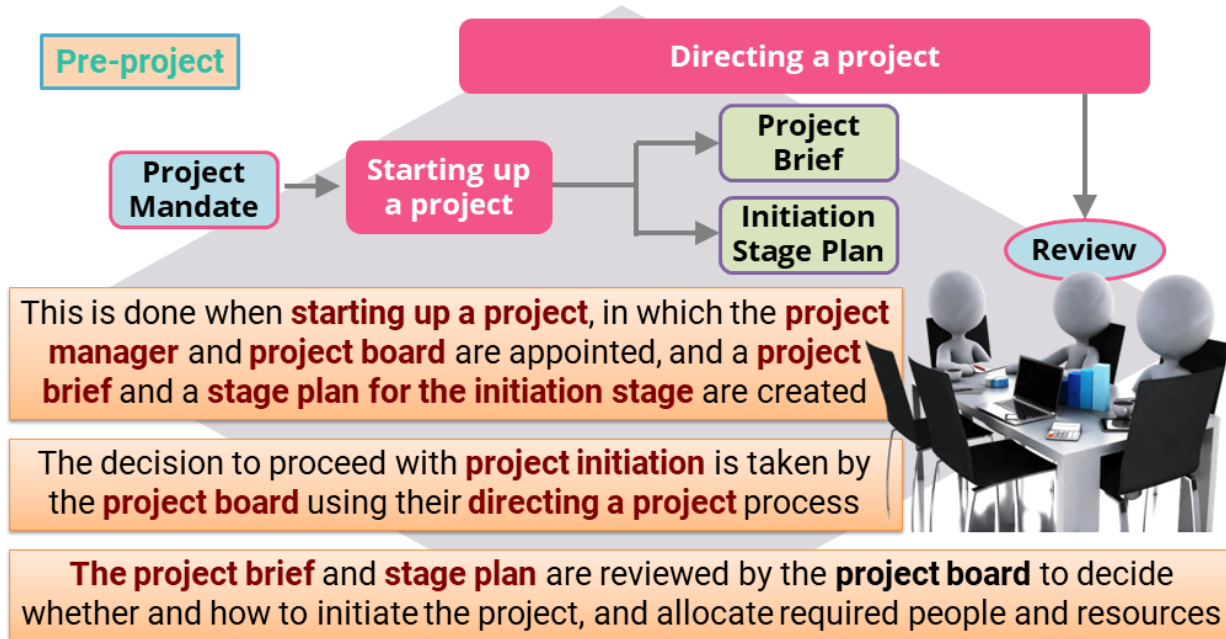
Starting up a project (SU)

Before formally starting a project, assessing and confirming that it is **worthwhile and viable** is essential

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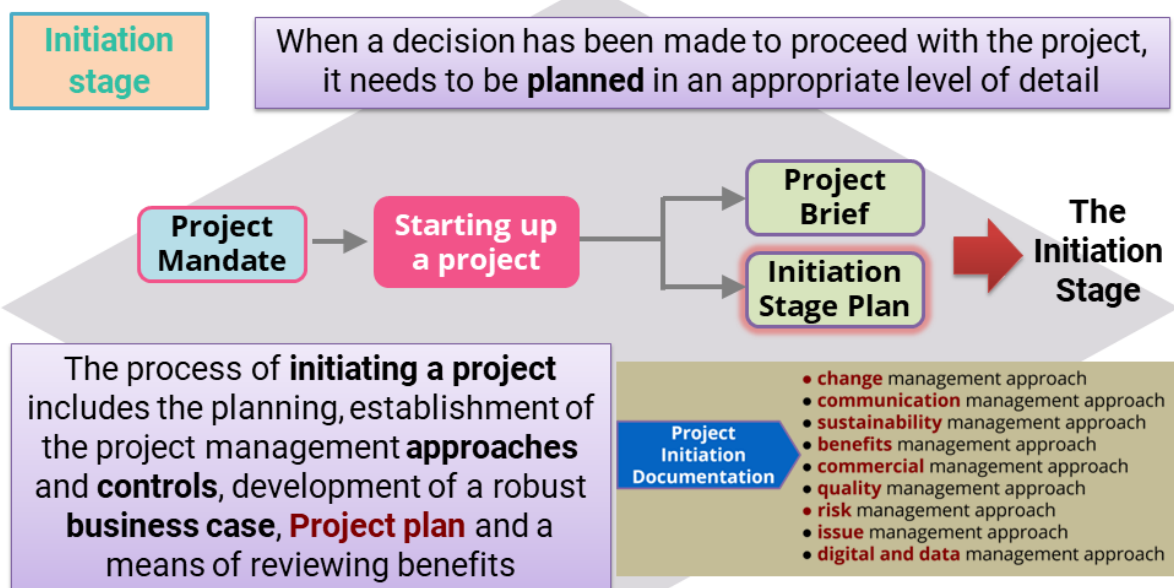
The PRINCE2 Journey - 2



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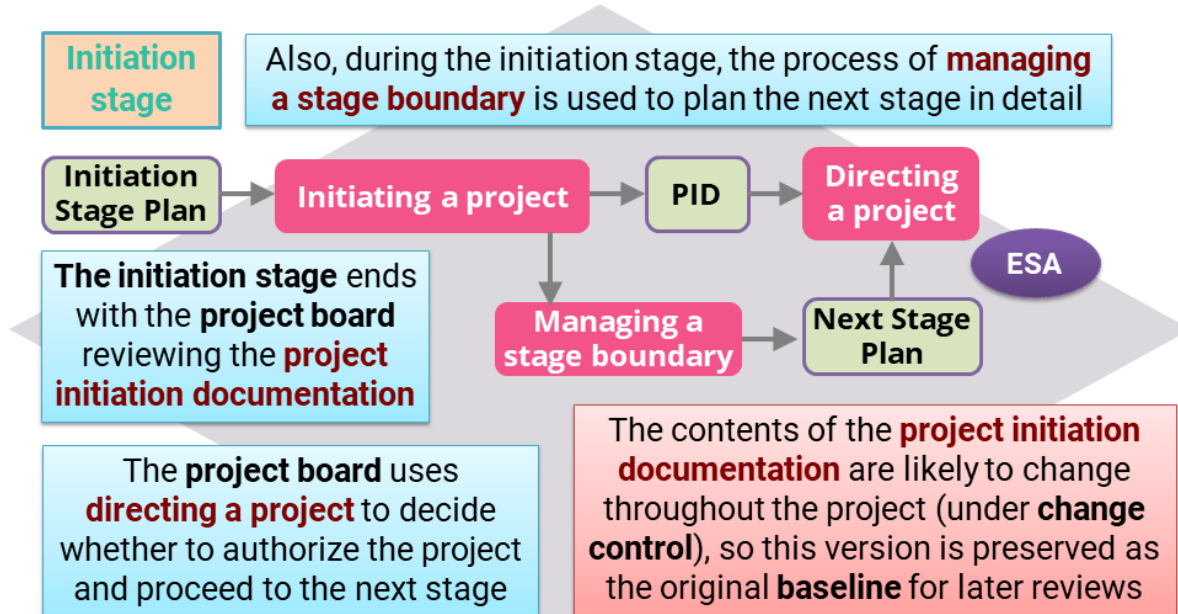
The PRINCE2 Journey - 3



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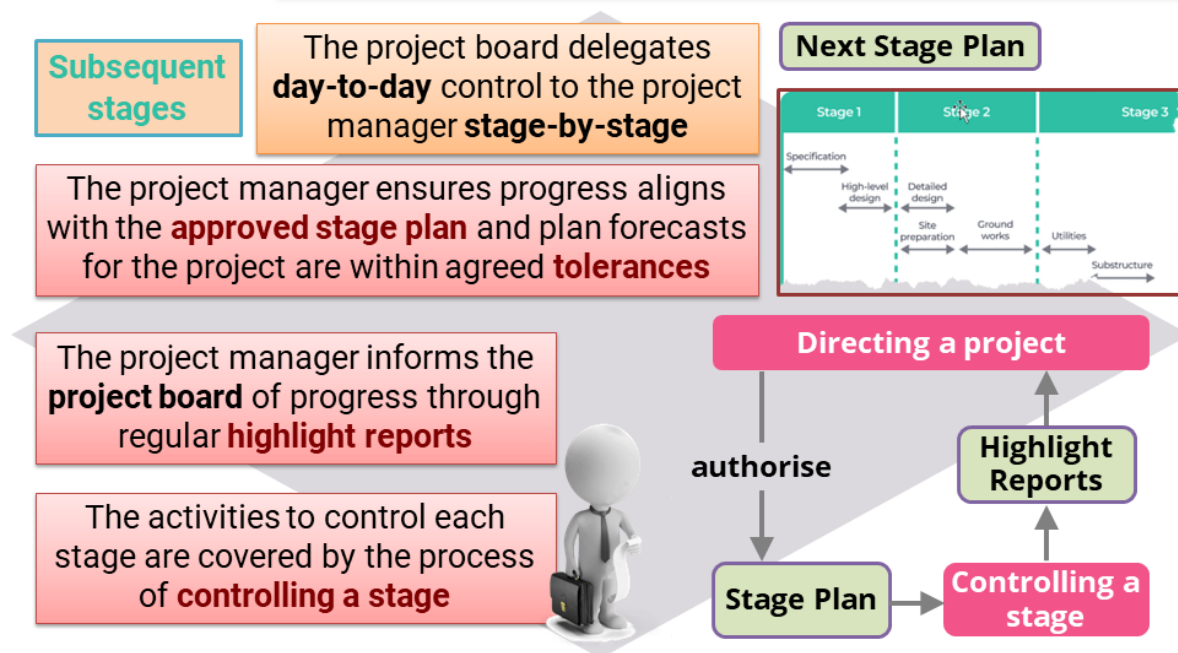
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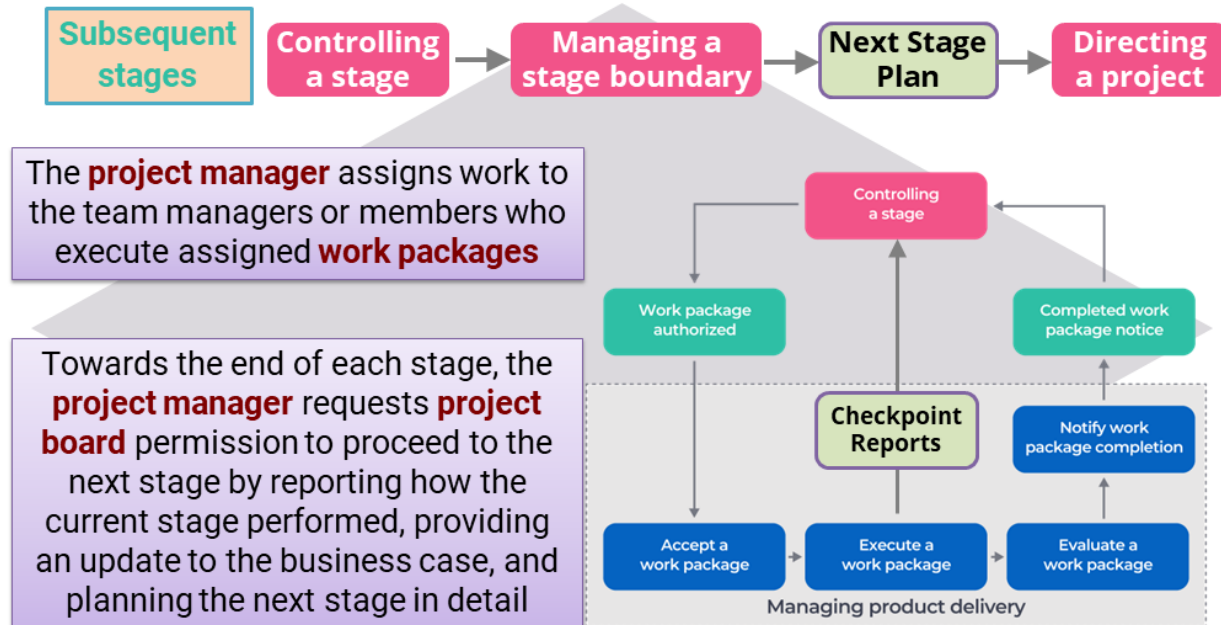
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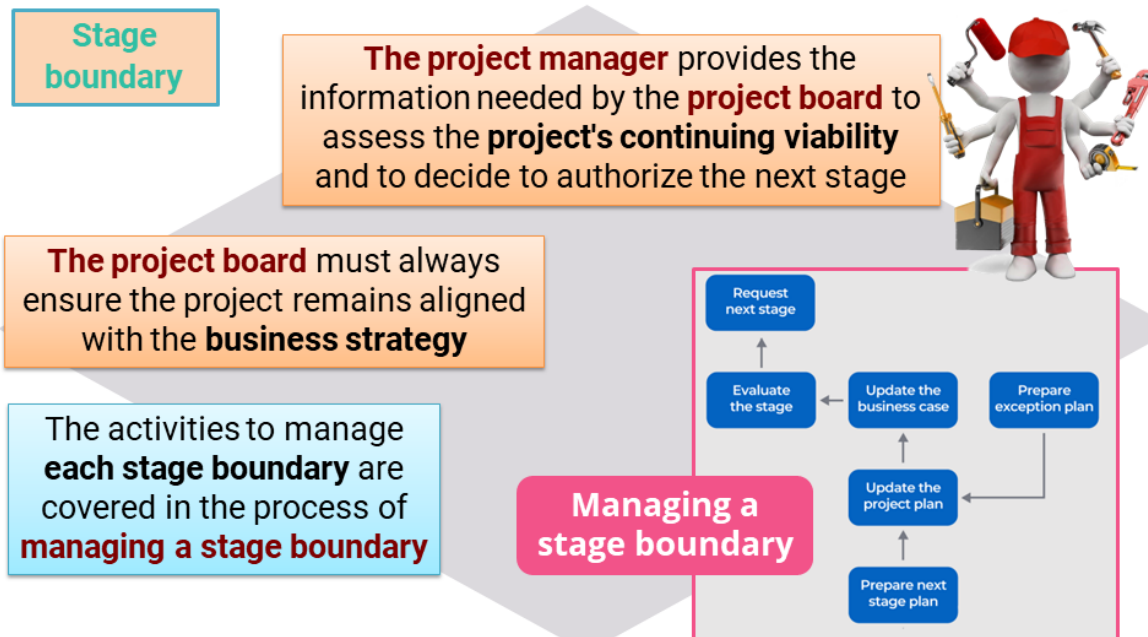
The PRINCE2 Journey - 5



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The PRINCE2 Journey - 6



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The PRINCE2 Journey - 7

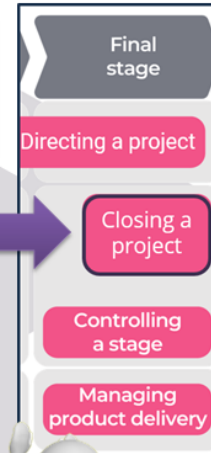
Final stage

Since a project is temporary the **closing a project** process is triggered towards the end of the **final stage**

The project **may** have been transferring and transitioning **individual products** into **operational use** throughout the project's life

The project board now ensures the product recipients can own and use them on an ongoing basis and the **business** takes overall ownership of the **project product**

Should this be the case, **the project can close**



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The PRINCE2 Journey - 8

Final stage

The project documentation should be **archived**, the project assessed for **performance** against its **original plan**, and the **people and resources** assigned to the project must be **released**

Closure activities include confirming or revising the plans for the planning **post-project benefits reviews** to occur for those benefits assessed after the **project product** has been in use (and, therefore, after the project has closed)

Post-project

Some benefits **may** be realized during the project, in most cases the benefits will be realised after completion

The project's **benefits management approach** describes how and when **benefit reviews** should happen and who is responsible/accountable for them



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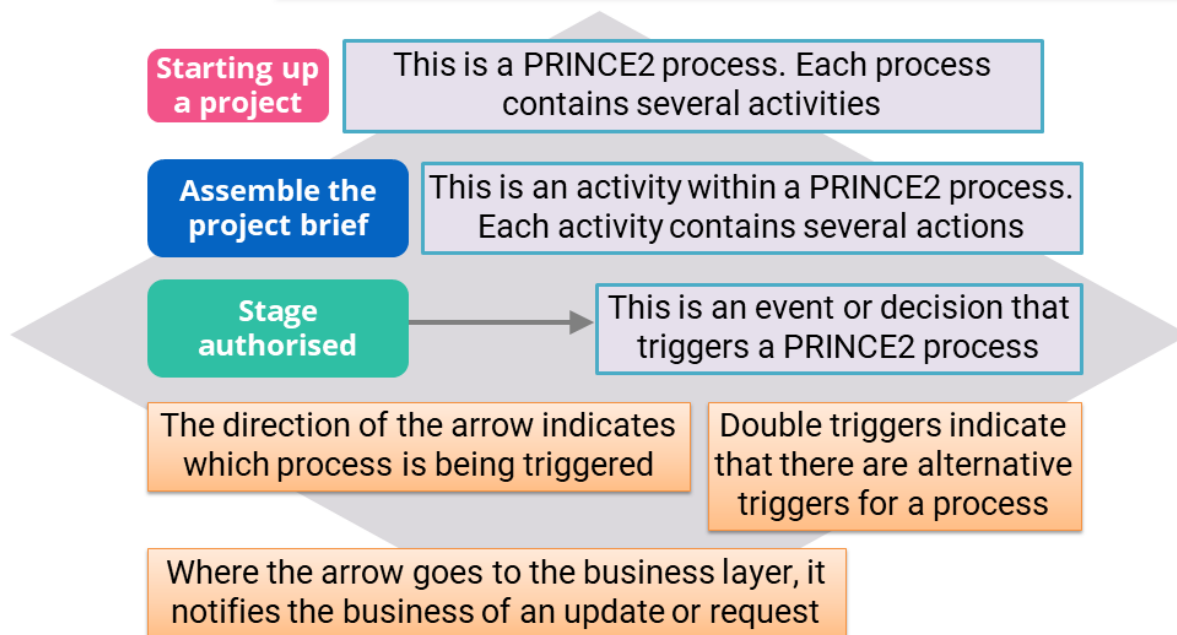
Lesson 2

SU Purpose and Context

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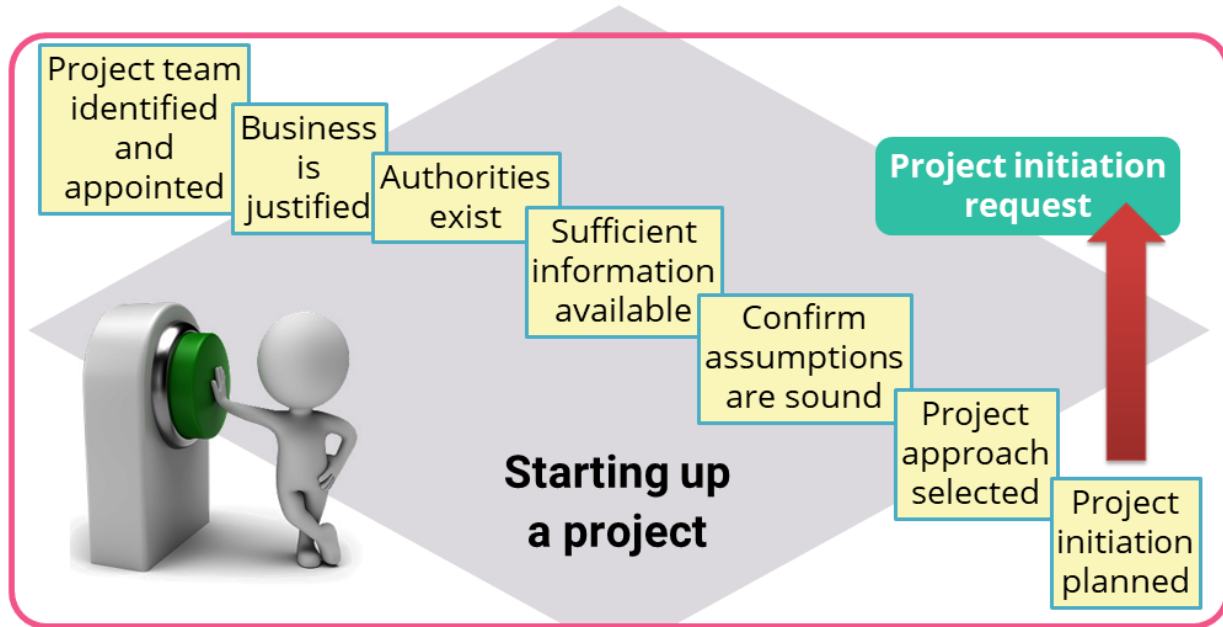
PRINCE2 process, activity and events



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Starting up a project overview



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Starting up a project purpose

The purpose of **starting up a project** is to ensure that initiating a project prerequisites are established by answering the explicit question and decision, '**Do we have a viable and worthwhile project?**'



Nothing should be done until **fundamental information** needed to make **rational decisions** about project commissioning is defined, key roles and responsibilities are resourced and allocated, and a foundation for detailed planning is available

Starting up a project is more about preventing poorly conceived ideas from being initiated than progressing viable projects for approval

It is a lighter process compared to the detailed and thorough **initiating a project** process and does the minimum necessary to decide if it is worth initiating the project

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Starting up a project objectives

Ensure there is a **business justification** for initiating the project (documented in an **outline business case**)

All the necessary **authorities exist** to initiate the project (for example, to assign people and secure resources)

Individuals who undertake the initiation stage work or take project management roles during the project are **appointed**

Sufficient information is available to define and confirm the project's **scope** (in the **project brief**)

The work required for the initiation stage (documented in a stage plan) is planned

Alternative approaches have been evaluated, and the chosen project approach has been agreed upon

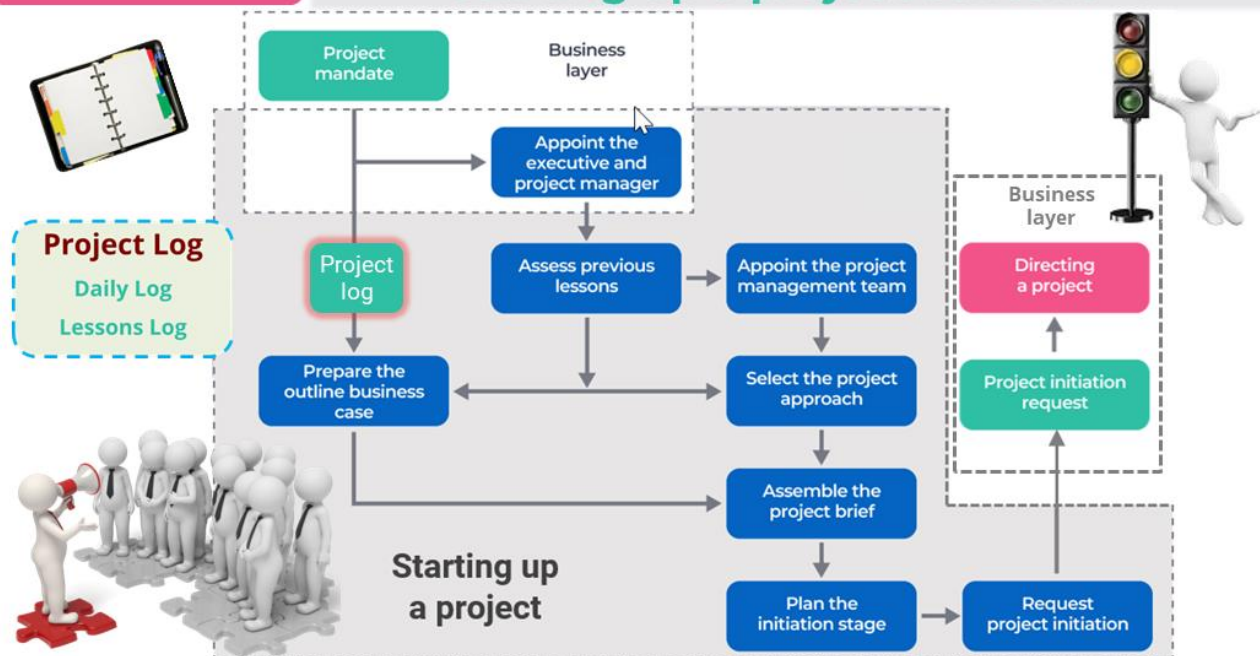
Time is not wasted initiating a project based on unsound assumptions regarding the project's scope, timescales, acceptance criteria, or constraints



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Starting up a project context - 1



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Starting up a project context - 2

If the project is part of a **programme**, the programme management team should provide the **project brief** and appoint some, if not all, **project board members**, thus eliminating much of the work required in this process

In such cases, the **project manager** should validate what the programme provides and recommend modifications if necessary

Preparing the parallel and iterative activities for the **outline business case** and assembling the **project brief** require regular and frequent **interaction and consultation** between the **project manager**, the **project board members**, and other **stakeholders**

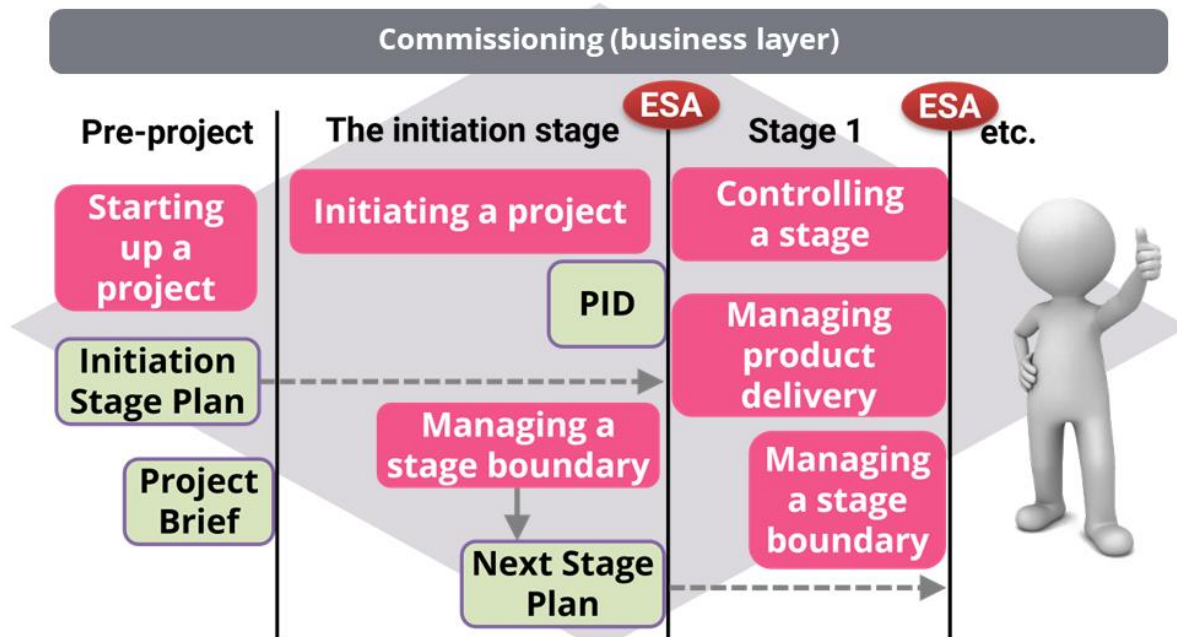


The more time spent capturing the requirements while starting up a project, the more will be saved during project initiation and delivery **by avoiding** issues, exceptions, and replanning

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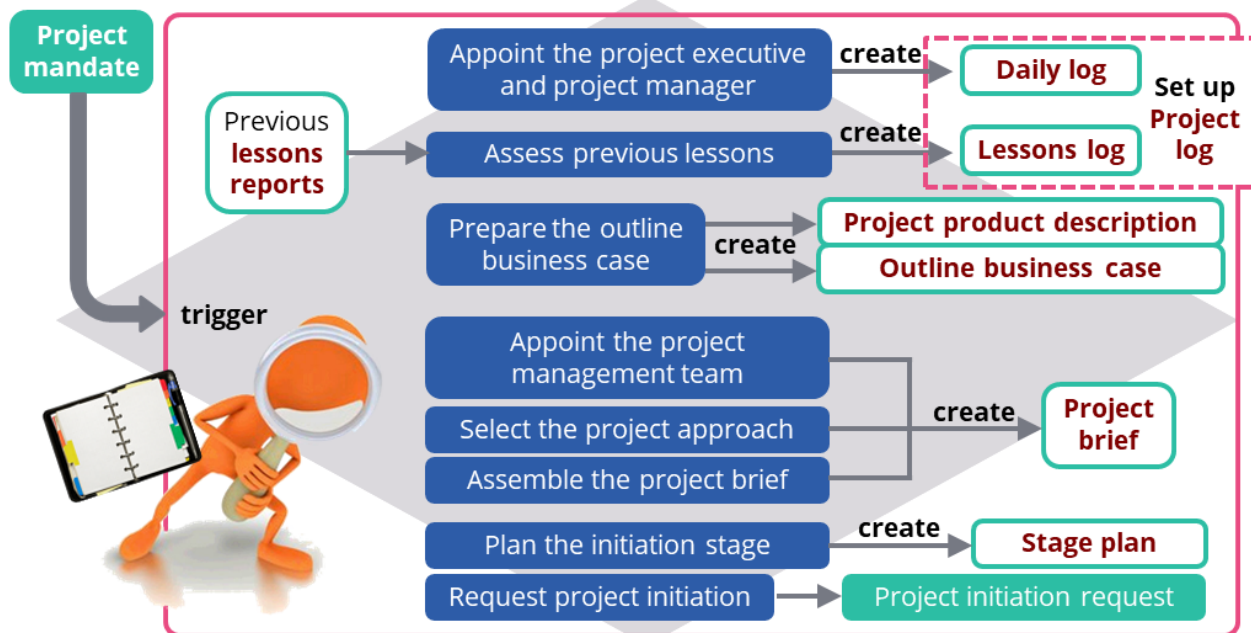
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Starting up a project context - 3



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PRINCE2® 7th Edition Starting Up a Project process (input/output)



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PROJEX ACADEMY

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Module 4

Lesson 3

SU Activities – Part ONE

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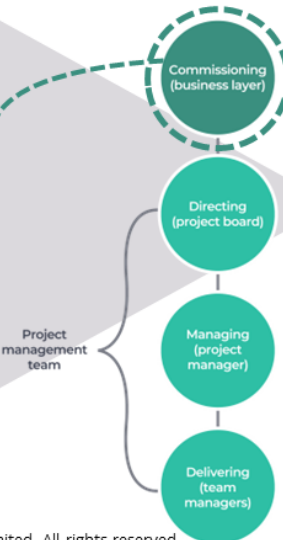
The project mandate - 1

Projects can be triggered in several ways and thus vary widely in the information available before they are formally initiated

The **project mandate** is the **PRINCE2** project **trigger** and is provided by the responsible authority from the business commissioning the project

There is also a wide variety of areas where the accountable authority could come from i.e., the project executive group, a functional or operational unit, a programme, a portfolio, or a customer

From a **PRINCE2** organizational perspective the responsible authority is in the **business layer** outside the project



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The project mandate - 2

The term **project mandate** applies to whatever information is used to **trigger** the project, such as 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 contain sufficient information to identify at least the prospective **project executive of the project board**

The information in the **project mandate** is **refined** to develop the **project brief**

The **project board** must be provided with sufficient information to initiate the project – that is the **project brief**

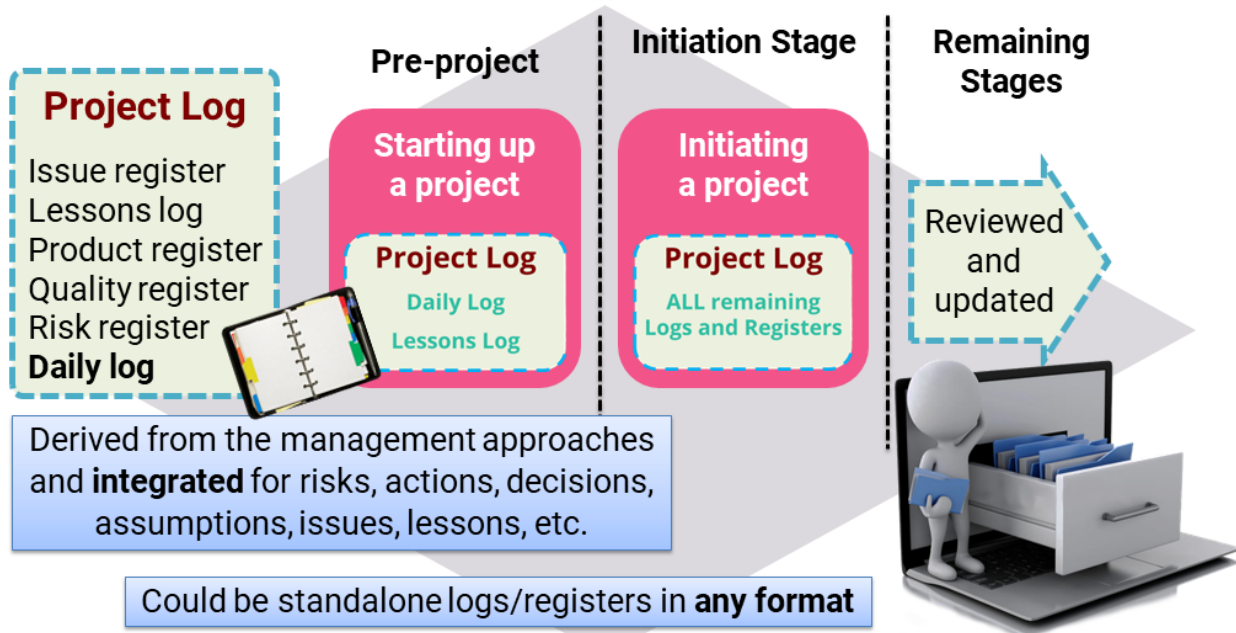
The effort involved in **starting up a project** can vary enormously from project to project



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The Project Log



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SU Activities – Appoint Exec and PM - 1

Appoint the project executive and project manager

To get anything done in the project, a decision-maker is needed with appropriate authority (the **project executive**) representing the business stakeholder interests

The project executive appointment is a prerequisite to ensuring that the project is justified, and **the project manager** appointment ensures day-to-day management on behalf of the project executive

The project executive may need to consult with and gain agreement from the **business** when appointing a **project manager**

If part of a **program**, then the program should provide the project brief and appoint some members (**roles**) of the project board

The responsibilities and time commitment of the **role** need to be identified



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SU Activities – Appoint Exec and PM - 2

Appoint the project executive and project manager

Recommended actions:

the business reviews the project mandate, checks to understand, and clarifies ambiguities

the business identifies, selects, and appoints the project executive

the project executive identifies, selects, and appoints the **project manager**

the project manager creates the **daily log** as a repository for project information.

Project Log

Daily Log

Lessons Log



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SU Activities – Assess Lessons - 1

Assess previous lessons

Other business and external organizational projects may have provided lessons including **weaknesses or strengths** of **processes and procedures**, **techniques and tools** used, when and how they were used, and by whom

Influenced by lessons from previous projects

The project management team

The project brief

The outline business case

The initiation stage plan

The project approach

Maybe hold a **workshop** to capture relevant lessons attended by any interested parties who have worked on previous similar projects



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SU Activities – Assess Lessons - 2

Assess previous lessons

If this type of project is **new**, it may be helpful to include people **external** to the company with relevant experience

Recommended actions for the **project manager**:

review related lessons of similar previous projects of the business and external organizations to identify lessons that can be applied to this project

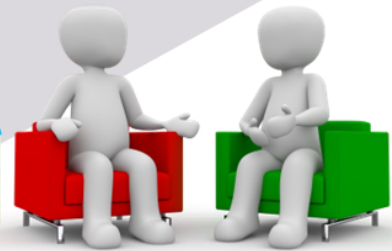
for example, these may include the results of audits and project reviews

consult with individuals or teams with experience in similar projects ...

... if appropriate, **create the lessons log** and **record any lessons identified and associated actions**

Project Log

Daily Log
Lessons Log



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SU Activities – Outline Business Case

Prepare the outline business case

The outline business case is a high-level view providing a foundation for the full business case in **initiating a project**

Recommended actions:

Requires regular and frequent interaction with all stakeholders

the project executive in consultation with the **senior user** if appointed yet, develops the **outline business case** per the **project mandate** based on current project information

All must understand how the project contributes to the **business objectives**

the project manager consults with the **senior user**, **senior supplier**, and **project executive** to define project **deliverables** and create the **project product description**

Daily log risks are reviewed, and those affecting the project's viability are summarized in the **outline business case**



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Module 4

Lesson 4

SU Activities – Part TWO

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SU Activities - Appoint PM Team - 1

Appoint the project management team

The project needs the **right people** with the authority, responsibility, and knowledge to make decisions promptly

The project management team needs to reflect the interests of all parties who will be involved, including **business, user,** and **supplier** interests to breakdown their recommended roles

In addition to the authority, responsibility, and knowledge mentioned above, those involved must work together to form a **high-performing team**

It is essential in a well-run project that every individual involved in the management of the project understands and agrees who is **accountable** to whom for what, who is **responsible** for what, and what the **reporting and communication lines** are



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SU Activities - Appoint PM Team - 2

Appoint the project management team

Recommended actions:

the project manager should review the **lessons log**, design **the project management team structure**, and prepare **role descriptions**

the project executive, in consultation with the **senior user** and **project manager**, should identify, select and appoint the **project management team**

the project manager should agree in **team working practices** and **communication** for **the initiation stage** and add any **identified risks** to the **project log**



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The Project Approach rationale

The business case considers **business options** to achieve the required outcomes and selects the option that gives the best balance between the different performance aspects

There are three basic business options concerning any investment:

do nothing differently

do the minimum

do more than the minimum

The **do nothing differently** option should always be the first option and act as the basis for quantifying the other options

The difference between these options is the **benefit** that the **investment** will buy, and allows the board to choose the best value option

It answers the question: for this level of investment, are the expected benefits more desirable, viable, and achievable than the other available options?



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SU Activities – The Project Approach - 1

Select the project approach

Defines the solution choice and delivery method used in the project to deliver the **business case selected option**, considering the operational environment into which the solution must fit

Before project planning can be done, we should ask how the project work is going to be approached:

will the solution be developed in-house or contracted to third parties (often referred to as the delivery model)?

will the solution modify an existing product or built from scratch?

will the solution be based on a commercial off-the-shelf product (often referred to as a COTS product) or something that is custom designed?

how will the **project approach** support any **sustainability** expectations or requirements?

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SU Activities – The Project Approach - 2

Select the project approach

what delivery methods should be used? For example, can the project product be **delivered incrementally**, perhaps using **agile** working methods, or will it need to be delivered in a **linear-sequential** way?

The way in which the work is to be conducted will depend on any **user or supplier** standards, practices, and guidelines (such as any specific delivery methods that may apply)

These should be captured in the **project brief** as part of the **project approach**, as they will influence the **management approaches** (**initiating a project** process)



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SU Activities – The Project Approach - 3

Select the project approach

This ensures the **project approach** is clearly understood between the **user** and the **supplier** and does not jeopardize the project

Recommended actions for the **project manager**:

define any requirements **to tailor** the method, if known at this time

use the **project log** to record any new **issues or risks**

Project Log

Daily Log
Lessons Log

evaluate the possible delivery solutions and determine the **project approach** appropriate to delivering the **project product** and achieving the **outline business case**

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SU Activities – The Project Brief - 1

Assemble the project brief

Involves interaction with all stakeholders, and produced in parallel to the **business case**

An agreed **project brief** ensures that the project has a **commonly understood and well-defined** starting point

Recommended actions for the **project manager**:

confirm the project status such as the project background and any preparation work performed to date

confirm the objectives and desired outcomes

confirm the project scope, exclusions, and project tolerances

Consider previous lessons

identify any constraints and assumptions

identify the user and any other known interested parties

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SU Activities – The Project Brief - 2

Assemble the project brief

Recommended
actions for the
project manager:**review** the **project management team** structure
and role descriptions to identify any additional
roles or skills required in the **project ecosystem****prepare** additional role descriptions if needed**identify** the **dependencies** with other projects
or activities that the project must maintain**document** the above in the **project brief****use the project log** to record any **new issues or risks**

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Module 4

Lesson 5

Stage Plan and Project Brief

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SU Activities – The Initiation Stage Plan - 1

Plan the
initiation
stage

Initiating a project takes time and consumes resources, and so this work should be planned and approved to ensure that initiation is not aimless and unstructured

If the project is part of a programme, the end date for the **initiation stage** should be checked against the date defined in the programme's plans

The **initiation stage plan** will also warn the **programme management team** of any requirements from the programme

The application of **PRINCE2 processes** during the **initiation stage** needs to be **considered** as part of **starting up a project**

i.e., the project may choose to apply the **controlling a stage** and **managing product delivery** processes during the process of **initiating a project**

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SU Activities – The Initiation Stage Plan - 2

Plan the
initiation
stage

Recommended actions
for the **project manager**:

decide suitable management **controls** for the initiation stage activities based on the **project approach**

identify any **constraints** on time and costs for the initiation stage and produce the **stage plan** according to the principles and techniques

review any risks in the **project log** and assess their impact on the **initiation stage plan**

If new risks are identified (or existing ones have changed), update the **project log**



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The Initiation Stage Plan content - 1

A plan provides a proposal that outlines the what, where, when, how, and by whom the project or a subset of its activities will be performed

When **approved**, a **plan** provides a **baseline** against which progress can be measured and issues assessed

Scope: Describing the plan's scope (project, stage, team, and exception)

Dependencies: external products or activities on which the plan depends

Planning assumptions and prerequisites: assumptions on which the plan is based and any fundamental aspects that must be established or remain in place for the plan to succeed

Lessons incorporated: details of relevant lessons from previous similar projects, which have been reviewed and accommodated within this plan

Products to be delivered: the **product breakdown structure**, **product flow diagram**, and **product descriptions** that fall within the scope of the plan

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The Initiation Stage Plan content - 2

Work to be performed: the work in the scope of the plan shown in a **work breakdown structure** and the associated **work package description(s)**

Budget: the project costs, including the risk and change budgets

Schedule: a representation of the project stages and activities, their durations, and sequence, such as a Gantt chart

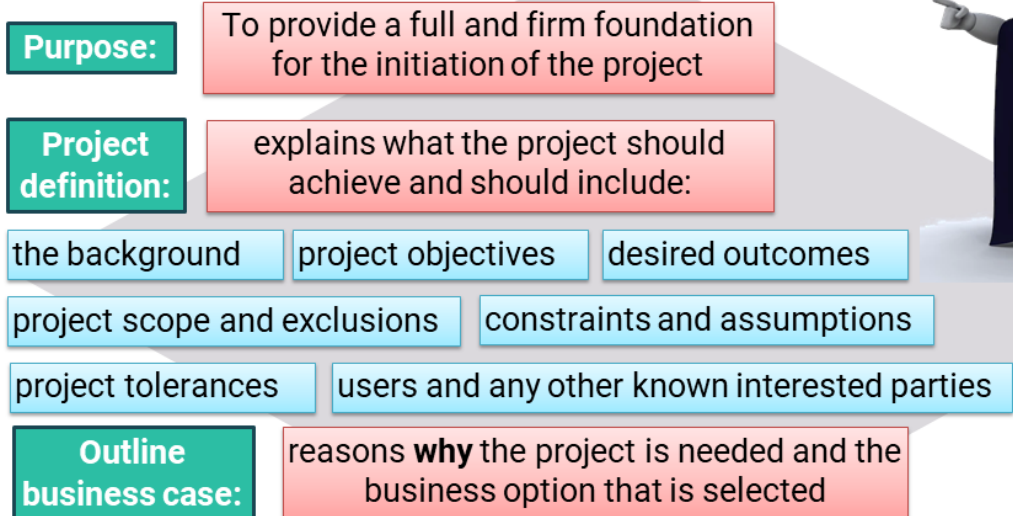
Targets and tolerances: the performance targets and the permissible deviations for scope, cost, and time at the level of the plan. Stage plans and team plans may also include **sustainability** and **risk tolerances**

Monitoring, control, and reporting arrangements: description of how the project will be monitored and controlled and of reporting procedures and responsibilities

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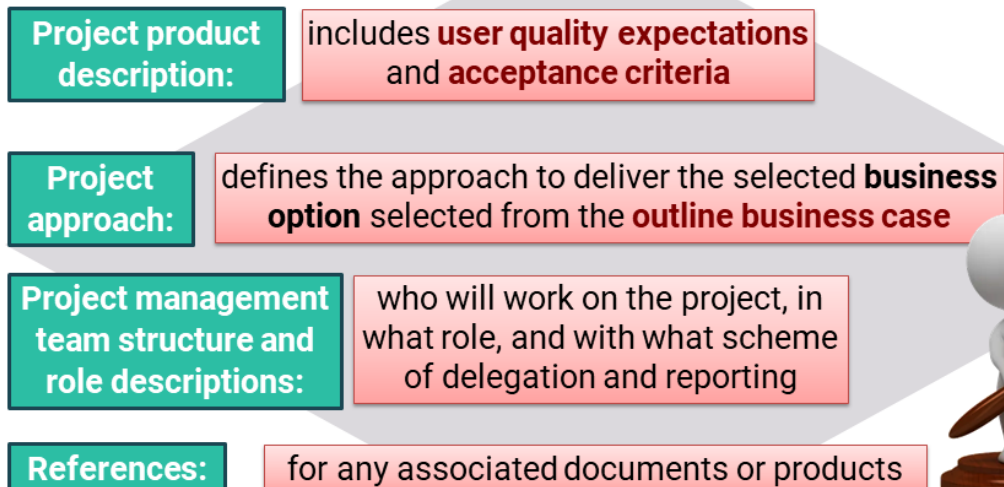
The Project brief - 1



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The Project brief - 2



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The Project product description- 1

Describes the project's **major products** and intended purpose, including the **user's quality expectations**, the **acceptance criteria**, and **acceptance methods**

It is created in **starting up a project** and **refined** during **initiating a project**

Purpose:

a description of what the **project products** will fulfil and who will use them

Major products:

a description of the **major products** to be delivered

Derived from:

what the products are based on, such as existing products or a requirement for a new capability



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The Project product description- 2

User's quality expectations:

Users' description of the quality expected of the project products and the standards and procedures that will need to be applied to achieve them

Acceptance criteria:

a **prioritized list** of criteria that the project products must meet to be accepted by the user

Acceptance methods and responsibilities:

how **acceptance** will be confirmed, and the **people responsible** for the acceptance decisions will be determined

Project level quality tolerances:

any tolerances that apply to the **acceptance criteria**



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PRINCE2® Seventh Edition Masterclass

Module 4

Lesson 6

SU Tailoring & Practices

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Project initiation trigger

Request
project
initiation

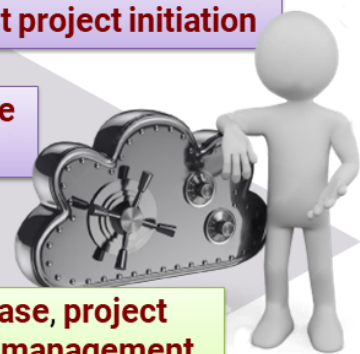
To finish **starting up a project**, the **project manager** contacts the project board to **request project initiation**

The formal justification in the **outline business case** and **project brief** is presented to the **project board**

Recommended actions:

Brief the project board on the **outline business case**, **project product description**, **project approach**, the **project management team appointments**, and **initiation stage activities and controls**

formally request authority from the **project board** to initiate the project to secure the people and resources required



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Starting up a project process RACI

Activity	Business layer	Project executive	Senior user	Senior supplier	Project manager	Team manager	Project assurance	Project support
Appoint the project executive and project manager	A/R	R	Business is accountable for the appointment of the project executive and the project manager					
Assess previous lessons	C	A			R			
Prepare the outline business case	C	A/R	C	C	R			
Appoint the project management team	A	R						
Select the project approach		A	C	C	R	C	C	
Assemble the project brief		A	C	C	R		C	C
Plan the initiation stage		A	C	C	R	I	C	C
Request project initiation		A	C	C	R	I	C	I

RACI (Responsible, Accountable, Consulted, Informed)

If/when appointed

Any identified **team managers** should be consulted on the **project approach** and key details of the **initiation stage plan**

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Tailoring roles in starting up a project

It is good practice to appoint the **project manager** as early in this process as possible ...

... but if a **project manager** has not been appointed until later in the process, the **required management products** may be created by the **project executive**, or anyone appointed by them

Similarly, the **project executive** does not need to create the **outline business case** personally but may have another person create this **on their behalf**

The single point of accountability for each role's duty should be maintained



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Format of PRINCE2 Practice chapters

Each practice chapter is structured as follows:

- **purpose** of the practice
- **guidance** for effective use and management of the practice
- **techniques** that support the practice
- applying the practice
- management products to support the practice
- focus of key roles for the practice
- key relationships with the PRINCE2 principles

For each **practice** there are two types of **techniques**:

PRINCE2 specific (for example, product-based planning)

Additional techniques that are useful depending on **project context**

The **additional techniques** can be omitted or substituted without any need to change how PRINCE2 is applied, however omitting or substituting PRINCE2 techniques would require the **method to be tailored**



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Application of practices to SU - 1

Business case:

The **business case** is developed in outline and forms part of the **project brief** based on the understanding gained from the **project mandate** and lessons learned and consulted with the business and prospective users

Organizing:

The **project executive** and **project manager** are appointed by the business who then determine the **project management team** structure they need for the project and **appoint people** to the roles required to initiate the project

Plans:

Key milestones that are known at this early point will be captured in the **project brief**

The **project executive** and **project manager** will develop the **project approach** that will be used later to inform the **delivery method** and the **project plan**

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Application of practices to SU - 2

Plans:

The number of stages may be identified at this point and may also be recorded in the **project approach**

The **project manager** will prepare an **initiation stage plan**, detailing the **products** and **work** required to successfully initiate the project as well as the **timescales** and **costs** for the stage

Quality:

The **users' quality expectations**, as well as any specifications or standards that are known at this early point are captured and recorded in the **project product description**

The **users' quality expectations** will be further refined after this process, when initiating the project and planning each stage through the development of individual **product descriptions**

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Application of practices to SU - 3

Risk:

High-level risks are captured and included in the **project brief**

Issues:

High-level issues are caught and included in the **project brief**

Progress:

Any known **tolerances** for the project will be identified and included in the **project brief**, which will be refined and approved after this process

Tolerances for the initiation stage will be identified and included in the **stage plan** for approval



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You have covered Module 4 Syllabus

- The PRINCE2 Journey
- Starting up a project context
- Starting up a project inputs-outputs
- The project mandate
- The project log
- Appoint the executive and project manager
- Assess previous lessons
- Appoint the project management team
- Prepare the outline business case



- Select the project approach
- Assemble the project brief
- Plan the initiation stage
- The project brief contents
- The project product description
- The initiation stage plan
- Project initiation trigger
- Tailoring and appointing roles in SU
- Application of practices to SU



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Well Done! on completing Module 4!

PART ONE	PART TWO	PART THREE	PART FOUR	PART FIVE
Module 1 ✓ PRINCE2 Overview ✓	Module 4 ✓ Starting Up a Project ✓	Module 7 Initiating a Project	Module 10 Product-based Planning	Module 13 Controlling a Stage
Module 2 ✓ PRINCE2 Principles ✓	Module 5 Organizing Practice	Module 8 Risk Practice	Module 11 Plans Practice	Module 14 Managing Product Delivery
Module 3 ✓ People ✓	Module 6 Business Case Practice	Module 9 Quality Practice	Module 12 Directing a Project	Module 15 Managing a Stage Boundary
PART SIX	Module 16 Issues Practice	Module 17 Progress Practice	Module 18 Closing a Project	

Don't forget to carry out my module exercises!

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PRINCE2 7th Edition Module 4 Exercises



The objective of these exercises is **NOT** to replicate exam questions, but rather to test how much you have absorbed from the PRINCE2 7th Edition syllabus information within the video lessons.

I strongly recommend that you watch each video at least once, and you may find it helpful to skim over video sections for clarification.

I have deliberately not provided answers as I want to encourage you to go back over any video sections that you need to review to obtain the answer. I have included in this handbook graphics of each presentation slide used for each video, and you may prefer to use those instead of the videos.

Finding topic areas, you need to review is a powerful way of honing your PRINCE2 knowledge and gaining a pass in your exams.

1. Which management level provides the project mandate?
2. Which two management products are created in the Starting up a project process?
3. What is the first stage in any PRINCE2 project?
4. Which two PRINCE2 processes are used in the initiation stage?
5. What is the minimum number of stages in a PRINCE2 project?
6. In a delivery stage, what management product does the project manager track progress against?
7. What are the TWO regular reports issued in a stage and who creates them?
8. What does the team manager need to accept from the project manager before work can start?
9. What is created and what is updated in the managing a stage boundary process?
10. In which process is the next stage plan approved?

11. Which processes are used in a PRINCE2 final stage and what is the purpose of each?
12. The project's _____ describes how and when benefit reviews should happen and who is responsible/accountable for them.
13. Which explicit question and decision ensures that initiating a project prerequisite is established?
14. Name some of the actions taken during starting up a project and state why they are important.
15. What are the contents of the project log in starting up a project?
16. Which layer appoints the project executive?
17. What information may be stored in the daily log during the starting up a project process?
18. Which THREE activities are used to create the project brief?
19. Which TWO management products are created during the Prepare the outline business case activity?
20. There is a wide variety of areas that could issue the project mandate – give three examples.
21. The project mandate is refined and expanded twice – into what management products?
22. The project board must be provided with sufficient information to initiate the project via the _____
23. The project manager appointment ensures the project _____ on behalf of the project executive
24. Which FOUR roles help to prepare the outline business case?
25. What are the THREE basic business options concerning any investment?

26. For an investment PRINCE2 states “expected benefits more desirable, viable, and achievable than the other available options” Describe what desirable, viable, and achievable means?
27. Give THREE examples of a project approach.
28. Name TWO delivery methods within the project approach.
29. What typical information is contained in the initiation stage plan?
30. What TWO additional PRINCE2 processes may be used in the initiation stage, and how will they be used?
31. Give examples of the difference between constraints, assumptions, and prerequisites
32. Name the SEVEN tolerances to be included in a Plan.
33. What TWO key criteria are included in the project product description.
34. Name the EIGHT roles and layers used within the RACI chart in starting up a project. What does RACI stand for?
35. How is the business case practice applied to starting up a project?
36. How is the organizing practice applied to starting up a project?
37. How is the plans practice applied to starting up a project?
38. How is the quality practice applied to starting up a project?
39. How is the risk practice applied to starting up a project?
40. How is the issues practice applied to starting up a project?
41. How is the progress practice applied to starting up a project?
42. What is the purpose of starting up a project?

43. Name two elements contained in the project brief?

FOUNDATION QUESTIONS

1. Which is a purpose of the 'starting up a project' process?
 - A. To assess whether a project is likely to be valuable to the organization
 - B. To analyze the work required before committing to implement the project initiation documentation
 - C. To provide the opportunity for the users to confirm that they accept the project product
 - D. To delegate the management of the project in a controlled way
2. Which process should ensure that an organization does not proceed to establish solid foundations for unsuitable projects?
 - A. Starting up a project
 - B. Directing a project
 - C. Initiating a project
 - D. Managing a stage boundary
3. Which should provide confidence that there is a robust justification for undertaking a project?
 - A. Project brief
 - B. Business case
 - C. Benefits management approach
 - D. Project plan
4. The project mandate set a firm date for the delivery of the project. It has now been agreed that the project can be delayed by up to 4 weeks.

Which level of management should agree this?

- A. Project board
- B. Project manager
- C. Business layer
- D. Team manager

5. Which TWO are objectives of the 'starting up a project' process?

1. To define the scope of the project to enable it to be initiated
2. To authorize the work to deliver the project product
3. To understand what quality techniques will be applied in the project
4. To assess the alternative ways of delivering the project

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

FOUNDATION ANSWERS

1. Which is a purpose of the 'starting up a project' process?

A. To assess whether a project is likely to be valuable to the organization

B. To analyze the work required before committing to implement the project initiation documentation

C. To provide the opportunity for the users to confirm that they accept the project product

D. To delegate the management of the project in a controlled way

A. Correct. "The purpose of the process of starting up a project is to ensure that the prerequisites for initiating a project established by answering the question, 'do we have a viable and worthwhile project?' The decision to start the project must be explicit; the activities within the process of starting up a project happen before this decision." Ref 13.1

2. Which process should ensure that an organization does not proceed to establish solid foundations for unsuitable projects?

A. Starting up a project

B. Directing a project

C. Initiating a project

D. Managing a stage boundary

A. Correct. "The purpose of the process of starting up a project is as much about preventing poorly conceived ideas from ever being initiated as it is about approving viable projects. As such, starting up a project is a lighter process compared to the more detailed and thorough process of initiating a project. The aim is to do the minimum necessary to decide whether it is worthwhile to even initiate the project." Ref 13.1

3. Which should provide confidence that there is a robust justification for undertaking a project?

A. Project brief

B. Business case

C. Benefits management approach

D. Project plan

B. Correct. The business case is used "to document the business justification for undertaking a project, based on the estimated costs against the anticipated benefits to be gained and offset by any associated risks." Ref 5.5

4. The project mandate set a firm date for the delivery of the project. It has now been agreed that the project can be delayed by up to 4 weeks.

Which level of management should agree this?

A. Project board

B. Project manager

C. Business layer

D. Team manager

C. Correct. "The business layer, outside the project team, sets the overall requirements and tolerance levels for the project." This includes the overall time tolerance for the project. Ref 11.2.1

5. Which TWO are objectives of the 'starting up a project' process?

1. To define the scope of the project to enable it to be initiated

2. To authorize the work to deliver the project product

3. To understand what quality techniques will be applied in the project

4. To assess the alternative ways of delivering the project

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

D. Correct. "The objectives of the starting up a project process are to ensure: ... sufficient information is available to define and confirm the scope of the project (in the form of a project brief)." Ref 13.2

PRACTITIONER QUESTIONS

You may want to reference this case study:

Scenario 4: NowByou

NowByou is a not-for-profit organization that works with local communities to eliminate discrimination of any kind and help advance the international human rights system through local and targeted interventions.

NowByou forms, chairs, and equips networking and support groups, where anyone who has experienced discrimination can share their experiences and thoughts in a safe and empowering space.

Additionally, NowByou is one of the few non-governmental organizations (NGOs) in the country that works directly with police forces to co-develop campaigns that encourage the reporting of discriminatory incidents to authorities. Recent research has shown that discrimination against marginalized groups, particularly the homeless and refugees, is growing at a concerning rate.

The increase in discrimination has led NowByou to believe that a new six-month campaign is required to address this issue.

They have decided to run the campaign as a project, aiming to both raise awareness of this type of discrimination and reinforce their own brand recognition (as NowByou is highly dependent on the goodwill of donors and financial aid from partners).

The project management maturity of the organization is very low, with no standardized processes or templates in place. For that reason, NowByou has contacted a professional project manager with a track record of successful delivery in the not-for-profit sector who will be responsible for:

- developing the initial project management documentation
- advising and coaching the NowByou director of campaigns, who is sponsoring the project
- mentoring the staff member who will be appointed as project manager
- advise the project team how to use a variety of media (tv, press, and social networks) for this, and other future projects.

There is a high-level view of the project, but this is to be confirmed, as pre-project discussions are still occurring:

Stage 1 (initiation)

- business case
- project initiation documentation

Stage 2

- campaign high-level requirements gathering
- options analysis

Stage 3

- implementation of chosen option(s)
- closure.

The main output from the project will be a delivered multi-channel campaign.

1. The project is in the 'starting up a project' process. The Head of Publicity and Social Media will be responsible for brand management, press releases and social media for the Campaign against Discrimination Project. Therefore, it has been decided that they should be appointed as senior supplier.

Which role should be accountable for this decision?

- A. Business layer
- B. Project executive
- C. Project manager
- D. Project support

2. The project is in the 'starting up a project' process and a decision has been taken to offer a role in the Campaign against Discrimination Project to one of the graduate trainees. The Contracted Project Manager will now act as a mentor to the graduate trainee in their new role in delivering this three-stage project.

Which role should be accountable for this appointment?

- A. Business layer
- B. Project executive
- C. Project assurance
- D. Project support

3. The project is in the 'starting up a project' process. The newly appointed project manager is struggling to define the major products of the Campaign against Discrimination Project and who will use them. As a result, the Chief Finance Officer has advised the project manager to organize a lunch meeting with themselves, the Chair of

Trustees, the Portfolio Office Manager, Head of Publicity and Social Media and Marketing Agency Director.

Is the lunch meeting an appropriate application of the 'prepare the outline business case' activity, and why?

A. Yes, because the project board should provide a connection to the Chair of Trustees, as the business layer

B. Yes, because the project manager should consult with the project executive, senior user and senior supplier when creating the project product description

C. No, because the project manager should consult with the project executive, senior user and senior supplier when creating the project product description

D. No, because the project manager should not develop the project product description in the 'prepare outline business case' activity

4. The project is in the 'starting up a project' process. The Contracted Project Manager has suggested the use of focus groups in stage 2 to get early feedback on potential options. The Contracted Project Manager met with the Fund-Raising Administrator, who has used focus groups before on a campaign, to discuss how they were used in NowByou.

During which activity should this discussion take place?

A. Assess previous lessons

B. Prepare the outline business case

C. Select the project approach

D. Plan the initiation stage

5. The project is in the 'starting up a project' process. The Contracted Project Manager has suggested that members of the networking and support groups should be invited to participate in focus groups to test which media will work best in increasing awareness of discrimination. The Head of Fund-Raising has advised that focus groups have been used before by NowByou and that the Fund-Raising Administrator was heavily involved in their use. As a result, the Contracted Project Manager organizes a meeting with them to discuss how they were used before.

Which practice is being applied by the 'starting up a project' process?

A. Plans

B. Progress

C. Risk

D. Quality

6. The Contracted Project Manager has produced the project brief, including the outline business case, project product description, project approach, and role descriptions. The project board has received these along with a request to authorize initiation. The Contracted Project Manager is now waiting for the appointment of the internal project manager before planning the initiation stage.

Is this an appropriate application of the 'starting up a project' process, and why?

A. Yes, because the project board should authorize initiation, based on the formal justification in the outline business case and project brief

B. Yes, because the internal project manager should be involved in planning the initiation stage

C. No, because the internal project manager should be responsible for issuing the project initiation request

D. No, because the project board should review the initiation stage plan to understand the time and resources required to initiate the project

PRACTITIONER ANSWERS

1. The project is in the 'starting up a project' process. The Head of Publicity and Social Media will be responsible for brand management, press releases and social media for the Campaign against Discrimination Project. Therefore, it has been decided that they should be appointed as senior supplier.

Which role should be accountable for this decision?

A. Business layer

B. Project executive

C. Project manager

D. Project support

A. Correct. The business layer should be "accountable" for the 'appoint the project management team' activity. In this activity, "the project management team needs to reflect the interests of all parties who will be involved, including business, user, and supplier interests It is important that in addition to the authority, responsibility, and knowledge mentioned above, those involved can work together to form a high performing team." Ref 13.6 tab 13.2, 13.4.4

2. The project is in the 'starting up a project' process and a decision has been taken to offer a role in the Campaign against Discrimination Project to one of the graduate trainees. The Contracted Project Manager will now act as a mentor to the graduate trainee in their new role in delivering this three-stage project.

Which role should be accountable for this appointment?

A. Business layer

B. Project executive

C. Project assurance

D. Project support

A. Correct. The business should be "accountable" for the 'appoint the project executive and project manager' activity. In this activity, "the appointment of a project manager

allows for the project to be managed on a day-to-day basis on behalf of the project executive.” Ref 13.6 tab 13.2, 13.4.1

3. The project is in the 'starting up a project' process. The newly appointed project manager is struggling to define the major products of the Campaign against Discrimination Project and who will use them. As a result, the Chief Finance Officer has advised the project manager to organize a lunch meeting with themselves, the Chair of Trustees, the Portfolio Office Manager, Head of Publicity and Social Media and Marketing Agency Director.

Is the lunch meeting an appropriate application of the 'prepare the outline business case' activity, and why?

A. Yes, because the project board should provide a connection to the Chair of Trustees, as the business layer

B. Yes, because the project manager should consult with the project executive, senior user and senior supplier when creating the project product description

C. No, because the project manager should consult with the project executive, senior user and senior supplier when creating the project product description

D. No, because the project manager should not develop the project product description in the 'prepare outline business case' activity

B. Correct. As part of the 'prepare the outline business case' activity, the project manager “consults with the senior user, senior supplier, and project executive to define what the project is to deliver, and create the project product description.” Ref 13.4.3

4. The project is in the 'starting up a project' process. The Contracted Project Manager has suggested the use of focus groups in stage 2 to get early feedback on potential options. The Contracted Project Manager met with the Fund-Raising Administrator, who has used focus groups before on a campaign, to discuss how they were used in NowByou.

During which activity should this discussion take place?

A. Assess previous lessons

B. Prepare the outline business case

C. Select the project approach

D. Plan the initiation stage

A. Correct. As part of the 'assess previous lessons' activity the project manager should consult "with individuals or teams with experience of similar projects." Therefore, the project manager should consult with the Fund-Raising Administrator during this activity. Ref 13.4.2

5. The project is in the 'starting up a project' process. The Contracted Project Manager has suggested that members of the networking and support groups should be invited to participate in focus groups to test which media will work best in increasing awareness of discrimination. The Head of Fund-Raising has advised that focus groups have been used before by NowByou and that the Fund-Raising Administrator was heavily involved in their use. As a result, the Contracted Project Manager organizes a meeting with them to discuss how they were used before.

Which practice is being applied by the 'starting up a project' process?

A. Plans

B. Progress

C. Risk

D. Quality

B. Correct. The 'progress' practice is applied by the 'starting up a project' process by "Setting-up the daily log; Gathering lessons from previous projects to improve this project." Ref tab 13.3

6. The Contracted Project Manager has produced the project brief, including the outline business case, project product description, project approach, and role descriptions. The project board has received these along with a request to authorize initiation. The Contracted Project Manager is now waiting for the appointment of the internal project manager before planning the initiation stage.

Is this an appropriate application of the 'starting up a project' process, and why?

A. Yes, because the project board should authorize initiation, based on the formal justification in the outline business case and project brief

B. Yes, because the internal project manager should be involved in planning the initiation stage

C. No, because the internal project manager should be responsible for issuing the project initiation request

D. No, because the project board should review the initiation stage plan to understand the time and resources required to initiate the project

D. Correct. Although "the project manager will usually explain the options selected verbally to the project board, why the project makes sense and is valuable to start the initiation stage" the 'starting up a project' process has not been completed correctly. Ref 13.4.8