
Project Start-Up and Mobilisation Training Course: Charter, Governance and Kick-Off

21 – 25 December 2026
Tokyo





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Programme Summary

Project start-up and mobilisation is the subject of this one-week training course for project directors, programme sponsors and heads of delivery, ending in a project launch pack for one live or planned project. Many projects lose control in their first weeks, when mandate and scope are assumed rather than agreed. The programme moves from charter to kick-off, using participants' own projects as the test material. Mars Training Centre UK delivers this programme on project start-up and mobilisation to mixed-organisation cohorts.

The Business Case

A project is most open to change before work begins. When the mandate is vague, the scope baseline is loose and nobody knows who may decide, the cost of correction rises with every week of delivery. Leaders who confirm the mandate, fix decision rights and mobilise the team against a written plan can see drift early and act while options are still cheap.

- **Early Scope Stability:** Improves as the scope baseline statement and change thresholds are agreed before delivery starts.
- **Decision Speed:** Improves as project governance and escalation routes are written down and tested.
- **Team Readiness:** Improves as roles, suppliers and working rules are in place on the first day of delivery.

Principles and Evidence Base

- **PRINCE2 starting up a project and initiating a project processes:** The programme uses their sequence of mandate, brief and initiation documentation to structure Sessions 1 and 2.
- **PMBOK Guide initiating process group:** The programme applies its charter and stakeholder identification practice to the authorisation decision in Session 1.
- **Stakeholder identification:** Listing who is affected, who decides and who can block progress shapes the stakeholder register built in Session 2.
- **Decision authority mapping:** Assigning each decision to one owner and one escalation route frames the governance work in Session 3.



Intended Participants

- Directors who authorise projects and must confirm they are ready to start.
- Programme sponsors who set objectives, funding limits and expectations for delivery teams.
- Heads of delivery who assemble teams and agree the way of working with suppliers.
- Portfolio and project office leaders who set start-up standards for many projects.
- Senior managers about to take over a project that has not yet been formally launched.

Typical functions include construction and infrastructure, energy, public administration and technology delivery teams.

Learning Outcomes

1. Participants will be able to evaluate a project mandate and business case before authorising a start.
2. Participants will be able to construct a project charter with measurable success criteria.
3. Participants will be able to define a scope baseline and a stakeholder register that hold under challenge.
4. Participants will be able to design decision rights, escalation routes and change thresholds for a project board.
5. Participants will be able to plan the mobilisation of a team and its suppliers.
6. Participants will be able to justify a project launch pack to sponsors and delivery teams.

Programme Structure

Day 1: Mandate and Project Charter

What must be agreed before a project is allowed to start?

- Mandate Test Sheet
- Business Case Check
- Project Charter
- Success Measures Table
- Sponsor Expectations Brief

Day 2: Scope Baseline and Stakeholders

How are scope, stakeholders and constraints fixed early enough to hold?

- Scope Baseline Statement
- Work Breakdown Outline
- Stakeholder Register
- Assumptions and Constraints Log
- Early Risk Screen



Day 3: Governance and Decision Rights

Who decides what, and how quickly, once delivery is under way?

- Decision Rights Matrix
- Project Board Terms of Reference
- Escalation Ladder
- Change Control Thresholds
- Supplier Interface Rules

Day 4: Team Mobilisation and Kick-Off

How is a team assembled, briefed and launched so that work starts at pace?

- Mobilisation Plan
- Team Working Agreement
- Kick-Off Meeting Agenda
- Early Control Dashboard
- First Stage Plan

Day 5: Applying the Tools to One Launch Pack

Do the charter, baseline, governance and mobilisation tools form one working launch pack?

- Applying the Session 1 Project Charter
- Testing the Session 2 Scope Baseline Statement
- Checking the Session 3 Decision Rights Matrix
- Rehearsing the Session 4 Kick-Off Meeting Agenda
- Completing the Project Launch Pack

Methodology

The programme uses a structured exercise method built on anonymised project mandates, charters, board papers and kick-off records from infrastructure, energy and public programmes. Participants work in peer groups on their own projects and receive written facilitator feedback on every exercise set.

- Suggested activity: Testing a charter draft against a sponsor's unstated expectations.
- Suggested activity: Tracing a late scope dispute back to a missing baseline entry.
- Suggested activity: Rehearsing a kick-off meeting with a sceptical supplier in the room.



Capstone Output

Each participant completes a project launch pack for one project. It holds a project charter, a scope baseline statement, a stakeholder register, a decision rights matrix and a kick-off meeting agenda. The pack is used at work to obtain sponsor approval, brief the board and start the team with agreed rules and early controls.

Frequently Asked Questions

Is project start-up and mobilisation suitable for leaders who have not run a launch before?

Yes. Project start-up and mobilisation assumes some experience of delivery or sponsorship and builds charter, baseline, governance and kick-off skills step by step.

Which standards does project start-up and mobilisation rest on?

Project start-up and mobilisation here rests on the PRINCE2 starting up and initiating processes and the PMBOK Guide initiating process group, applied to participants' own projects.

How is the launch pack from project start-up and mobilisation used at work?

You use the project launch pack to win sponsor approval, brief the project board, set decision rights and run the kick-off meeting with your team and suppliers.

How does project start-up and mobilisation differ from commissioning and handover training?

Project start-up and mobilisation covers the beginning of a project: mandate, scope, governance and team launch. Commissioning and handover training covers the end, where systems are proved ready and accepted.