

BS 6079-1:2010



BSI Standards Publication

Project management –

Part 1: Principles and guidelines for the management of projects

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Summary of pages

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Foreword

Publishing information

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Supersession

This part of BS 6079 supersedes BS 6079-1:2002, which is withdrawn.

Relationship with other publications

BS 6079 is issued in four parts:

- Part 1: *Guide to project management*;
- Part 2: *Project management vocabulary*;
- Part 3: *Guide to the management of business related project risk*;
- Part 4: *Guide to project management in the construction industry*¹⁾.

BS 6079-1 is intended to be read in conjunction with BS 6079-2.

The principles and guidance in BS 6079-1 can be embodied in structured methods such as PRINCE2 [1, 2], other standards such as ANSI/PMI 99/001 and in standard bodies of knowledge such as the *APM body of knowledge* [3].

Information about this document

This standard has been revised to incorporate current technology, techniques and developments in the field of project management since the original standard was issued in 1996.

This revision focuses on the importance of projects being driven by organizational needs, drawing on cross-functional teams of specialists in pursuit of the stated business objectives. To this effect, the current text includes a fully revised set of accountabilities and process models which explicitly differentiate the directing of a project, with a view to achieving the benefits, from managing a project, with a view to delivering the outputs.

Use of this document

As a guide, this part of BS 6079 takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

Any user claiming compliance with this part of BS 6079 is expected to be able to justify any course of action that deviates from its recommendations.

¹⁾ Published as PD 6079-4.

Presentational conventions

The provisions in this standard are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.

Introduction

Project management has been practised long before the phrase or professional discipline came into existence since, by definition, any management activity is used to bring about change or a new order and has a definitive start and finish. Although projects can vary greatly according to their initiation, duration, complexity and in some cases continued development of the original project outcome, there are several principal features characterized by all projects. This part of BS 6079 aims to help people and organizations achieve a desired outcome of a project efficiently and effectively, as well as to contribute to the learning within projects and so continually improve their organization's project management capability. The principles provided in the part of BS 6079 are as relevant to small organizations and for small projects as they are to major organizations with multi-million pound projects spanning several years.

This part of BS 6079 provides guidance for:

- a) managers in organizations that operate projects, to raise awareness of the challenges that are likely to exist within their own environment in the management of projects and to enable them to provide appropriate support for project sponsors, managers and teams;
- b) project sponsors, responsible for:
 - achieving the defined organizational objectives and realizing the required benefits;
 - improving their ability to ensure that projects remain focussed on delivering the outcomes they were set up to achieve;
- c) project managers, responsible for delivering the defined project outputs, to improve their ability to cope with the many problems that occur (only some of which might be foreseen) and manage the integration between the different disciplines taking part;
- d) team managers and members, responsible for delivering the specialist outputs of a project, to enable them to understand the specific disciplines required when working in a project context and to enable them to use project techniques in the management of their work packages;
- e) project support staff;
- f) technicians etc., to help them to understand the problems that can occur in their project environment, and to provide possible solutions to those problems;
- g) educators and trainers, who need to understand project management and the broad context in which the discipline is applied.

This part of BS 6079 aims to draw attention to the management challenges encountered in different project environments and to present possible approaches to these. Since there are no panaceas in project management, the approaches presented are intended to be treated as guidance only; they might need to be tailored to suit the particular circumstances for which they are being considered. The only certainty in a project is that, without a focus on the required objectives, the full support of senior management for the project manager and team, and the appropriate choice and use of planning and control techniques, a project will usually fail to achieve the desired outcomes.

1 Scope

This part of BS 6079 gives principles and guidance on the sponsorship, management, planning and undertaking of projects, and the application of project management techniques. It has broad relevance to projects in the public, private and voluntary sectors. It aims primarily to provide guidance for relative newcomers to project management and to act as a prompt for more experienced practitioners and those who interact with project teams.

The principles and guidance outlined in this part of BS 6079 are relevant to all sizes of organization, although they might not cover all aspects of every type and size of project.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

BS 6079-2, *Project management – Part 2: Vocabulary*

3 Terms and definitions

For the purposes of this part of BS 6079, the terms and definitions given in BS 6079-2 and the following apply.

3.1 agile project management

method of management where the development emphasizes real time communication and timely delivery of work within incremental timeframes rather than months and years covered by conventional methods

NOTE This is often applied to development projects.

3.2 application area

category of projects that have a common focus related to a product, customer or industry sector

3.3 constraint

restriction that might affect a project

3.4 engagement plan

document that identifies all stakeholders, their issues, influence and responsibilities, and how the project team engages with them

3.5 issue

circumstance (event, lack of knowledge etc.) which has occurred and which might affect the success of the project, programme or organization

3.6 portfolio

grouping of an organization's projects, programmes and related activities

3.7 project sponsor

person accountable for ensuring that the sponsoring organization's business interests in the project are maintained and that the expected outcomes and benefits are realized

3.8 project context

environment within which a project is undertaken

NOTE The major elements of the environment may be based on the acronym PESTLE (Political, Economic, Sociological, Technical, Legal and Environmental).

3.9 project risk

effect of uncertainty on project objectives

4 Project management context

4.1 Projects as drivers of change

Projects are the engines of change. The motive for change might stem from a perceived shortage of funds, need to improve efficiency, changing patterns of demand, social pressures, technological advances, competition and alternative suppliers of goods or services. Those with management responsibility have to respond to these changes: those who do it successfully prosper; those who do not, decline. This applies equally in the public and voluntary sectors and in the private and business sectors.

As decisions are made within an organization to move from where it is now to where it wants to be, or needs to be, resources need to be committed to the achievement of that objective. The vehicle used for the journey from "today" to "tomorrow" is the "project" and the process for ensuring that this is directed and managed effectively is called "project management".

Organizations undertake an increasing number of projects of a progressively complex and interdependent nature, frequently crossing both internal and external organizational boundaries. Research suggests that there is a significant opportunity for organizations to improve their performance through effective project management. The realization of benefits on time, within predetermined cost and of the requisite standard and quality, is less frequent than it should be.

Although the concepts and basic principles of project management are universal, they have to be tailored and adapted to suit the particular circumstances of each organization and project. This guide describes a wide range of project management procedures, techniques and tools, and the user is advised to select those elements that are appropriate to the project being considered.

Senior management, through a project sponsor, is responsible for establishing the objectives and constraints within which a project has to be undertaken. Senior management should set realistic targets and ensure that adequate planning has been carried out and performance criteria established. Such objectives should be driven directly from the organization's business strategy and plan.

4.2 The benefits of project management

Project management has proved to be an effective and efficient way of directing and managing many types of change in organizations. It enables organizations to accomplish the following:

- a) more efficient use of scarce resources;
- b) improved affordability and better value for money;
- c) the identification and management of project activities both at the early phases of a project and throughout its lifecycle;
- d) the development of staff working on projects, helping to improve individuals' capability and hence the capability of the organization.

4.3 The characteristics of projects

Projects differ from other forms of work in several ways. They are a transient and unique endeavour. The principal features that characterize projects include the following:

- a) their duration is usually predetermined (finite) with definite start and end dates;
- b) what happens during the undertaking of a project invariably affects the subsequent events both inside and outside the organization;
- c) the project organization is often temporary and can sometimes change through the project lifecycle;
- d) all projects are undertaken in an environment of risk and uncertainty;
- e) projects are seldom carried out in isolation, and can often interact with other projects and organizational entities.

4.4 Types of project

Projects can be categorized in various ways to identify appropriate methods of efficient and effective project management. Some examples of parameters that can be used to delineate project type are:

- a) duration, e.g. three months or ten years;
- b) total cost, e.g. £20 000 or £6 billion;
- c) complexity, e.g. a simple task or a development involving numerous stakeholders, technologies, geographies and interdependencies;
- d) approach to delivery, e.g. in-house projects, contracted out, joint venture or a combination of these;
- e) market sector, e.g. consumer markets, government sector, defence sector, etc.;
- f) often a function of the technical, organizational or administrative nature of the project focus, e.g.:
 - strategic long term business transformation;
 - research and development (R & D);
 - administrative and procedural;
 - capital plant and works;
 - major engineering works on local and/or dispersed sites;

- planning and controlling mergers and acquisitions;
- one-off or repetitive building construction;
- new product introduction;
- major overhauls and planned maintenance;
- emergency response planning;
- plant commissioning and/or operation;
- information technology;
- office or factory relocation.

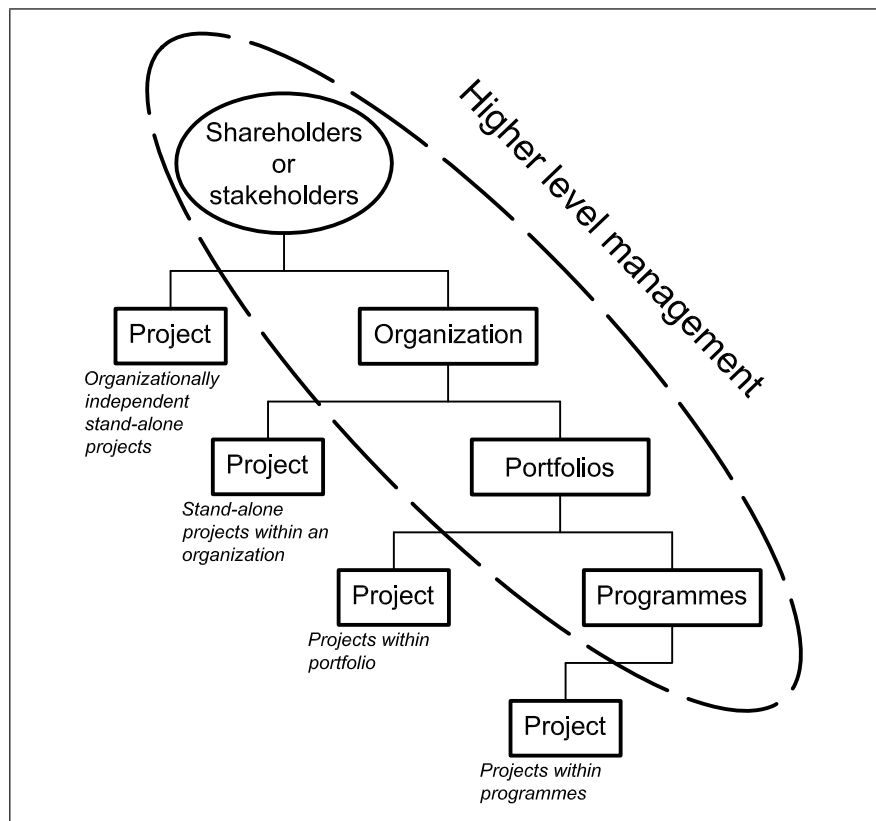
4.5 Organizational context for projects

4.5.1 Project ownership – organizations, portfolios and programmes

Projects can exist as stand-alone entities, where a company or other formal organization is set up solely for the purpose of undertaking the project. In such cases the ownership of the project comes from the shareholders or other stakeholders in the venture. In other cases, a project can be undertaken within the context of a larger organization, whether private or public sector, in which case the leadership team within the organization forms the sponsoring group. In both cases, the project is the vehicle for enacting the strategic intent of the sponsoring group.

As organizations become larger and the number of required projects grows, the need to group elements of the business for more effective and efficient management becomes apparent. In such circumstances, an organization often creates portfolios and/or programmes, centred either around services or products, or with specific business objectives. In these circumstances, the business interests of the organization are managed as a portfolio or programme, which determines the appropriate sponsor for the constituent projects. However, regardless of the context, the project and its mode of operating remain similar whether it is stand-alone, directly sponsored by an organization or part of a portfolio or programme. The only aspect which changes is where the sponsorship originates and therefore where direction comes from. Figure 1 shows the relationship between projects in the context of other management vehicles commonly found in organizations.

Figure 1 Showing projects in different organizational contexts



4.5.2 Projects in promoting and contracting organizations

Regardless of the organizational context, projects can be undertaken either:

- a) **internally**, to fulfil a need within an organization, where the organization undertakes a project for itself in order to achieve its business objectives and realize certain benefits. For example, a manufacturer might wish to build a new production plant to produce certain product lines efficiently; or
- b) **for customers**, where an organization undertakes a project, for payment. For example, a building contractor would undertake a project for the construction of a building, but might have no interest in the building once it is handed over.

There are primarily two type of organization commonly engaged on projects:

- 1) **promoting organizations**, which identify a business, strategic or political need, translate this into a set of objectives and, through project management, produce the outputs and changes to ensure those objectives are met. A promoting organization might let out part of the project to a contracting organization or supplier;
- 2) **contracting or supplier organizations**, which become involved in a project through a tender or similar sales channel, prepare a response as appropriate and then, if successful, undertake the contracted work.

Note that a promoting organization's sublet project might be a contracting organization's customer project. In both cases, the project has two distinct phases:

- i) the **investigative phases**, when the promoter determines how best to meet the objectives and the contractor determines the bid design, cost and price;
- ii) the **implementing phases**, when the promoter and contractor undertake their planned work.

The distinction between promoting and contracting organizations is not always obvious, especially in the case where a contractor undertakes the operation of any outputs from the projects as part of an extended project lifecycle. In more complex situations, the distinctions should be clear within the contractual arrangements and formal authorities agreed between the parties. Even where the promoting and contracting organizations are part of the same enterprise, the potential for this divergence of interests still exists.

4.5.3 Implications of project management for the structure of the host organization

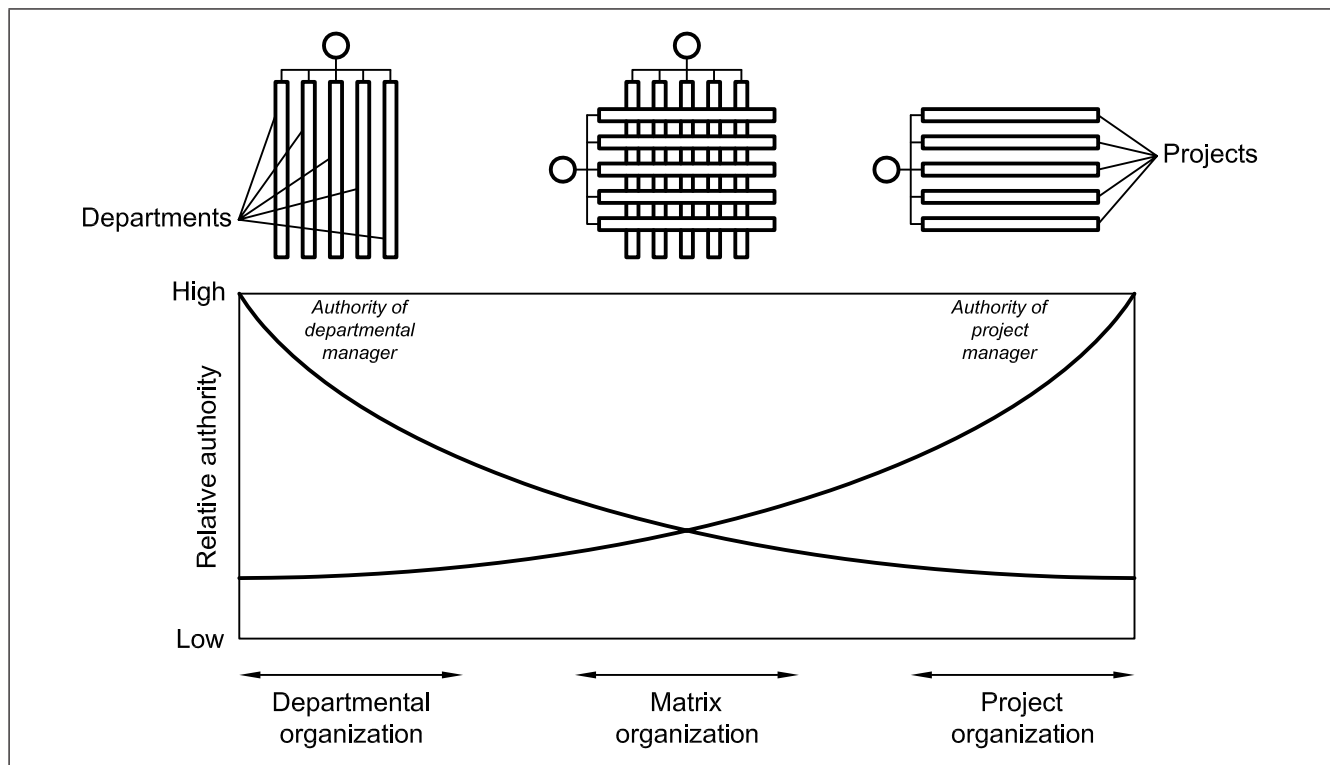
Projects can be undertaken within organizations that already have the structures necessary to support project work. Such organizations might be oriented exclusively towards projects or, more commonly, might adopt a matrix structure, with authority being distributed between the project team and the functional departments. Organizations which are set up solely on functional lines generally find the undertaking of project management ineffective and inefficient.

Functional areas are usually responsible for the quality of the deliverables and require clear scopes of work from the project manager (work packages). Project teams usually demand a positive commitment from the functional areas concerning task duration, costs and performance. Subcontractors can be treated in the same way as an in-house function, except that relationships between the subcontractor and the project manager will be subject to formal contract.

Project management structures are often integrated with traditional hierarchical functions. In such cases, because of the unique nature of projects, project management needs much higher flexibility than that for the remainder of the functional organization. This flexibility is affected by the size and complexity of the project, its duration, its geographical location and the contractual constraints and finance.

Figure 2 illustrates the primary forms of organization and how the authority relationships change between them. BS 3375-1 gives further guidance on organization study.

Figure 2 Authority relationships in organization structures



4.5.4 Project culture

The management of a project is shaped by a range of factors, including the business sector in which it is based, geographical location, and dispersal of the team and level of project complexity. In determining the context within which the project exists, account should be taken of elements such as political, economic, sociological, technical, legal, environmental and organizational project management capability and maturity.

All of these factors shape the environment that the sponsor, project manager and project team have to deal with, and can assist or restrict the attainment of the objectives, deliverables and benefits of the project. The successful accomplishment of a project generally requires a significant sensitivity to, and understanding of, the context in which it is based.

The top management of both the originating and the project organizations should assume leadership in creating a culture in and around the project that is sensitive to the project context by:

- setting the appropriate policies for managing the project;
- providing the infrastructure and resources to ensure achievement of project objectives;
- providing an organizational structure conducive to meeting project objectives;
- making decisions based on data and factual information;

- empowering and motivating all project personnel to improve the project processes and product;
- providing an environment and role models that support collaborative working processes and behaviours.

NOTE Further information on project culture is given in the APM body of knowledge [3].

4.5.5 Capability and maturity

Effective implementation of enterprise-wide project management is frequently hampered by the organizational culture with respect to cross-company accountabilities from top to bottom. Many models exist to assess the capability, maturity or excellence of the management of projects in an organization against a defined set of criteria. Each model is also designed to suggest a road map for improvement. Such models allow an organization to look critically at its processes, practices and outcomes and to make plans to improve those areas that would contribute to their strategy and objectives.

It is important to decide which model would be the best fit for a particular purpose. This is not helped by the language and abbreviations used, with words like maturity, excellence and capability being used in different ways in different models. Whatever words are used, all imply that their use can lead to practical improvement and therefore to increased organizational value.

Any such model needs to be applied with rigour and in a systematic way if measurable improvement is to be achieved over time. Experience and research have shown that when a model is not applied with full commitment from the organization, it is likely to fail.

NOTE Further information on capability and maturity is given in the APM publication Models to improve the management of projects [4].

4.6 Legal and regulatory context for projects

4.6.1 General

All organizations are subject to external constraints, dictated by regulation, legislation, common law and contracts. Some of these might be sector-specific and/or span more than one country. These can:

- a) constrain the degree of freedom an organization has to act;
- b) require specific approvals for certain types of activity and outputs.

NOTE Particular attention is drawn to constraints such as:

- *financial and taxation matters, which can significantly affect the costs and benefits for a project and the movement of goods across state boundaries;*
- *employment legislation, which can dictate working hours and the ability to hire and redeploy staff;*
- *contract law, which can constrain the form, terms and content of contracts which might be used for the supply of goods and services;*
- *security and data protection.*

4.6.2 Health, safety and environmental

Any risks to health, safety and the environment should be evaluated in order to ensure such risks are understood and reduced to an acceptable level. Every project should include an audit of these specific risks before work starts. This audit should be updated throughout the life of the project. Audit updates should be scheduled as part of the overall project management plan.

In particular, managers should ensure that appropriate measures are taken to address health, safety and environmental risks, including ensuring that:

- staff are given appropriate training;
- safety management information is provided;
- staff are aware of and trained to use safety related equipment;
- hazards are identified and preventative actions taken;
- risk assessments are conducted;
- all accidents are reported and recorded, and actions taken to reduce the risk of recurrence.

All the above should be covered in the project management plan.

4.7 Project complexity

4.7.1 General

The more complex a project, the greater the inherent risk of not delivering the intended outcomes. Project complexity should therefore be assessed, as part of risk management, by the project sponsor and project manager in order to ensure action is taken to reduce project risk when and where possible. Furthermore, by assessing the complexity of an organization's portfolio of projects, the leadership of that organization is able to achieve its objectives by balancing risks with available resources. The organization's leadership would be aware of the most complex, and therefore risky, projects in its portfolio and would ensure that appropriate assurance and management attention is applied. In addition, the leadership might rebalance the portfolio to reduce the number of risky projects.

4.7.2 Complexity indicators

Indicators are often used to provide a numeric indicator of complexity, which in turn can act to:

- a) provide a high level view of the complexity of a project;
- b) highlight the aspect(s) of the project which are sources of complexity;
- c) point users to differentiated processes or guidelines tailored for use in projects of differing complexity.

A project can have a number of complexity indicators associated with its delivery that need to be taken into account, such as:

- 1) objectives, assessment and results;
- 2) criticality to organizational survival;
- 3) interested parties and integration;

- 4) cultural, social and political context;
- 5) geographic dispersion;
- 6) degree of innovation;
- 7) project organization and structure and demand for coordination;
- 8) leadership, teamwork and decision-making approach;
- 9) resource and skill availability.

These describe the type of complexity associated with a project and the level of complexity, e.g. high/medium/low, so that appropriate management action can be taken. Account should also be taken of any sector-specific complexity indicators that might be critical to the organization's business or market sector.

4.7.3 Complexity and skills

There is a direct correlation between complexity and skills as follows:

- a) the perception of complexity is dependent on the knowledge and experience of the individual undertaking the assessment; and
- b) the application of appropriate skills, behaviours and competence within a team can reduce the complexity of a project.

Key factors associated with the reduction of complexity include the appropriate application of available skills and competence within an organization, and defining the roles and responsibilities that individuals have to mitigate the complexity area.

4.7.4 Responsibility for assessment and management of complexity

There are significant benefits to be gained in identifying a project's critical levels of complexity and organizational appetite for risk. The project sponsor and project manager should consider complexity within the project's context with a view to improving, or replanning, those areas identified as problematic in order to improve the likelihood of realizing the benefits and reduce project complexity where practicable.

5 Key aspects of project management

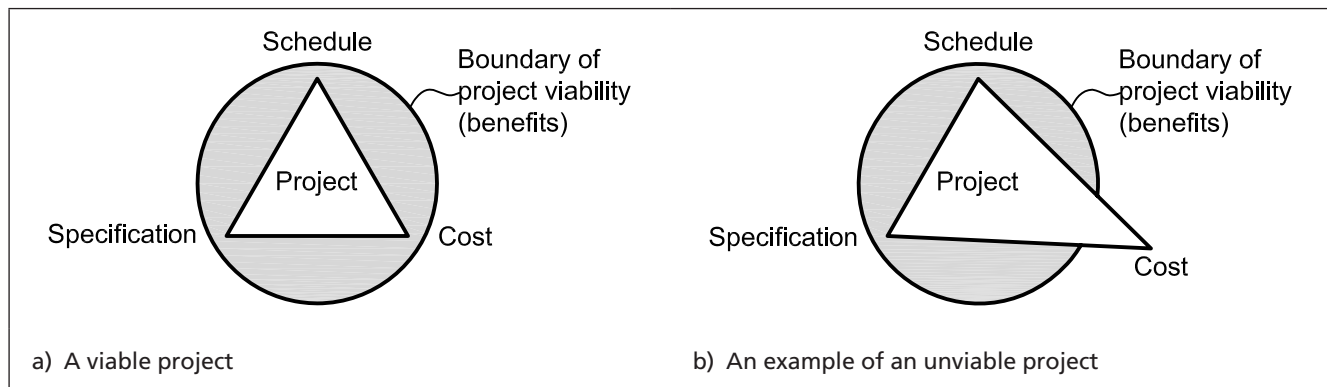
5.1 Principles of project management

5.1.1 Be driven by needs and benefits

All senior managers in an organization should be able to demonstrate explicitly how each project they undertake fits their strategy. The screening out of unwanted projects as soon as possible is key. At the start, there is usually insufficient information of a financial nature to make a decision regarding the viability of the project. However, strategic fit ought to be assessable from the beginning. Organizations which have clear strategies are able to screen more effectively than those which don't. The less clear the strategy, the more likely projects are to pass the initial screening: so there will be more projects competing for scarce resources, resulting in the organization losing focus and jeopardizing its overall performance.

In general, the project team gains more knowledge and is able to reduce project risk as the project progresses. However the validity and viability of the project should be monitored, in terms of both progress to date and predictions of project outcome. The organization should be prepared to redirect or terminate it if the business objectives are not likely to be met. Figure 3 shows that specification, schedule and cost always have to be bounded to ensure ongoing viability. A problem in any one aspect (e.g. cost, as shown in Figure 3) can lead to it becoming unviable and hence, to termination. In this case, business objectives will not be met and adjustments to the project specification and schedule might be necessary to make it viable. Alternatively the project might have to be terminated.

Figure 3 Boundary of project viability



5.1.2 Engage stakeholders throughout the project

There should be appropriate communication and involvement with internal and external stakeholders throughout a project. The involvement of stakeholders, such as suppliers, users and customers, in projects adds considerable value in all phases of a project. Usually, the earlier they are involved, the better the result. Many ways have been used to obtain this involvement, including:

- a) focus groups;
- b) facilitated workshops;
- c) early prototyping;
- d) simulations.

Involving the stakeholders is a powerful mover for change, while ignoring them can lead to failure. See also 7.2.16.

5.1.3 Ensure single point accountability throughout the project

Single point accountability should be applied in project organizations. Projects are often too large and complex for a single individual to manage personally. For this reason, projects are decomposed into lifecycle phases and packages of work which are the accountability of a named team manager. These work packages can be further divided into smaller work packages and ultimately into individual activities and tasks, as described in 7.2.2.3. This decomposition is called a work breakdown structure. In practice, single point accountability

means that every task, activity and work package at any level in the breakdown structure has a single person named as accountable for it. This has four advantages.

- a) It is clear what is expected of each person.
- b) Overlaps are eliminated as no deliverable can be delivered within two different work packages.
- c) If a gap in accountability appears (e.g. due to loss of a team member), the next person up the breakdown structure is accountable to fix it.
- d) If scope, cost or time proves to be inadequate to create the deliverables, it is clear who is accountable for raising these issues and who to escalate the issue to.

5.1.4 Practice cross-functional working

Cross-functional working should be exploited to ensure that all necessary work is coordinated and controlled. The need for many projects to draw on people from a range of departments means that a cross-functional team approach is essential. Running projects in functional parts with coordination between them usually slows down progress, produces less satisfactory results, and increases the likelihood of errors. Any organization which uses projects as a management approach should have working practices which encourage lateral cooperation and communication rather than hierarchical. Cross-functional team working, however, is not the only facet; governance and decision making should also be on a cross-functional basis. The more functionally structured an organization, the more difficult it is to implement effective project management. This is because project management, by its nature, crosses functional boundaries.

5.1.5 Allow tailoring of any standard processes and methods

Project management is a self-defining discipline. If an organization uses standard processes or methodologies, these would define how a typical project is undertaken, with the processes covering many of the activities described in Clause 7. In practice, "typical" is not always enough. Through tailoring, project managers have the opportunity to adapt and tune the standard approach to suit each situation. Tailoring is not, however, a licence for ignoring standards. Tailoring should be undertaken within permitted limits or, if outside those limits, approved by an appropriate manager, in a controlled way. There are different ways of tailoring processes, of which the following are examples.

- a) A person uses the standard processes but wants to supplement them without creating an alternative process. Such tailoring should be defined in the organizational or programme standards or in a project management plan. Approval of these normally constitutes approval of the tailoring.
- b) A person needs to create an alternative process to replace standard corporate or programme process. Any alternative processes should be managed in order to ensure that they are controlled.

5.2 People and roles in projects

5.2.1 The project organization

To ensure success, the direction and management of a project should be entrusted to individuals with a suitable level of skills and knowledge of project management and with certain essential personal attributes. Clause 8 defines the basic skills to look for when selecting appropriate role holders.

Increasingly, projects cut across departmental and organizational boundaries. In these cases, management should ensure that the appropriate project organization is in place to undertake the project. This project organization is temporary and depends on the size, scale, complexity and nature of the deliverables. All projects should have people accountable for:

- a) governing the project to ensure that managerial and technical oversight is maintained;
- b) sponsoring the project in pursuit of stated organizational needs or objectives;
- c) managing the project on a day-to-day basis, ensuring that the deliverables are appropriate to the delivery of the desired outcomes;
- d) undertaking the specialist work on the project.

In addition, depending on the specific project, these roles may be supplemented by project support staff who are specialists in disciplines such as legal, finance, planning, risk management and procurement.

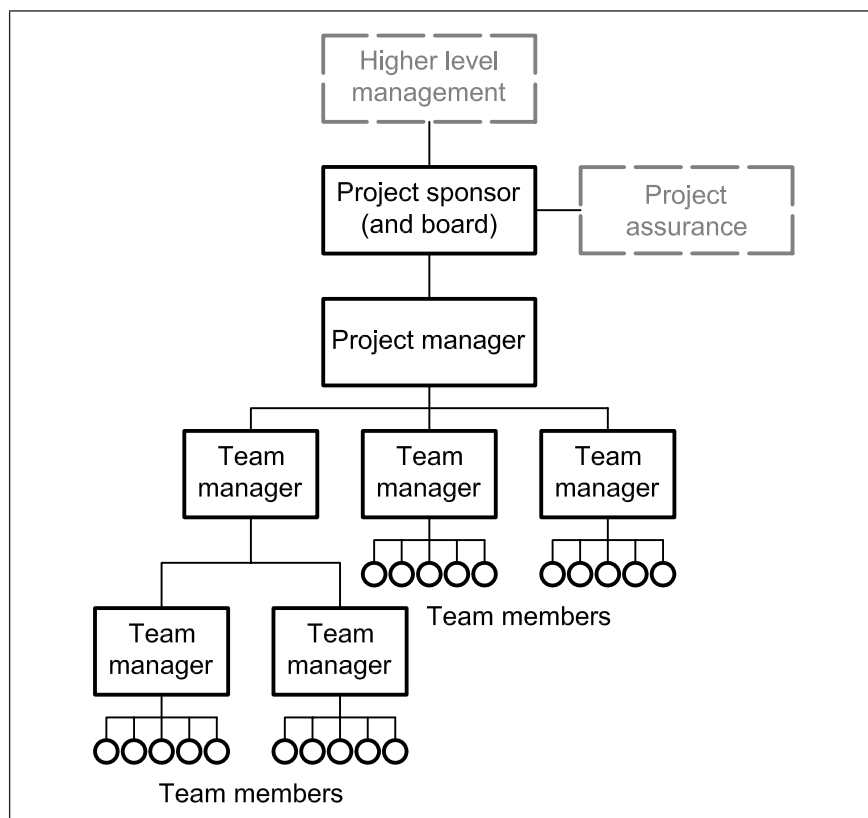
Such roles should be defined in the project management plan. The actual role titles used vary from sector to sector and to suit the organization's own processes, methods, job titles, customs and practices, and can differ significantly from the generic ones given in this guide.

The design and implementation of project organizations should take into account the informal aspects of project management, such as motivation and coordination of project staff as well as levels of interpersonal skills and behaviours.

The accountabilities and authority delegated by senior management to the project role holders should be clearly and unambiguously stated, as the project team will often be assembled from a number of different departments or separate organizations.

Figure 4 shows a simplified project organization structure, highlighting the relationships between the various roles described in 5.2.3 to 5.2.8.

Figure 4 A simplified project organization structure



5.2.2 The decision makers – governance

The decision makers should be accountable to higher level management for key decisions relating to the project. Decision makers can be individuals or groups of people (e.g. boards) with the appropriate level of authority, skills and knowledge. The levels of authority and constituency of any decision-making body will normally be defined within the governance arrangements or schemes of delegation of the sponsoring organization. For projects, governance is typically required for:

- authorizing the start of projects and each phase of a project (see 7.1.3);
- authorizing changes to the project (see 7.2.10);
- changing the status of a project (see 7.1.3);
- ensuring compliance with the organization's policies;
- ensuring compliance with any applicable legal or regulatory requirements.

In addition, there will usually be a level of oversight of the quality of any outputs, including the application of any organizational constraints, e.g. standards and components to be used.

5.2.3 The project sponsor

The project sponsor should be accountable to higher level management for directing the project to ensure that the benefits for the organization are realized. This includes ensuring that the project always makes sound business sense, approving key deliverables and making decisions or recommendations at critical points in the project's life as required in the project management plan.

The project sponsor is the primary risk taker. In a promoting organization, the benefits are normally driven by the strategic intent; in a contracting organization, the benefits will usually be determined by the revenue and profit made for undertaking the work. The project sponsor should:

- a) ensure that a real need or opportunity is being addressed by the project;
- b) own the business case,
- c) ensure that the project remains a viable proposition;
- d) initiate project reviews;
- e) ensure that the delivered solution matches the needs of the organization;
- f) engage key stakeholders;
- g) represent the organization in key project decisions (see 5.2.2);
- h) approve key project deliverables and project closure;
- i) resolve project issues that are outside the control of the project manager;
- j) establish and chair the project board (if one is required);
- k) appoint the project manager and facilitate the appointment of team members;
- l) facilitate the availability of project resources in order to achieve successful delivery.

5.2.4 Boards and steering groups

A project board (if required) should enable the project sponsor to realize the benefits and in particular to:

- a) monitor the project progress and ensure that the interests of the organization are best served;
- b) provide a forum for assisting with strategic, cross-functional decisions, removing obstacles and for resolving issues.

NOTE Commonly used terms for project boards are steering group, steering board, steering committee or governance committee.

5.2.5 Project assurance

The project sponsor is accountable for ensuring that the project remains on course to deliver outputs of the required quality to meet the business objectives defined in the business case. Assurance activities may be assigned to one or more persons (e.g. quality managers or assurance managers) who are independent of the project manager and team. This includes:

- recommending to the project sponsor that reviews or audits should be held;
- checking that user needs and expectations are being met or managed;