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COURSE BROCHURE

Advanced Project Lifecycle and Stage-Gate Governance Training Course

20 September – 1 October 2027
Milan

Advanced Project Lifecycle and Stage-Gate Governance Training Course

Ref: 494_18214 **Date:** 20 September – 1 October 2027 **Location:** Milan **Fees:** 11100 GBP

Project Lifecycle and Stage-Gate Governance is the subject of this 2-week advanced training course for senior project managers, PMO leads and project sponsors, who build a stage-gate lifecycle plan with gate criteria and a supporting project management plan. Boards now expect every major investment to prove its case again at each phase rather than once at approval. Jupiter Prime Training offers this course to leaders who decide when a project should proceed, pause or stop.

Why Project Lifecycle and Stage-Gate Governance Matters Now

Three groups press for stronger lifecycle discipline: boards and investment committees that release funds phase by phase, sponsors who remain accountable for benefits long after approval, and PMOs asked to compare very different projects on equal terms. Organisations with clear gate criteria, living business cases and controlled scope change stop weak projects early and redirect scarce people; those without them let doomed projects drift for years. The course draws on ISO 21502:2020 guidance on project management and ISO 21500:2021 high-level guidance, alongside the principles and performance domains of the PMBOK Guide 7th edition, with cases from utilities, transport and digital services.

Who Gains Most from Project Lifecycle and Stage-Gate Governance

- Sponsors who own business cases and sign off phase transitions
- PMO leads who design lifecycle models and gate review procedures
- Senior project managers who prepare gate submissions and integrated plans
- Assurance reviewers who test readiness evidence before decisions
- Portfolio coordinators who align gate outcomes with funding cycles

An organisation gains most when a sponsor, a PMO lead and a senior project manager attend together and agree one lifecycle model and set of gate criteria.

Project Lifecycle and Stage-Gate Governance Capabilities

Participants design how a project moves from idea to benefits, and what evidence each decision point demands.

- Design a phased lifecycle model with gates matched to project complexity — the PMO standardising decision points
- Specify gate criteria, evidence packs and decision options — the sponsor approving progression
- Build an integrated project management plan linking scope, schedule, cost and quality baselines — the delivery team executing
- Apply integrated change control to scope and baseline changes — the change board protecting the business case
- Assess business case validity at each gate using benefits and risk evidence — the investment committee releasing funds
- Communicate gate outcomes and lessons learned to the portfolio — the PMO improving future projects

Key Project Lifecycle and Stage-Gate Governance Terms

- Stage gate — a formal decision point between lifecycle phases where a project is approved to proceed, recycled, paused or stopped
- Gate criteria — the defined evidence and thresholds a project must meet before a gate decision is made
- Business case — the documented justification for a project setting out options, costs, benefits, risks and the recommended choice
- Integrated change control — the process of assessing and approving changes across scope, schedule, cost and quality together
- Project management plan — the approved document integrating subsidiary plans and baselines that guides execution and control
- Benefits realisation — the activities that ensure planned outcomes are measured, tracked and delivered after project outputs are handed over

Project Lifecycle and Stage-Gate Governance Day by Day

Day 1: Lifecycle Thinking and Standards

- ISO 21502 Lifecycle Guidance — Framing Phases From Pre-Project to Closure
- ISO 21500 High-Level Guidance — Linking Projects, Portfolios and Organisations
- PMBOK Guide Principles and Domains — Tailoring Lifecycle Choices
- Predictive, Adaptive and Hybrid Lifecycles — Selecting Phase Structures
- Organisational Lifecycle Policy — Setting Common Rules Across Projects

Day 2: Designing the Stage-Gate Model

- Phase and Gate Mapping — Defining What Each Stage Must Achieve
- Gate Decision Options — Go, Recycle, Hold or Stop
- Complexity Tiering — Scaling Gate Rigour to Project Size and Risk
- Gate Roles and Decision Rights — Clarifying Who Decides What
- Gate Calendar Alignment — Synchronising With Funding and Board Cycles

Day 3: Business Case Through the Lifecycle

- Strategic, Economic and Commercial Cases — Structuring Investment Logic
- Options Appraisal — Comparing Do-Nothing, Minimum and Preferred Options
- Benefits Mapping and Profiles — Linking Outputs to Measurable Outcomes
- Business Case Refresh Triggers — Revisiting Justification at Each Gate
- Dis-Benefits and Opportunity Cost — Showing the Full Investment Picture

Day 4: Gate Criteria and Evidence

- Readiness Criteria per Gate — Defining Minimum Evidence Thresholds
- Gate Evidence Pack Templates — Standardising Submissions for Reviewers
- Independent Assurance Reviews — Testing Readiness Before Decisions
- Red-Amber-Green Confidence Ratings — Communicating Delivery Confidence
- Conditional Approvals and Actions — Tracking Commitments After a Gate

Day 5: Scope Definition and Control

- Requirements Elicitation and Traceability — Linking Needs to Deliverables
- Scope Statement and Exclusions — Setting Clear Project Boundaries
- Work Breakdown Structure and Dictionary — Structuring Deliverables for Control
- Scope Validation and Acceptance — Confirming Outputs With Users
- Scope Creep Indicators — Detecting Uncontrolled Growth Early

Day 6: Integrated Project Management Plan

- Subsidiary Plan Integration — Aligning Schedule, Cost, Quality and Resources
- Baseline Establishment — Freezing Reference Points for Measurement
- Tailoring the Plan to Phase — Adjusting Detail as Uncertainty Falls
- Interface and Dependency Register — Managing Links to Other Projects
- Plan Approval and Version Control — Keeping One Authoritative Plan

Day 7: Integrated Change Control

- Change Request Lifecycle — Raising, Assessing, Deciding and Implementing
- Impact Assessment Across Baselines — Evaluating Scope, Time and Cost Together
- Change Control Board Terms — Setting Authority Levels and Quorum
- Change Log and Baseline Updates — Maintaining an Auditable Trail
- Change Versus Issue Distinction — Routing Problems to the Right Process

Day 8: Decisions at the Gate

- Gate Meeting Facilitation — Keeping Decisions Evidence-Based
- Stop and Kill Decisions — Ending Projects Without Blame
- Escalation Routes Between Gates — Handling Tolerance Breaches
- Decision Records and Rationale — Documenting Why Choices Were Made
- Gate Performance Metrics — Measuring How Well Gates Work

Day 9: Closure, Handover and Learning

- Handover to Operations Criteria — Confirming Readiness to Accept
- Post-Project Review — Comparing Outcomes With the Business Case
- Lessons Learned Capture and Reuse — Closing the Organisational Loop
- Benefits Tracking After Closure — Assigning Owners for Outcomes
- Administrative and Contract Closure — Releasing Resources and Archiving Records

Day 10: Practising the Stage-Gate Lifecycle Plan

- Lifecycle Model Design — Applying Days 1 and 2 to a Complex Case
- Business Case and Criteria Build — Applying Days 3 and 4 to the Case
- Integrated Plan and Change Rules — Applying Days 6 and 7 to the Case
- Mock Gate Review — Applying Day 8 Decision Practice Under Challenge
- Stage-Gate Lifecycle Plan With Gate Criteria — Completing the Sponsor Submission

Applying Project Lifecycle and Stage-Gate Governance After the Course

- Review the gate criteria used on one current project against the evidence actually presented at its last gate and propose revised thresholds to the PMO
- Run an integrated change control health check on one live project, tracing three recent changes through impact assessment and baseline updates

Project Lifecycle and Stage-Gate Governance Questions FAQ

What is Project Lifecycle and Stage-Gate Governance and why does it matter now?

Project Lifecycle and Stage-Gate Governance is the structured way of moving projects through phases with formal decisions at each gate. It matters now because boards release funding in stages and expect weak projects to be stopped early.

Which roles gain most from Project Lifecycle and Stage-Gate Governance training?

Senior project managers, PMO leads and project sponsors gain most. They design lifecycle models, prepare or judge gate submissions and own business cases, so they need clear criteria, integrated plans and disciplined change control.

How does Project Lifecycle and Stage-Gate Governance differ from a project risk management course?

It differs by focusing on lifecycle decisions and integrated control rather than identifying and treating risks. A risk course builds registers and responses, while this one designs gates, business cases, plans and change processes.

What do you bring back from Project Lifecycle and Stage-Gate Governance training?

You bring back a stage-gate lifecycle plan with gate criteria for a complex project. It includes the phase model, decision rights, evidence packs, an integrated project management plan and change control rules.

Project Lifecycle and Stage-Gate Governance: The Way Forward

The stage-gate lifecycle plan with gate criteria first informs the sponsor's decision on how the project will be reviewed and funded phase by phase. PMO leads embed it, project managers prepare submissions against it, and boards rely on its evidence standards. After the first gate, revisit the criteria to see which genuinely discriminated between ready and unready projects.