



# Managing Successful Projects with PRINCE2™

## *Details of changes to the Reference Manual for the fourth edition published 2005*

### **1. Introduction**

Managing Successful Projects with PRINCE2 has been revised. The objective of the revision was to improve the usability and clarity of the Manual by making corrections and ensuring consistency. The underlying concepts, principles and approach of the PRINCE2 method have not changed. The revision involved consultation and reviews with PRINCE2 trainers, examiners and users.

This document describes the main areas of change but does not detail every occurrence of change. The list of changes will help users of Managing Successful Projects with PRINCE2 understand where and how the guidance has changed.

### **2. Minor changes**

Capitalisation of PRINCE2 terminology has been made more consistent and the approach taken is now explained in the manual.

The expression 'sub-process' has been introduced to describe the lower-level processes – so SB1, DP3, CS9 and so forth become sub-processes of SB, DP, CS and so forth respectively.

“Lessons Learned” has been adopted throughout where previously there were some references to “Lessons Learnt”.

### **3. Process Chapters**

A number of corrections have been made to diagrams, especially within the process chapters. The main change has been to the process model diagram, which now contains arrows reflecting more accurately the information flows between processes. This diagram is embedded within the processes and components diagram consistently throughout all chapters.

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Each of the process diagrams and Information Needs tables within the process chapters has been reviewed and the diagram and table made consistent one with the other and with the explanatory text. Attention has been paid to arrow directions and precise terminology.

In the Planning process chapter, the 'Garden Shed' example has been replaced by a conference organisation example as a more universally-applicable subject. Also, the sub-process Completing a Plan (PL7) has clearer guidance on the plan narrative and plan controls.

## **4. Components Chapters**

The dynamic of the Project Board is more clearly expressed and has been made consistent throughout the manual.

The Project Assurance aspects of the processes has been drawn out into a separate list.

The use of Exception Plans is clarified in terms of their format and who should approve them.

The overview of Controls has been updated. The explanations of risk tolerance and benefit tolerance have been updated. Quality tolerance has been defined. There is a new section on the use of a Quality Log. There is a new section to introduce the Lessons Learned Log.

The ISO definition of quality has been removed. A new diagram has been introduced to explain how the various processes contribute to the quality path. The use of Acceptance Criteria has been introduced in the quality chapter and linked with the customer's quality expectations.

A section has been introduced in the Configuration Management chapter regarding configuration management of PRINCE2 management products.

## **5. Product-Based Planning Chapter**

This chapter has undergone a major rewrite. However, the basic principles of product based planning (PBP) remain. The main changes are noted below:

PBP is now defined in terms of four products. The first of these is new and is a Product Description of the final product of the project. Production of this is now the first step in the PBP technique.

Introductory sections have been introduced to describe the Product Breakdown Structure, Product Description and Product Flow Diagram, thus putting them in context prior to offering examples of their use.

Intermediate products are clarified and a new type of intermediate product is introduced: collective groupings. This sits alongside the other type of intermediate product: integration products. The collective grouping is not a product in itself but a convenient way of grouping a number of simple products. It is depicted by a rhomboid in the Product Breakdown Structure.

A new section discusses Product states as an optional way of dealing with differing states of a single product.

A new section offers guidance on the creation of a product-based plan.

The examples have been updated.

## **6. Glossary**

Additional glossary entries have been added for:

- Configuration Control
- Customer's quality expectations
- Daily log
- Earned value analysis
- Lessons Learned Log
- Operational and maintenance acceptance
- Product life span
- Product Status Account
- Project Approach
- Project life cycle
- Project support
- Proximity (of risk)
- Quality Log
- Requirements
- Risk
- Risk tolerance line
- Specification
- Stage

Glossary entries have been updated for:

- Business Case
- Contingency Plan
- Critical Path
- Exception Plan
- Exception Report
- Issue Log

- Off-Specification
- Product-Based Planning
- Project closure notification
- Project closure recommendation
- Risk Log

## 7. Appendices

### ***Appendix A: Product Descriptions***

The composition and derivation for Acceptance Criteria have been updated.

Customer's quality expectations Product Description added.

Exception Plan Product Description added and reference to Exception Plan removed from Stage Plan Product Description.

Exception Report Product Description amended.

Product Status Account Product Description added.

Work Package Product Description composition contains more explanation for each element.

### ***Appendix E: Project Document Management***

Reference to Specialist File deleted. Document management now only covers PRINCE2 management products.

## 8. And finally ...

Feedback about the new manual may be directed to the Issues Log at [www.usergroup.org.uk/issueslog.htm](http://www.usergroup.org.uk/issueslog.htm).

There are other publications from OGC in support of Managing Successful Projects with PRINCE2. For further information go to [www.tso.co.uk](http://www.tso.co.uk)

The PRINCE2 training courses and examinations have also been upgraded to align with the revised Manual. For further information go to [www.apmgroup.co.uk](http://www.apmgroup.co.uk)

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