

		PROJECT MANAGEMENT LIFECYCLE			
Project Management Phases	<p>Pre-Project</p> <p>Project Initiation Request</p>				
Activity	<p>BUSINESS REQUEST</p> <p>-----</p> <ul style="list-style-type: none"> . Business Need / Problem / Opportunity (What & Why) . Outcomes / Benefits . Risk of doing nothing <p>SOLUTION PROPOSAL</p> <p>-----</p> <ul style="list-style-type: none"> . Approach to solution . Resource & cost estimates 	<p>INITIATE the project and conduct initial DISCOVERY</p> <p>-----</p> <ul style="list-style-type: none"> . Assign project manager . Explore solution / product options . Proof of Concept (POC) / Prototype . Test your initial hypothesis . Agree scope / deliverables . Identify resources / budget required 	<p>PLAN the work needed to complete the project</p> <p>-----</p> <ul style="list-style-type: none"> . Detail project activities along with their time estimates and resource requirements 	<p>EXECUTE the plan</p> <p>-----</p> <ul style="list-style-type: none"> . Coordinate people and resources to create the project's service or product <p>For Agile projects, build and deliver incrementally</p>	<p>Formal project CLOSURE</p> <p>-----</p> <ul style="list-style-type: none"> . Formal project sign-off . Transition to support
Project Artefacts mandatory for	<p>Project Initiation Request*</p> <ul style="list-style-type: none"> . Headline candidates** 	<p>Project Charter* - full version or one page version</p> <p>Headline projects**</p>	<p>Detailed Project Work Plan (e.g. in JIRA or Excel)</p>	<p>Use Planning Documents (e.g. Test Plan)</p>	
Approve before next phase	<ul style="list-style-type: none"> . UMT Subgroups for Headline candidates** . Vertical leads / Appropriate Governance Body when not Headline candidates** 	<p>Project Owner (PO), Solution Provider (SP) for Headline projects**</p>	<p>Managed locally for all projects</p>		<p>Project Owner (PO) for Headline projects**</p>
		<p>Managed locally for non-Headline projects</p>			

*KEY		Documented in Project Initiation Request	Documented in Project Charter
WHAT & WHY?	Business Request	Y	Y
	Scope / Deliverables (<i>detailed what?</i>)	-	Y
HOW?	Solution	Proposed Solution	Validated Solution
WHEN?	Timing and Milestones	Initial Estimate	Y
WHO?	Governance Model (Roles and Responsibilities)	-	Y
HOW MUCH?	Solution Implementation Costs	Initial Estimate	Fully Costed
WHAT IF?	Project Risks	-	Y

**KEY	Project Sizing	Description
	Headline	Is a classification applied to high profile projects that require substantial financial investment, consume significant resources and/or have a high impact on staff or students.
	Large	> 50 days
	Medium	21 – 50 days
	Small	5 - 20 days

Along with these core Project Management activities, Project Managers should consider which of the activities in the [IT Project Management Checklist](#) are required at each phase of their project.

[PM²](#) provides a toolbox of [other Project Management Artefact Templates](#). Some of these may be useful for your project (in addition to the core Project Artefacts above).