

How PRINCE2[®] Can Complement PMBOK and Your PMP

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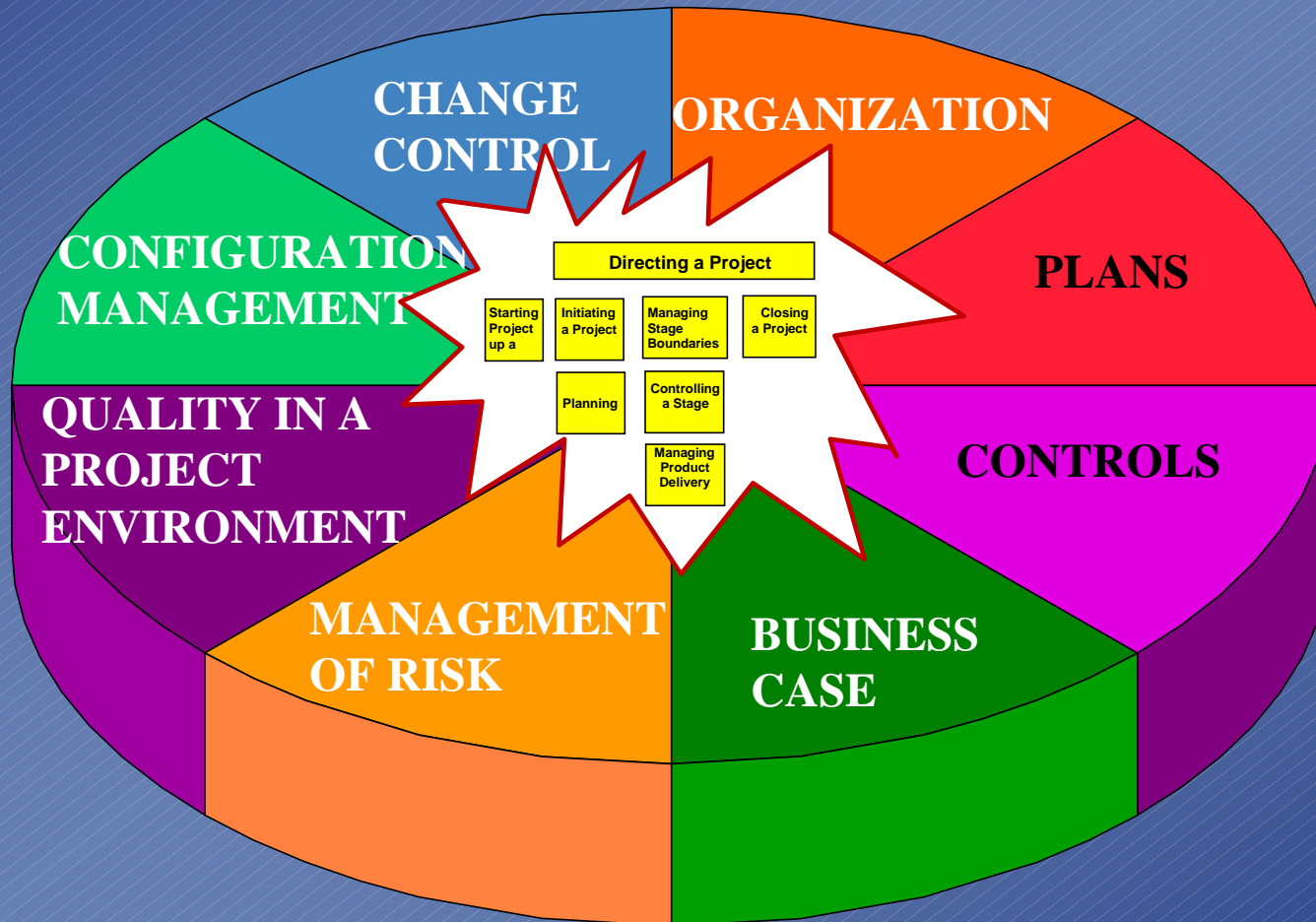
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What is “PRINCE2®”?

PROJECTS
IN
CONTROLLED
ENVIRONMENTS

- Registered trademark
- UK Government recognized best practice project management methodology
- Open method - no license fee
(only cost is books and training)
- Business Case driven

PRINCE2® – Overview

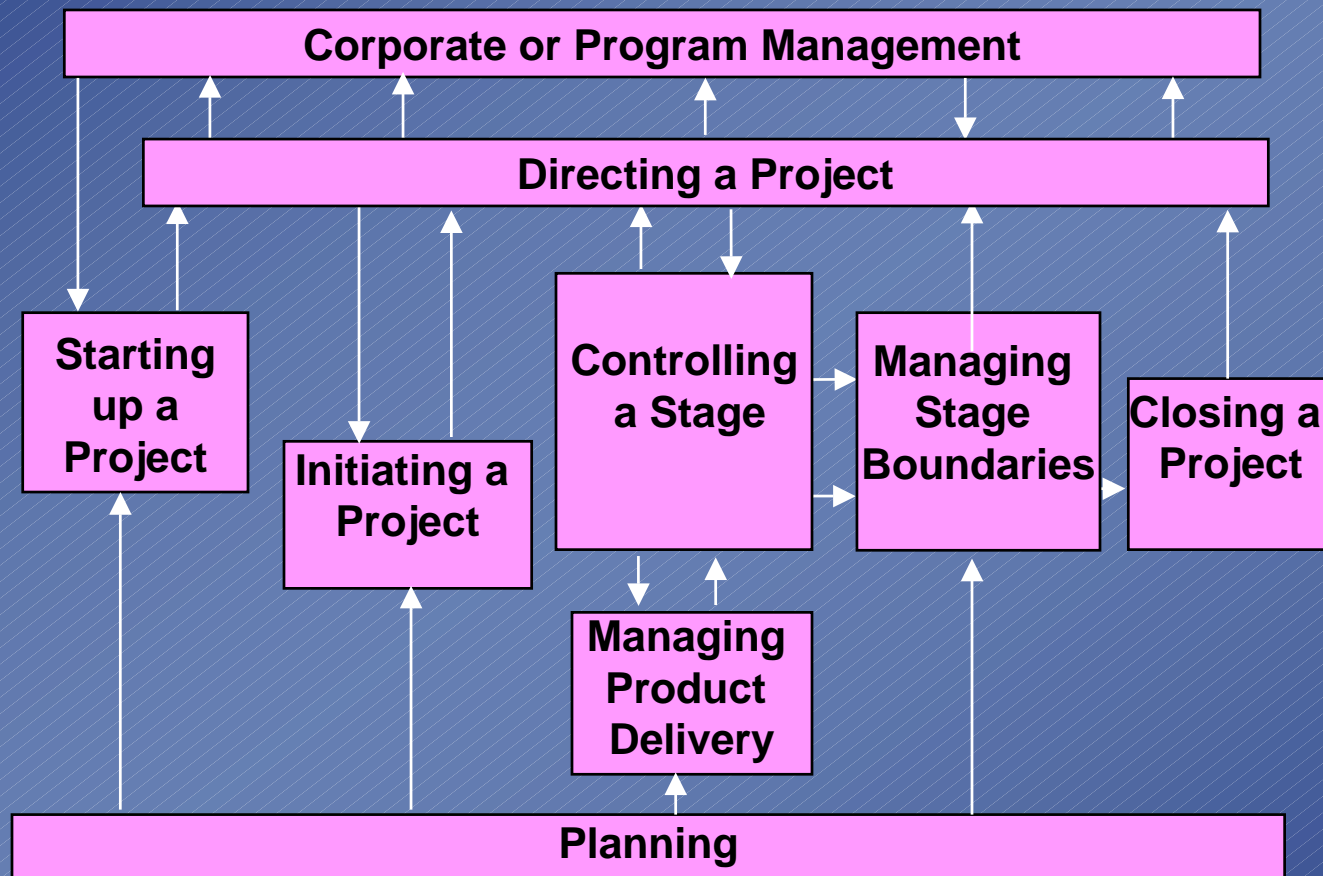


PRINCE2[®]: Components

- ◆ Organization
- ◆ Plans
- ◆ Controls
- ◆ Business Case
- ◆ Risk
- ◆ Quality
- ◆ Configuration Management
- ◆ Change Control

Comparable to PMBOK Knowledge Areas

The PRINCE2[®]: Process Model



Comparable to PMBOK Processes

PRINCE2[®]: Key Techniques

- ◆ ***Product-Based Planning*** (identify what you're producing before defining activities; includes Product Descriptions)
- ◆ ***Quality Review*** (quality control technique for documentation)
- ◆ ***Change Control*** (how to do it)
- ◆ ***Configuration Management*** (managing the project's assets)

PMBOK and PRINCE2® – A Basic Contrast

PMBOK	PRINCE2®
Comprehensive	Focuses on key risk areas only; does not claim to be complete
Largely descriptive, prescriptive on a high level	Highly prescriptive, especially on Process Structure, but adaptable to any size project
Core and facilitating processes; need to be scaled to needs of project	All processes should be considered; also need to be scaled
Customer requirements driven	Business case driven
Sponsor and stakeholders	Clear project ownership and direction by senior management
US/International Standard	UK Standard

PMBOK & PRINCE2[®] Components

How they match up...

PMBOK Knowledge Areas	PRINCE2[®] Components
Integration	Combined Processes and Components, Change Control
Scope, Time, Cost	Plans, Business Case
Quality	Quality, Configuration Management
Risk	Risk
Communications	Controls
HR	Organization (limited)
Procurement	Not covered

PMBOK & PRINCE2® Processes

How they match up...

<u>PMBOK</u>	<u>P2: Project Level</u>	<u>P2: Stage Level</u> <i>("phase-by-phase")</i>
Initiating	Starting Up; Directing	Managing Stage Boundaries; Directing
Planning	Initiating, Planning	Managing Stage Boundaries; Planning
Executing/ Controlling	[managed on a stage-by-stage basis]	Controlling a Stage; Managing Product Delivery; Directing
Closing	Closing A Project	Managing Stage Boundaries

PRINCE2® Strengths

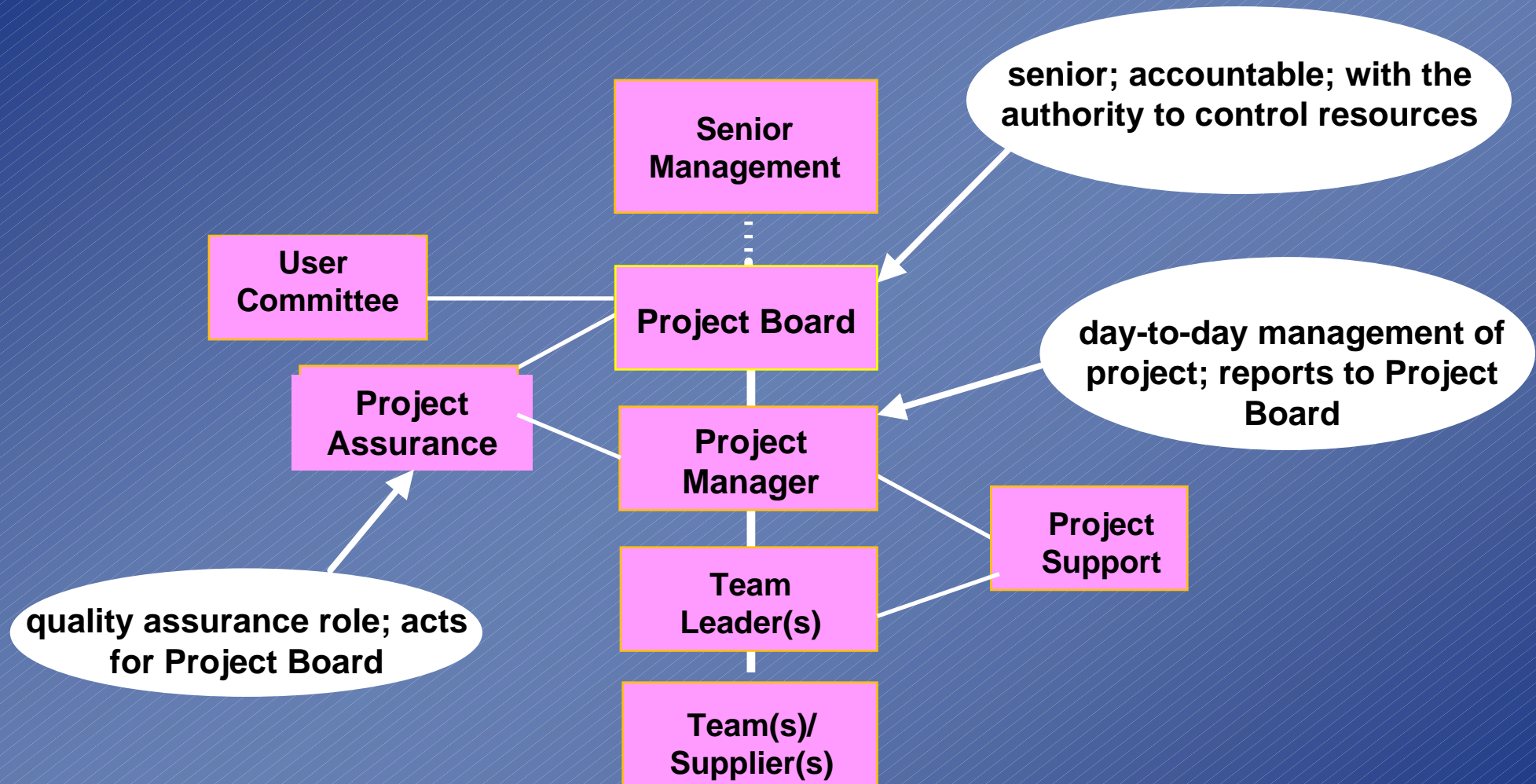
- ◆ Organization (Project Boards; defined roles and responsibilities; ownership & accountability)
- ◆ Business case-based; ongoing assessment of project viability by project owners (Board)
- ◆ Product-Based Planning (strictly deliverable-oriented); Product Flow; Product Descriptions
- ◆ Integrated process structure:
clear statement of how to manage the project
("How do I get started? What do I do first?")

PRINCE2[®] Strengths

(continued)

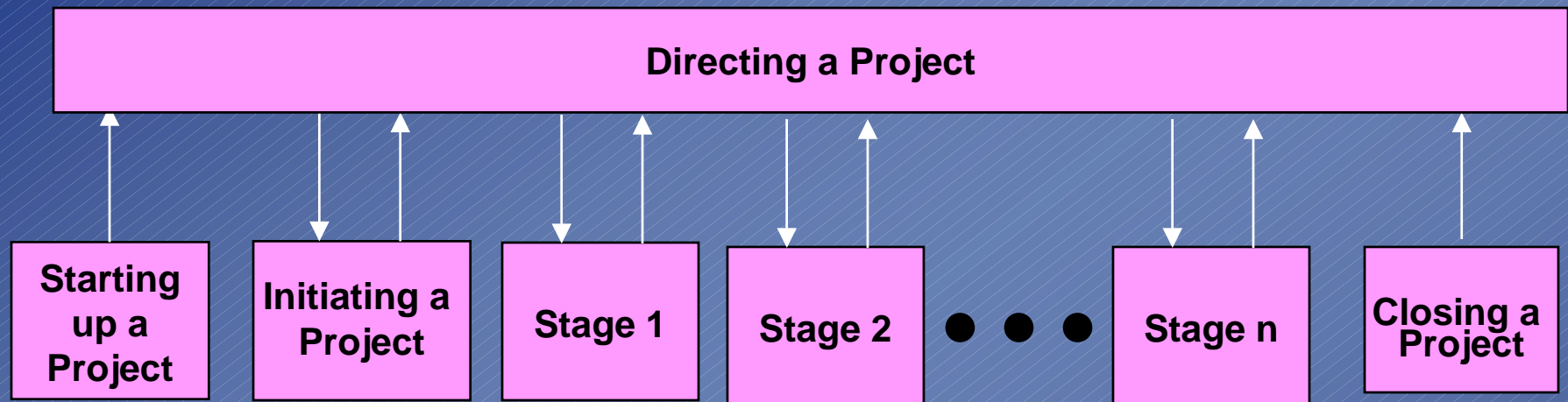
- ◆ Clear quality management points (esp. Quality Control), and Quality Assurance roles and responsibilities
- ◆ Defined and orderly handling of Work Packages (Managing Product Delivery)
- ◆ Fits into ISO 9000 Quality Management System
- ◆ Consistent with CMM Level 5

Organization



- Project Board...
- represents interests of *Business, User & Supplier*, decision-makers
 - not involved in day-to-day management (*no micro-management*)
 - Senior Management *oversight, accountability & resources*

Business Case - Based



- Driving force behind the project and decisions
- Directing a Project = accountable management re-assesses viability (ie, the Business Case), and regularly authorizes continuity

Product Based Planning

(recommended by PRINCE2®)

- ◆ “Products” are all the deliverables
- ◆ “The object of the project is to produce deliverables — therefore let’s look at the products *first...*”
- ◆ Products identified *before* Activities defined
- ◆ Establishes the project scope
- ◆ Related to WBS



Supports: Planning, Change Control, Scope Management,

Quality Management, and Earned Value Management

Product Description Elements

(part of Product Based Planning; recommended by PRINCE2®)

- ◆ Title
- ◆ Purpose
- ◆ Composition
- ◆ Derivation
- ◆ Format & Presentation
- ◆ Allocated Resource
- ◆ Quality Criteria
- ◆ Type of Quality Check Required & Quality Checkers

Title	✓	
Purpose		✓
Format	✓	
Criteria	✓	

Clear basis for creating and checking deliverables

Work Packages

- Orderly hand-off of Work Packages – from Project Manager to teams and/or contractors, *and back to Project Manager*
- Well-defined content
(built around Product Description)
- Clear responsibilities, including risk management, communication, reporting, and quality control



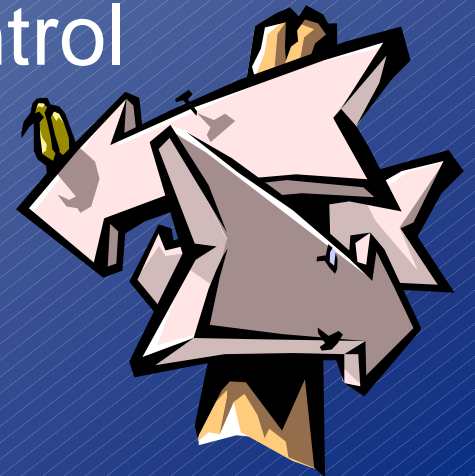
Quality Review Technique

- One type of Quality Control
- Used for documentation, websites, and other text-oriented deliverables
- Rarely identified as a quality control tool
- Consensus on completion and scope verification
- Clear guidance on how-to



Change Control

- Component (why it's being done) and Technique (how to do it)
- Structured process, incl. impact analysis
- Highlights decision-making authorities
- Ties directly to Business Case
- Overlay to Integrated Change Control and Scope Control



Configuration Management

- Explains *why* it's needed, *what* it's for, *how* to do it
- Includes suggested configuration records
- Shows link between *Change Control* (assessing and authorizing a change) and *Configuration Management* (managing the change)
- Assigns a Configuration Librarian



Capability Maturity Model

- 1- *Initial*: Ad hoc
- 2- *Repeatable*: disciplined process; stability; core project management methodology
- 3- *Defined*: standard, consistent process; integrated Project Management Methodology and System Development Methodology; training program
- 4- *Managed*: Quality Management
- 5- *Optimizing*: Lessons learned; collecting metrics; prevent defects; process change management



PMBOK and PRINCE2® – How to get the best out of both... together !

- ◆ After you know your PMBOK (and have your PMP) — use PRINCE2® to get you started, to structure your methodology
- ◆ Use key components & techniques from PRINCE2®: *Organization (“Project Board”), Product-Based Planning, Product Descriptions, Quality Review, Configuration Management, Change Control, Work Packages*
- ◆ Use PMBOK for depth, techniques, plus HR and Procurement as needed



For further information on PRINCE2®...

UK Government Website:

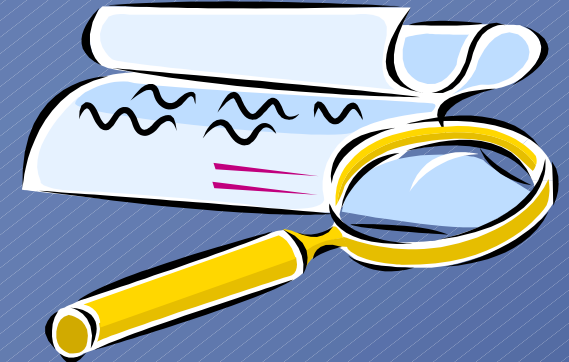
(they *own* PRINCE2®: general
information, books and materials)

<http://www.ogc.gov.uk/prince/>

The APM Group

(they *manage* PRINCE2®: sell manuals, control
accreditation of trainers and practitioners, etc)

<http://www.apmgroup.co.uk/>



If you work in the UK, you'll need to know PRINCE2® !

Any
questions?



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