



The 7 Themes

Lesson#5

February 22, 2025

By: Dr. Pauline Abesamis

What Are Themes?



- Areas of project management that must be addresses continuously throughout the project
- Themes are based upon the 7 principles
- Themes are applied by using the 7 processes





The 7 Themes

- **Business Case**
- **Organization**
- **Quality**
- **Plans**
- Risk
- Change
- Progress





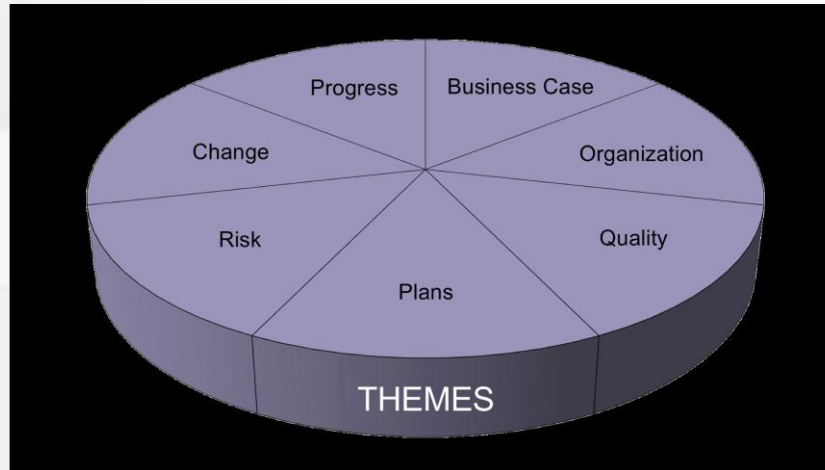
Business Case

PRINCE2 Foundation

Business Case



- Puts systems into place to assist the decision maker in determining if a project is a worthwhile investment
- Implements *Continued Business Justification* principle



How Many Business Cases?



- Both the customer and the supplier should have their own business case
- Customer specifies the products required for the project, pays for the project, and expects benefits to be realized from the project
- Supplier is a person, team, or organization that will deliver those products to the agreed upon level of quality



The Business Case



- Document is owned by the executive
- One of the PRINCE2 management products
- An acceptable business case must exist at all times otherwise the executive should order the termination of the project
- Use a sunk cost analysis when determining the continuation of a project





First Draft (Outline) Of A Business Case

- Executive provides the initial business case
 - Sometimes Corporate/Program Management will provide the outline as a part of the Project Brief
- Initial business case is updated with additional levels of detail in Initiation Stage of the project
- Business case is updated at each Stage Boundary





Specialist Products

- Outputs that will be used at the end of the project by users in the customer's organization
- Products should positively change the way these users conduct their *business-as-usual* work
- This change is called an *outcome* and the measurable improvements are called *benefits*



Benefits Example



- Building a travel approval system



Benefits



- Senior user role is responsible for specifying the benefits and ensuring they are realized
- Senior user should come from the area of the customers organization that will be most likely to be impacted by the changes



Benefits Management Approach



- One of the PRINCE2 management products
- Documents how the benefits will be measured, when, and by who
- Updated when benefits are realized
 - Most often after the project is closed





PRINCE2 Minimum Requirements

- Define roles and responsibilities for business case and benefits management approach
- Business case is created and maintained
- Benefits Management Approach is created and maintained





Organization

PRINCE2 Foundation

Organization



- Define and setup project management team structures and dictates the accountability and responsibility for project
- Implements *Defined Roles and Responsibility* principle





Customer/Supplier Environment

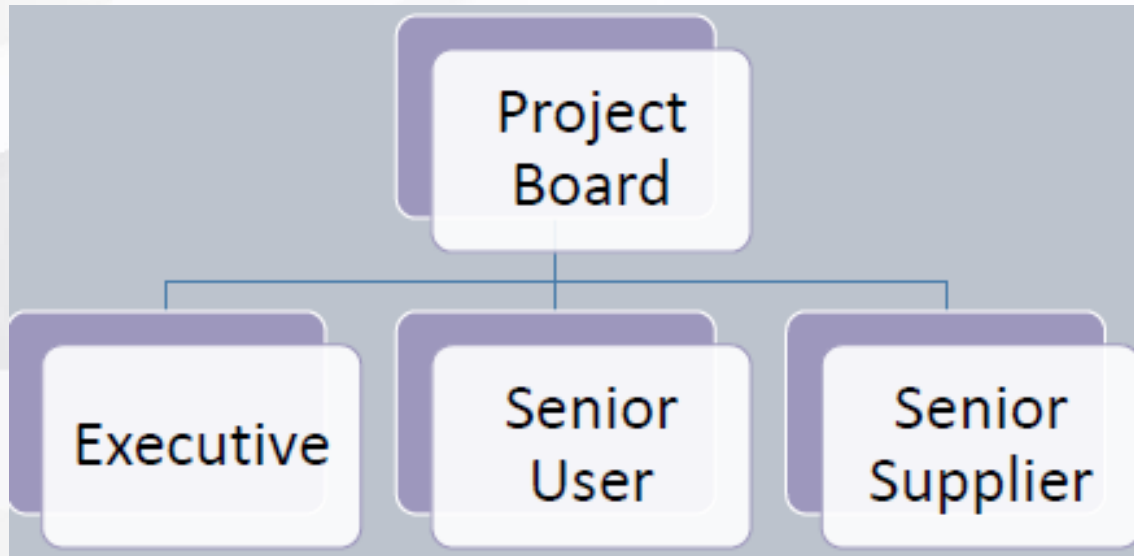
- **Customer**

- Specifies the result of the project (the product)
- Pays for the project
- Realizes the benefits from the project

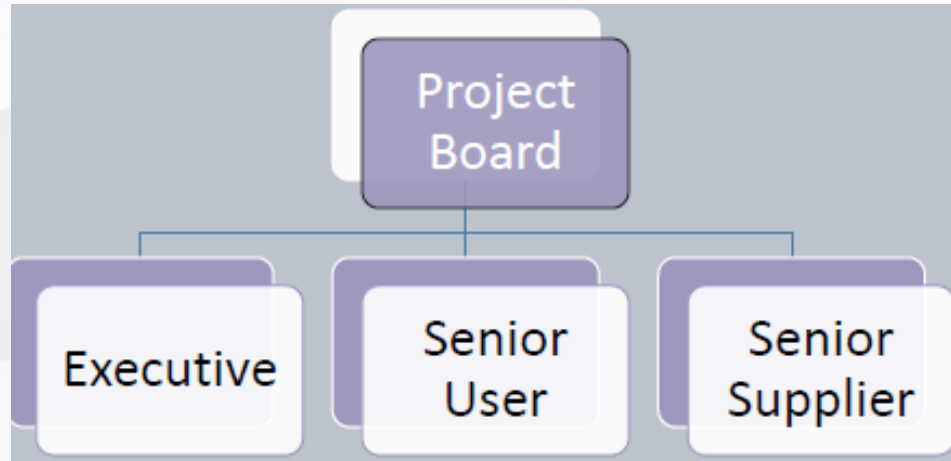
- **Supplier**

- Person, team, or organization that supplies the product requested by the customer
- If the work is conducted by your own organization, the customer and the supplier are part of the same organization
 - For example, web development team builds a website to support the needs of Sales/Marketing

Key Decision Makers



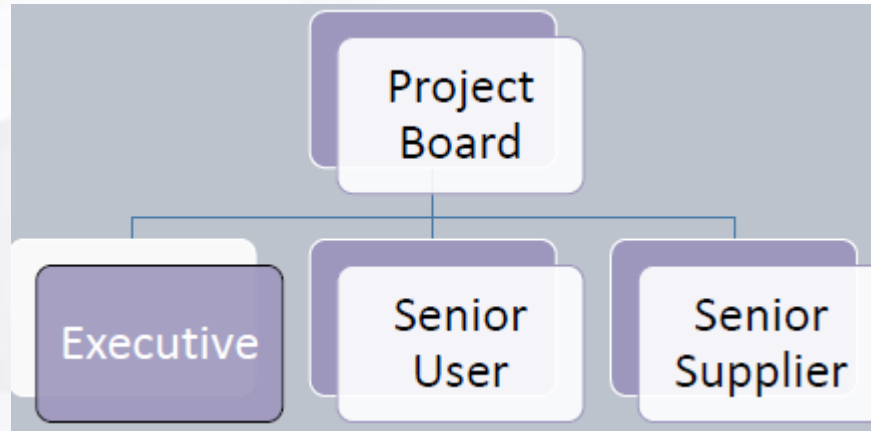
Key Decision Makers



Executive makes the decisions but is advised by the Senior User and Senior Supplier

...the project board is not a democracy

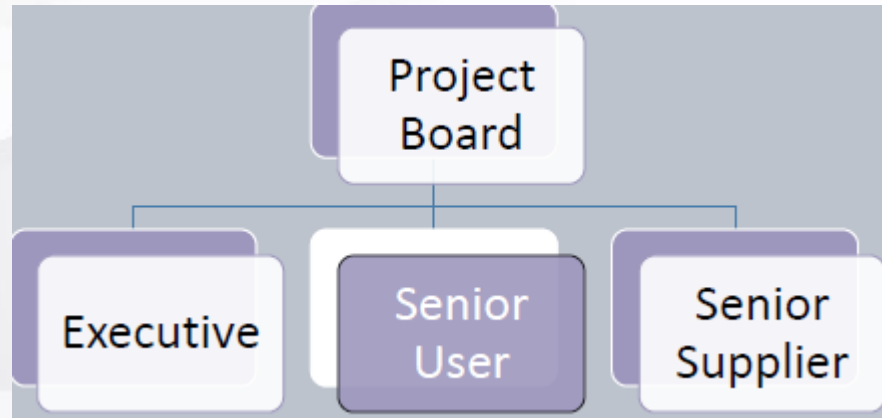
Key Decision Makers



Role is only performed by one person and represent the business (customer) who is paying for the project

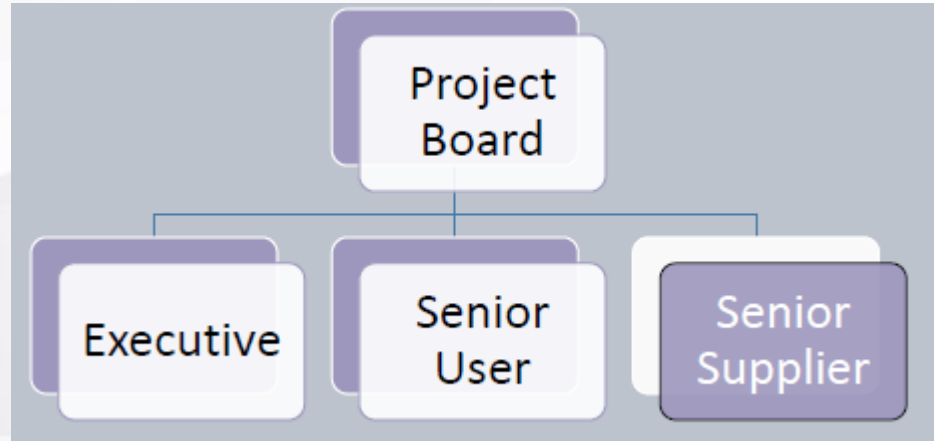
...responsible for project's success

Key Decision Makers



Role that specifies and realizes the benefits ...responsible for ensuring the project meets all the requirements and products

Key Decision Makers



Accountable for bringing the required skill and resources to the project ...responsible for project's quality

Project Assurance



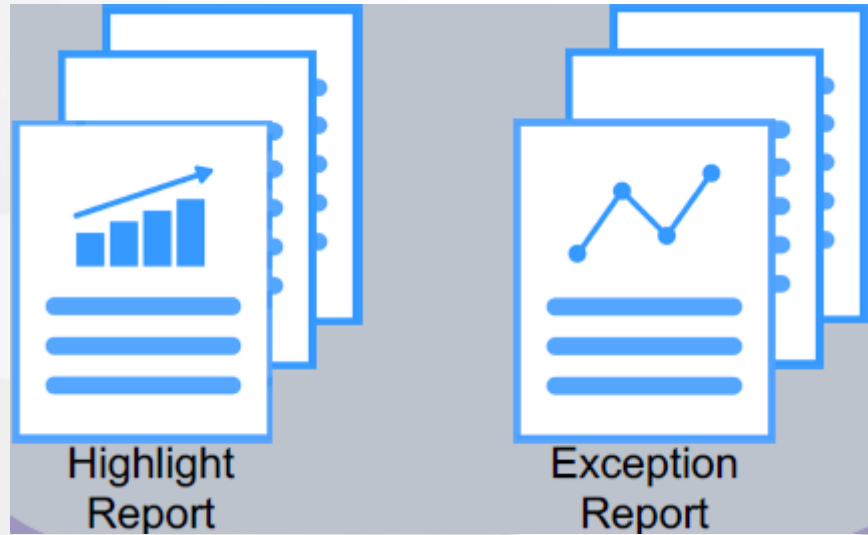
- Role used to assure the Project Board that the project is being conducted properly
- This role cannot be held by the project manager, but could be held by the Project Board members or delegated downward
- Gives advice to project manager and reviews documents prior to approval by Project Board



Project Manager



- Responsible for the day-to-day project management activities and reports the progress to the Project Board



Team Manager



- Manages teams of specialists who have the required skills to enable the design and production of a product specified by customer
- Responsible for delivering products on time and within the tolerances
- Report periodically to project manager



Change Authority



- Responsible for making decisions about Request for Change (RFCs) and off-specification requests
- We will cover these inside the Change theme



Project Support



- Assists the Project Manager and Team Managers with administration, report generation, progress monitoring, and other necessary tasks
- Optional role, if not use, then managers do these functions themselves



Sharing and Combining Roles



SCHOOL OF
**LIFELONG
LEARNING**



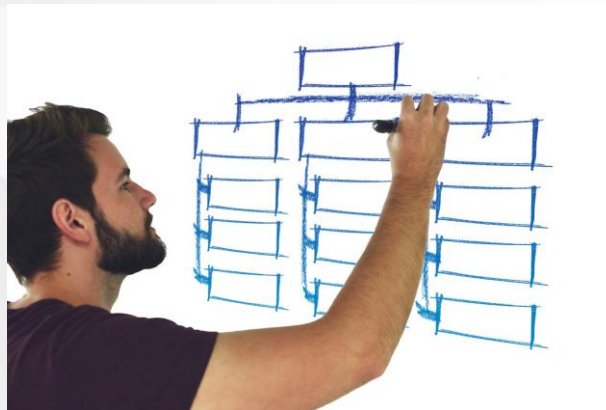
- All roles can have more than one person assigned (except the Executive)
- Some roles can be combined
 - One person has multiple roles
 - Project assurance cannot be combined with Project Manager, Team Manager, or Project Support roles



Stakeholders



- Anyone with an interest in the project outcome
- All roles are considered stakeholders, but so are people who don't have defined roles
 - End users of the product
 - Other departments within the organization





Communication Management Approach

How will you communicate with stakeholders?

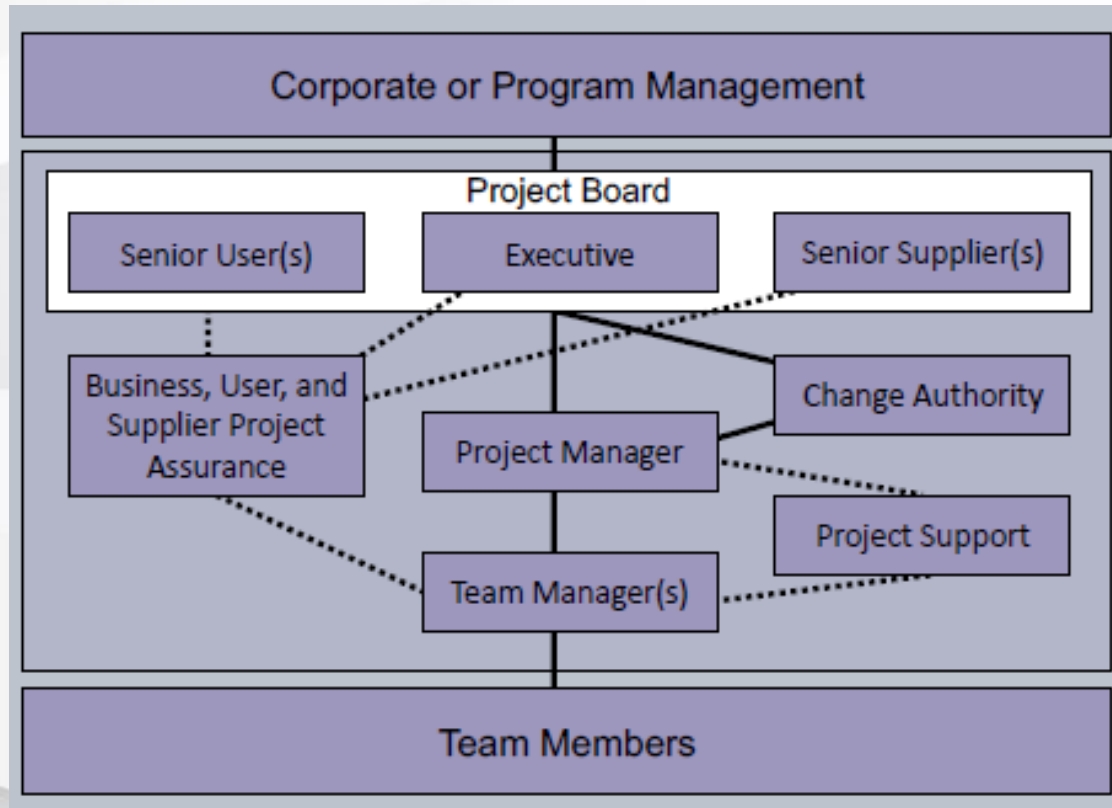
- Identify their information needs
- The method to use for communication
- Frequency for communication

Example

- The Project Board might require a monthly highlight report written by the Project Manager



Organization Theme





PRINCE2 Minimum Requirements

- Defined organizational structure
- Defined roles and responsibilities
 - Include the Role Descriptions
- Produce the Project Initiation Documentation and Communication Management Approach





Quality

PRINCE2 Foundation

What is Quality?



- Define and implement the mechanisms in the project to determine if the products are “fit for purpose”
- Does the product meet agreed upon requirements?



Acceptance Criteria



- Measurable definitions of the attributes of a set of products that makes them acceptable to key stakeholders
E.g. Agreed upon before the project begins
- Most customer requirements are vague
E.g. I want it faster, cheaper, more user friendly
- Document the Acceptance Criteria in the project's high-level requirements document
- Describes in measurable terms what the product must deliver to be satisfactory





Quality Management Approach

- **Documents the method of quality control that will be used in the project**
 - Project Manager is responsible for quality planning
 - Documented in the Quality Register
- **Organizational Quality Management System (QMS) contains a set of quality policies, procedures, and standards expected within the organization**
 - Quality Assurance is an organizational role that defines and maintains the QMS and ensures projects are in compliance with it through quality audits



Quality Assurance Versus Version Control

- Quality Assurance
 - Focused on how the processes work
- Quality Control
 - Focused on verifying if a product is fit for purpose
 - Maintains the quality and approval records
 - Gaining acceptance of the product



Quality Records



- Contain the details of the results of a test
- Product is judged fit for purpose based on these
- If fit for purpose, the product is approved and an approval record is created
- Approval record could be formal or informal
 - Printed form with a signature (formal)
 - Email stating approval (informal)



Baseline



- An approved product becomes the baseline
 - Version 1.0
- At this point, the baseline is now subject to version control through change control
- Users submit a Request for Change (RFC) in order to make any alterations to the baseline





What If The Quality Isn't Met?

- If a product is not fit for purpose, then the supplier must continue to refine the product to raise its quality to meet the standard
- Product is not accepted until it meets the agreed upon level of quality
- If required level of quality cannot be achieved, the project could be terminated early



Acceptance Records



- Record the formal acceptance of the final product by different stakeholders
- Acceptance methods should be determined before the project begins and be documented inside of the Quality Management Approach



PRINCE2 Minimum Requirements

- Defined Quality Management Approach covering quality control and project assurance
- Defined roles and responsibilities
- Create Quality Records and a Quality Register
- Customer quality expectations and acceptance criteria defined in product descriptions
- Lessons incorporated into quality planning

