

# PRINCE2 2017 Update

## Changes to the manual

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## Contents

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1	Introduction	3
2	Summary of changes	4

# 1 Introduction

This document provides a list of the changes between the 2009 edition of *Managing Successful Projects with PRINCE2®* and the new edition to be published in May 2017.

Changes in business practice over the past decade have prompted this thorough, evolutionary update of PRINCE2®. It reflects a wealth of expert feedback from PRINCE2 Practitioners – the people who successfully apply the method in today’s dynamic working environment – where new technologies constantly change the game, where customers and stakeholders continually raise their expectations, and where there is ever-growing pressure to achieve more with less financial outlay.

AXELOS has therefore taken the decision to update PRINCE2 to further enable anyone managing a project to get the best out of PRINCE2 and to achieve success for their organization.

The updated guidance also forms the basis of the PRINCE2 Foundation and PRINCE2 Practitioner exams; exam questions have been re-aligned to the updated guidance.

This document will look to cover in more detail, the major changes that have been made to the guidance in this update.

It is possible to pre-order the new guidance from the [AXELOS store](#).

## 2 Summary of changes

Given the evolutionary nature of the update, there is no significant change to the core PRINCE2 guidance (i.e. the seven principles, themes and processes remain the same). However, the improvements have led to a restructuring of the early chapters, including the themes. The theme and process chapters now include additional material covering tailoring.

The guidance recognizes that projects normally base their management approaches on the strategies of the corporate, programme, or customer commissioning organizations. This is reflected in the theme and process chapters and in the management documents listed in Section 2.4.

### 2.1 REVISED CHAPTER LAYOUT

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- The overall order of the chapters remains the same but there are two new chapters near the beginning:
  - **Chapter 2 Project management with PRINCE2**; defines projects and project management, the role of the project manager, projects in a wider context (programme and portfolio) and guidance on applying PRINCE2
  - **Chapter 4 Tailoring and adopting PRINCE2**, which includes tailoring for different projects (with some illustrations of common situations) and adopting PRINCE2 in the organization. As a result, subsequent chapters have been renumbered.
- The former **Chapter 19 Tailoring PRINCE2 to the project environment** has been repurposed and is now **Chapter 21 Considerations for organizational adoption**.
- The original **Appendix B: Governance** was out of date has been replaced with **Appendix B: Standards Alignment**. Much of this content is now covered in the core guidance.
- **Appendix D: Product-based planning example** has been updated.

### 2.2 PRINCIPLES AND THEMES

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- There is greater clarification of the links between the principles and themes, and guidance on what is required for a theme to comply with PRINCE2.
- Much of the guidance on the themes is unchanged but each theme chapter has been restructured to cover the following topics:
  - **The theme**: Why the theme is important to the successful delivery of a project and the core concepts necessary to understand PRINCE2's requirements for the theme.
  - **PRINCE2's requirements for the theme**: What must be applied from each theme to be following PRINCE2.
  - **Guidance for the effective use of the theme**: How to apply the theme to different organizations, environments, and delivery approaches (using agile delivery as an example).
  - **Techniques**: Techniques that can be used for the theme.
- The business case theme has more emphasis on scope, requirements, and benefits.
- Guidance about planning has been moved from the progress theme to the plans theme.
- The risk theme has been revised to be compatible with Management of Risk (M\_o\_R®).
- The change theme focus is on change management and control, with configuration management being described as a technique that can be used in change management. The guidance covering configuration management strategy has been removed.

## 2.3 PROCESSES

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- The process chapters are mostly unchanged but each includes a section at the end covering tailoring guidelines.
- **Initiating a project** includes a new activity to agree the tailoring requirements.
- There is also recognition that projects can be commissioned by customers as well as through the corporate and programme management levels and this is noted throughout the guidance.

## 2.4 MANAGEMENT DOCUMENTS

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The new edition of PRINCE2 recognises that most projects will not create their own management strategies but develop project specific approaches based on corporate or programme level strategies. The following documents have been reviewed and renamed:

2009 name	2017 name
Benefits Review Plan	benefits management approach
Configuration Management Strategy	change control approach
Communication Management Strategy	communication management approach
Quality Management Strategy	quality management approach
Risk Management Strategy	risk management approach

Some documents are mentioned in the guidance but PRINCE2 makes no recommendations for their composition, format or quality criteria. They are included in Appendix A with a purpose description. The **daily log** is a document without a recommended format. In addition there are three documents that may be used to provide additional information to recommended documents:

- Configuration item record
- Lessons report
- Product status account

## 2.5 FIGURES

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The figures have been redrawn to new AXELOS style requirements. Most of the figures in the process chapters, and many in the rest of the guide, are unchanged in content but have been restyled. There are new figures and some figures in the current edition of the guide have been removed.

### 2.5.1 New figures (with 2017 references)

- Figure 2.2 Projects in the context of portfolios and programmes
- Figure 4.1 Constraints and influences on tailoring for a project
- Figure 4.2 Tailoring PRINCE2 to create an organization's project management method
- Figure 16.2 Agree the tailoring requirements: activity summary

## 2.5.2 Figures from the 2009 edition that have been removed

- Figure 1.3 OGC best-practice guidance
- Figure 5.4 Possible reporting structure using user and supplier groups
- Figure 8.1 Organizational perspectives
- Figure 8.4 Risk cause, event and effect
- Figure 19.1 Influences on the tailoring requirement
- Figure 19.2 Comparison between projects and programmes
- Figure 19.3 Organization structure with the Executive being a member of the programme board and the Senior User being nominated by the relevant change manager
- Figure 19.4 Organization structure with the programme manager as the Executive and the Senior User role on the project board being undertaken by the relevant business change manager
- Figure 19.5 An example of a feasibility lifecycle

## 2.6 STYLE AND APPEARANCE

### 2.6.1 Capitalization

The guide now follows normal English capitalization usage and no PRINCE2 terms are capitalized; roles, processes, themes, principles, and management documents all now use normal case.

### 2.6.2 Call out boxes

Revised call-out boxes have been defined to distinguish between examinable and non-examinable content: **Definitions**, **Key Messages** and **Information** boxes are examinable.

#### Definition



**Definition: Project**  
A temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case.

#### Example



**Example of team building using different personalities**  
Some people are very sociable and enthusiastic generating many different ideas. Others are more analytical, skilled in detailed work and ensuring no tasks get missed. Although it is not usually possible to change people's characteristics, it is possible to balance a team so that it has an appropriate mix of personality types to enable tasks to be completed effectively.

#### Key Message



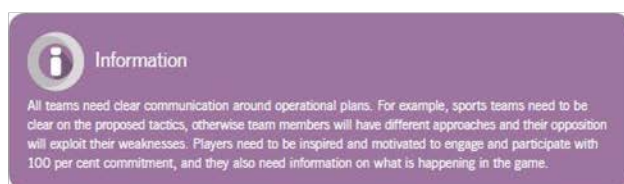
**Key message**  
A PRINCE2 project has defined and agreed roles and responsibilities within an organization structure that engages the business, user and supplier stakeholder interests.

#### Tip



**Tip**  
PRINCE2 defines the term 'sponsor' as the role that is the main driving force behind a programme or project. The guidance uses the term 'commission' for the activity or authority to request the project. The organization commissioning the project will usually provide the project sponsor.

#### Information



**Information**  
All teams need clear communication around operational plans. For example, sports teams need to be clear on the proposed tactics, otherwise team members will have different approaches and their opposition will exploit their weaknesses. Players need to be inspired and motivated to engage and participate with 100 per cent commitment, and they also need information on what is happening in the game.

## 2.7 TERMINOLOGY AND LANGUAGE

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The term “corporate or programme management” has been renamed to “corporate, programme management or customer” to reflect that some projects may be commissioned from outside the organization managing the project.

Language in the manual has been reviewed to revise statements that may suggest a development approach bias (e.g. to remove any bias against agile).

The guidance no longer refers to technical stages and describes management stages, delivery steps and delivery approaches.

## 2.8 GLOSSARY

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Changes to glossary terms and definitions, apart from capitalization changes, are shown in the table below as **New**, **Deleted** or **Definition** and/or term **amended**. Many of the definition amendments are minor changes to terminology such as replacing **stage** with **management stage**.

Term	Change
accept (risk response)	<b>Amended</b> to the M_o_R definition.  A risk response that means that the organization takes the chance that the risk will occur, with full impact on objectives if it does.
agile and agile methods	Term and definition <b>amended</b> (replaces <b>agile methods</b> )  A broad term for a collection of behaviours, frameworks, concepts and techniques that go together to enable teams and individuals to work in an agile way that is typified by collaboration, prioritization, iterative and incremental delivery, and timeboxing. There are several specific methods (or frameworks) that are classed as agile, such as Scrum and Kanban. PRINCE2 is completely compatible with working in an agile way.
asset	<b>New</b>  An item, thing or entity that has potential or actual value to an organization [ISO 55000:2014].
authority	Definition <b>amended</b>  The right to allocate resources and make decisions (applies to project, management stage and team levels).
backlog	<b>New</b>  A list of new features for a product. The list may be made up of user stories which are structured in a way that describes who wants the feature and why.
benefits management approach	Term and definition <b>amended</b> (replaces <b>Benefits Review Plan</b> )  An approach that defines the benefits management actions and benefits reviews that will be put in place

Term	Change
	to ensure that the project's outcomes are achieved and to confirm that the project's benefits are realized.
burn chart	<b>New</b> A technique for showing progress (e.g. such as with a timebox), where work that is completed and work still to do are shown with one or more lines that are updated regularly or daily.
change control approach	<b>Term amended (replaces Configuration Management Strategy)</b> A description of how and by whom the project's products will be controlled and protected.
closure notification	<b>Deleted</b>
communication management approach	<b>Term amended (replaces Communication Management Strategy)</b> A description of the means and frequency of communication between the project and its stakeholders.
configuration item	<b>Definition amended</b> An entity that is subject to change control. The entity may be a component of a product, a product or a set of products in a release.
configuration management	<b>Definition amended</b> Technical and administrative activities concerned with the controlled change of a product.
contingency	<b>Deleted</b>
contingent plan	<b>New</b> A plan intended for use only if required (e.g. if a risk response is not successful). Often called a fallback plan.
corporate, programme or customer standards	<b>Term and definition amended (replaces corporate or programme standards)</b> These are overarching standards to which the project must adhere. They will influence the four project approaches (communication management, change control, quality management and risk management) and the project controls.
delivery approach	<b>New</b> The specialist approach used to create the products.
delivery step	<b>New</b>



Term	Change
	A step within the delivery approach.
dependency (plan)	<p>Term and definition amended (replaces dependencies (plan))</p> <p>A dependency means that one activity is dependent on another. There are at least two types of dependency relevant to a project: internal and external.</p> <p>An internal dependency is one between two project activities. In these circumstances the project team has control over the dependency.</p> <p>An external dependency is one between a project activity and a non-project activity, where non-project activities are undertaken by people who are not part of the project team. In these circumstances the project team does not have complete control over the dependency.</p>
dis-benefit	<p>Definition amended</p> <p>A measurable decline resulting from an outcome perceived as negative by one or more stakeholders, which reduces one or more organizational objective(s).</p>
DSDM Atern	Deleted
embedding (PRINCE2)	<p>Definition amended</p> <p>The act of making something an integral part of a bigger whole.</p> <p>Embedding is what an organization needs to do to adopt PRINCE2 as its corporate project management method and encourage its widespread use.</p>
end stage report	<p>Definition amended</p> <p>A report given by the project manager to the project board at the end of each management stage of the project. This provides information about the project's performance during the management stage and the project status at the management stage end.</p>
epic	<p>New</p> <p>A high-level definition of a requirement that has not been sufficiently refined or understood yet. Eventually, an epic will be refined and broken down into several user stories or requirements.</p>
event-driven control	<p>Definition amended</p> <p>A control that takes place when a specific event occurs. This could be, for example, the end of a management stage, the completion of the PID, or the creation of an exception report. It could also include organizational events that may affect the project, such</p>

Term	Change
	as the end of the financial year.
exception	<p><b>Definition amended</b></p> <p>A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between the project manager and the project board (or between the project board and corporate, programme, management or the <b>customer</b>).</p>
fallback (risk response)	<b>Deleted</b>
highlight report	<p><b>Definition amended</b></p> <p>A time-driven report from the project manager to the project board on management stage progress.</p>
host site	<p><b>Definition amended</b></p> <p>A location where project work is being undertaken (e.g. an office or construction site).</p>
information radiator	<p><b>New</b></p> <p>A general term used to describe the use of walls or boards containing information that can be readily accessed by people working on the project. It can contain any information, although it would typically show such things as work to do and how work is progressing.</p>
key performance indicator (KPI)	<p><b>New</b></p> <p>A measure of performance that is used to help an organization define and evaluate how successful it is in making progress towards its organizational objectives.</p>
lessons report	<b>Deleted</b>
log	<p><b>Term and definition amended (made singular from logs)</b></p> <p>An informal repository managed by the project manager that does not require any agreement by the project board on its format and composition. PRINCE2 has two logs: the daily log and the lessons log.</p>
maturity	<p><b>New</b></p> <p>A measure of the reliability, efficiency and effectiveness of a process, function, organization, etc. The most mature processes and functions are formally aligned with business objectives and strategy, and are supported by a framework for continual improvement.</p>
maturity model	<p><b>New</b></p> <p>A method of assessing organizational capability in a given area of skill.</p>

Term	Change
milestone	<p><b>Definition amended</b></p> <p>A significant event in a plan's schedule, such as completion of key work packages, a development step or a management stage.</p>
plan	<p><b>Definition amended</b></p> <p>A detailed proposal for doing or achieving something which specifies the what, when, how and by whom it will be achieved. In PRINCE2 there are only the following types of plan: project plan, stage plan, team plan and exception plan.</p>
PRINCE2	<b>Deleted</b>
portfolio	<p><b>Definition amended</b></p> <p>The totality of an organization's investment (or segment thereof) in the changes required to achieve its strategic objectives.</p>
problem/concern	<p><b>Term amended to just <b>problem</b></b>, with a note saying also known as a concern.</p>
project authorization notification	<b>Deleted</b>
project closure notification	<p><b>New</b></p> <p>Advice from the project board to inform all stakeholders and the host sites that the project resources can be disbanded and support services, such as space, equipment and access, demobilized. It should indicate a closure date for costs to be charged to the project.</p>
project lifecycle	<p><b>Definition amended</b></p> <p>The period from initiation of a project to the acceptance of the project product.</p>
quality	<p><b>Definition amended</b></p> <p>The degree to which a set of inherent characteristics of a product, service, process, person, organization, system or resource fulfils requirements.</p>
quality assurance	<p><b>Definition amended</b></p> <p>An independent (of the project team) check that ensures products will be fit for purpose or meet requirements.</p>
quality management approach	<p><b>Definition amended to say <b>approach</b> (replaced <b>Quality Management Strategy</b>).</b></p> <p>An approach defining the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during a project.</p>

Term	Change
quality management system	<p><b>Definition amended</b></p> <p>The complete set of quality standards, procedures and responsibilities for an organization or specific entity (site, business unit, etc.) within that organization.</p>
reject (risk response)	<b>Deleted</b>
responsible authority	<p><b>Definition amended</b></p> <p>The person or group commissioning the project (typically corporate, programme management or the customer) who has the authority to commit resources and funds on behalf of the commissioning organization.</p>
risk exposure	<p><b>New</b></p> <p>The extent of risk borne by the organization at the time.</p>
risk management	<p><b>Definition amended</b></p> <p>The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, planning and implementing risk responses and communicating risk management activities with stakeholders.</p>
risk management approach	<p><b>Definition amended to say approach (replaced Risk Management Strategy).</b></p> <p>An approach describing the goals of applying risk management, as well as the procedure that will be adopted, roles and responsibilities, risk tolerances, the timing of risk management interventions, the tools and techniques that will be used, and the reporting requirements.</p>
risk response category	<p><b>Definition amended</b></p> <p>A category of risk response. For threats, the individual risk response category can be to avoid, reduce, transfer, share, accept or prepare contingent plans. For opportunities, the individual risk response category can be to exploit, enhance, transfer, share, accept or prepare contingent plans.</p>
risk tolerance	<p><b>Definition amended</b></p> <p>The threshold levels of risk exposure that, with appropriate approvals, can be exceeded, but which when exceeded will trigger some form of response (e.g. reporting the situation to senior management for action).</p>
role description	<b>Deleted</b>
Scrum	<p><b>New</b></p> <p>An iterative, timeboxed approach to product delivery</p>

Term	Change
	that is described as 'a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value' (Schwaber and Sutherland, 2016).
Scrum master	<p><b>New</b></p> <p>A Scrum role that is responsible for ensuring Scrum is understood and enacted and that the Scrum team adheres to Scrum theory, practice and rules.</p>
Senior Responsible Owner	<b>Deleted</b>
sprint	<p><b>New</b></p> <p>A fixed timeframe (typically 2-4 weeks) for creating selected features from the backlog.</p>
stage plan	<p><b>Definition amended</b></p> <p>A detailed plan used as the basis for project management control throughout a management stage.</p>
strategy	<b>Deleted</b>
tailoring	<p><b>Definition amended</b></p> <p>Adapting a method or process to suit the situation in which it will be used.</p>
technical stage	<b>Deleted</b>
threat	<p><b>New</b></p> <p>An uncertain event that could have a negative impact on objectives or benefits.</p>
timebox	<p><b>New</b></p> <p>A finite period of time when work is carried out to achieve a goal or meet an objective. The deadline should not be moved, as the method of managing a timebox is to prioritize the work inside it. At a low level a timebox will be a matter of days or weeks (e.g. a sprint). Higher-level timeboxes act as aggregated timeboxes and contain lower-level timeboxes (e.g. stages).</p>
tolerance	<p><b>Definition amended</b></p> <p>The permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. There may also be tolerance levels for quality, scope, benefits and risk. Tolerance is applied at project, management stage and team levels.</p>

Term	Change
transformation	<b>New</b> A distinct change to the way an organization conducts all or part of its business.
user story	<b>New</b> A tool used to write a requirement in the form of who, what and why.



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