ANALYSIS OF IT PROJECTS

PROJECT MANAGEMENT METHODOLOGIES PART II

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AIM AND AGENDA

AIM

To present and compare project management methodologies.

AGENDA

1	PRINCE2	What are main features of PRINCE2?
2	PMBOK	What are main features of PMBOK?
3	SUMMARY	What was covered in this section?

PRINCE2

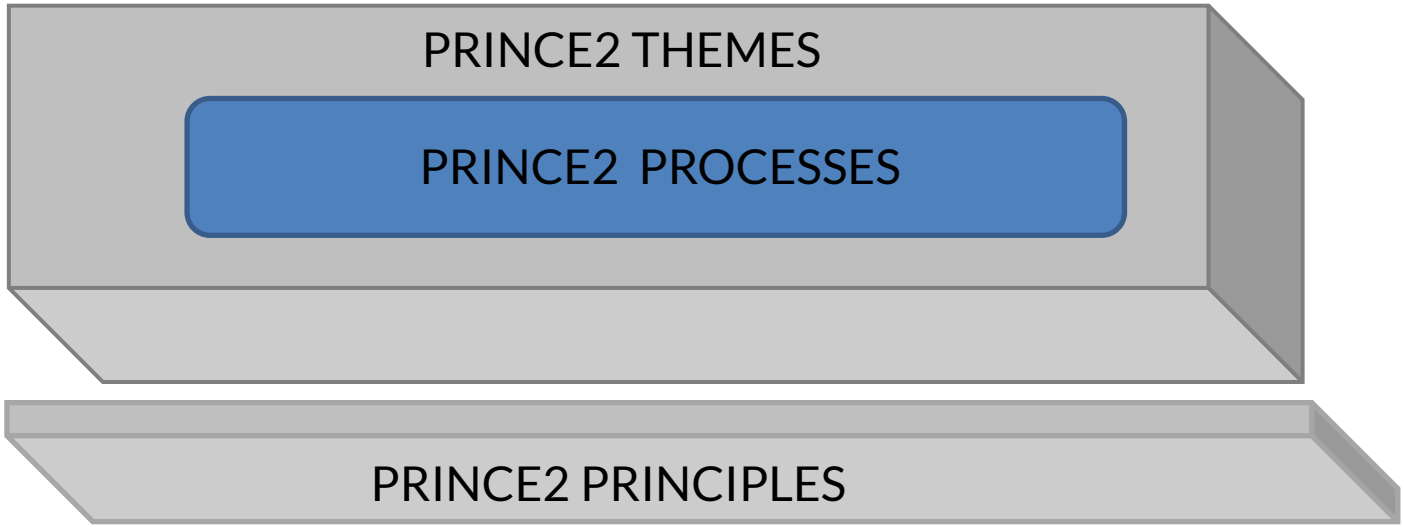
PRINCE stands for Projects In Controlled environments) and is a project management method.

It was created by the UK Government as a standard for government information system projects.

It is currently used worldwide by public and private organizations.

It is a structured methodology defining very clear roles and responsibility areas

PRINCE – COMPONENTS



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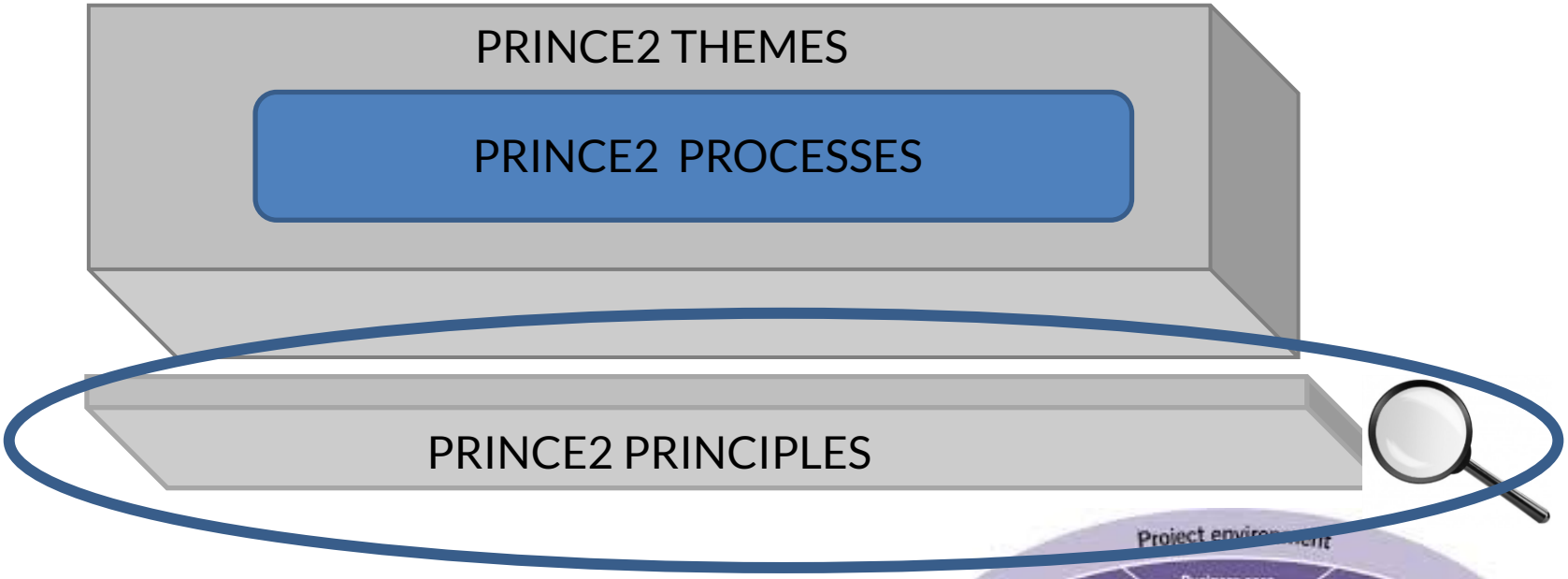
PRINCE2 – COMPONENTS



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PRINCE2 – PRINCIPLES 1

7 PRINCIPLES	
1	Continued business justification
	The most important project document is the business case and is updated through the whole project to ensure that the project is viable and worthwhile.
2	Learn from experience
	Each project maintains a log of lessons learnt. All such logs are important references for the project team. Unless a lesson provokes a change in practice, lessons are identified, not learned.
3	Defined roles and responsibilities
	Roles are well-defined defined and are separated from individuals. A person can play one or more roles.

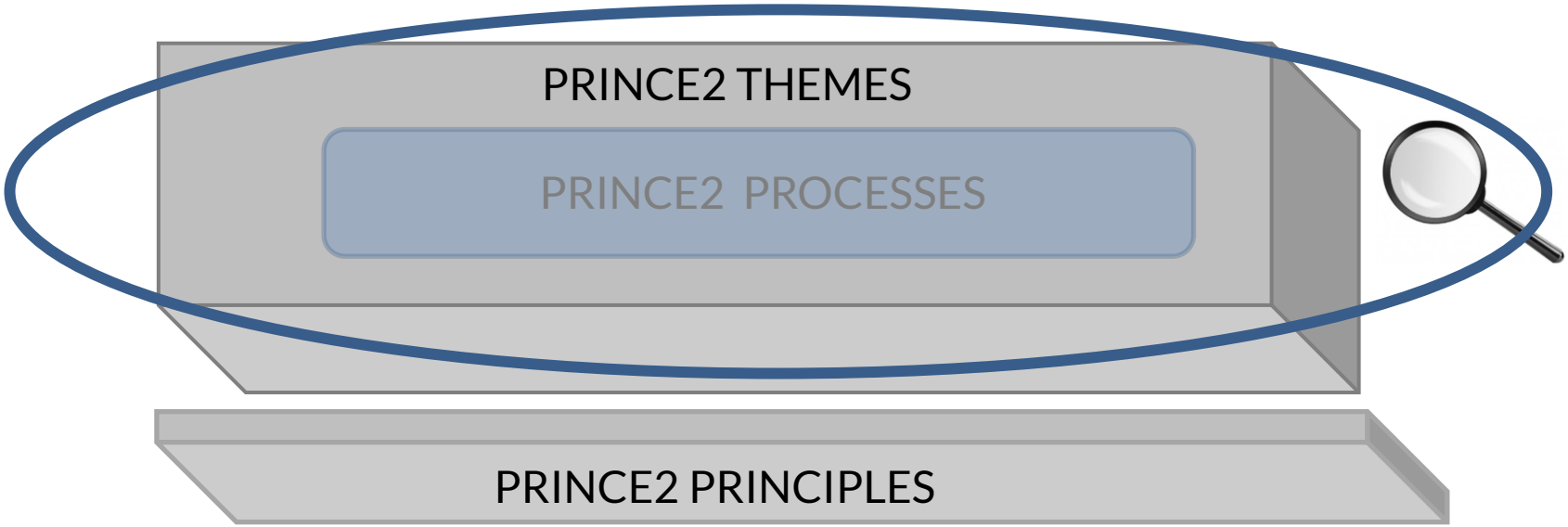
PRINCE2 – PRINCIPLES 2

7 PRINCIPLES	
4	Manage by steps
	The project is monitored on a stage basis. Once a stage is finished, the business case, risks, plan and detailed next-stage plan are updated.
5	Manage by exception
	Each project objective has 6 types of tolerances (scope, time, risk, quality, benefits, scope) and there are roles responsible for them. If the level is exceeded, it is escalated to the next management level, who should decide how to proceed.
6	Focus on products
	PRINCE2 focuses on the definition and delivery of products, and how they meet the quality requirements

PRINCE2 – PRINCIPLES 3

7 PRINCIPLES	
7	Tailor to suit the project environment
	The methodology is tailored to suit the project environment – size, complexity, importance, time capability and risk. Tailoring is the first activity and is conducted and features are revised at each new stage.

PRINCE2 – COMPONENTS



Ref: https://www.alexos.com

PRINCE2 - THEMES

	7 THEMES
1	Business case
2	Organization
3	Quality
4	Plans
5	Risk Management
6	Change Management
7	Progress

1 – BUSINESS CASE

The business case is a component of the Project Initiation Document (PID) and is like the heart of every project.

The main aim of the business case is to test the viability of the project.

It constitutes a major control document that is referenced on a regular basis to ensure and confirm that the project remains viable.

PRINCE2 does not prescribe a format. The guidelines include responding to:

- Why do we need to undertake this project?
- What are the business benefits?
- What are the risks?
- What are the potential costs?
- How long will the project take?

BUSINESS CASE - EXAMPLE

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A. Business Case

Reasons

1) Lack of software infra
2) Multiple collaboration
lic services
3) Most of the collaborat
4) Lack of standards for

Benefits

1) Providing messaging
2) Automating manual
ernment agencies
3) Standardizing commu
4) Documenting and ma

Cost in Terms of Time

1) Involves deep comm
lected within the pilo
provide an input of f
implementation and
2) IT developers of the
selected for using th
the software maintain
ever, the time IT dev
erage four days or 32

Evaluation

1) **Best case** – All promised deliverables
Gateway supporting communications be
the pilot sector is deployed, (ii) complete
ernment Message Gateway is submitted
created, loaded and queries are available
tain information about the available com
ifying organizational and semantic intero
provided, (v) an ontology defining colla

defined, (vi) InterOper-KB, the database
services are available enabling to publis
schemas stored, and (vii) a portal publis
puts is available.

2) **Average case** – (i) Macao Government
tions between at least two government
complete development document of th
submitted, (iii) Message Gateway Knowle
ument specifying organizational and se
pilot sector is provided, (v) an ontology
agencies is defined, (vi) InterOper-KB, t
and loaded, and (vii) a portal publishing
available.

3) **Worst case** – (i) Macao Government M
cation services within one government
Message Gateway Knowledge Base is cr
collaborations between government age
base managing ontologies is created, an
information, resources and outputs is ava

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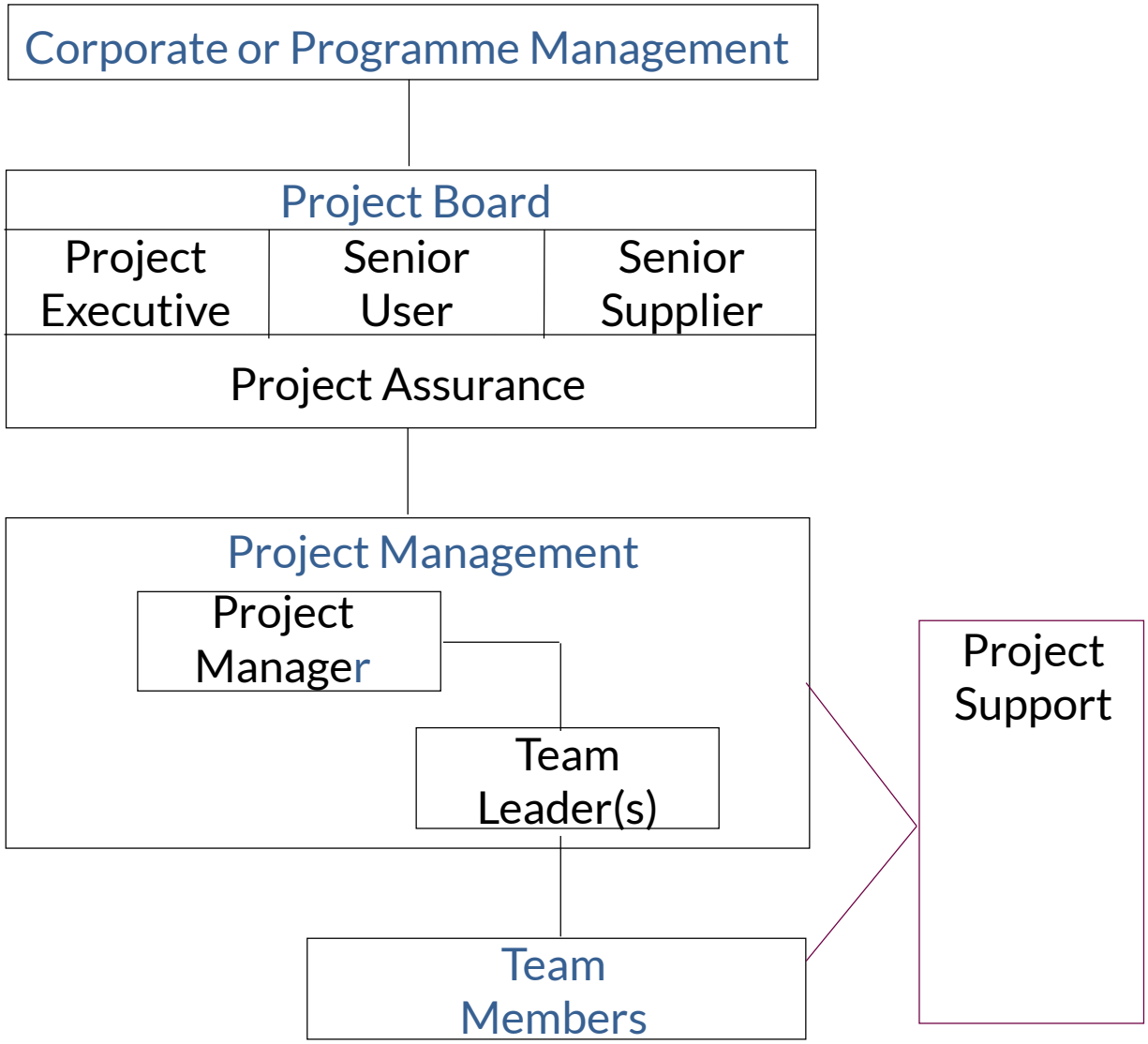
2 – ORGANIZATION – STRUCTURE AND ROLES

Roles are structured in four levels:

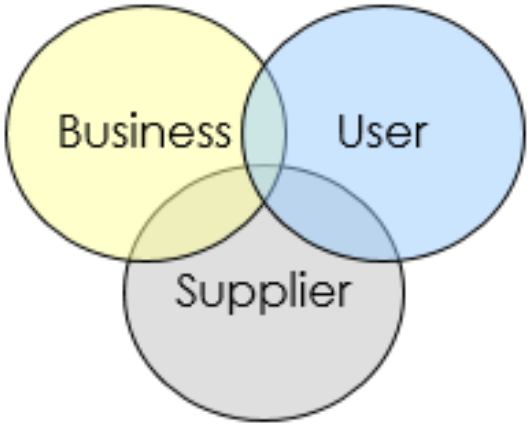
1) Corporate or Programme Management
2) Project board
3) Project management
4) Team level



PROJECT ORGANIZATION – ROLES 1

Corporate/ Programme	○ manages a series of related projects in a coordinated way ○ coordinates the planning, prioritization, monitoring and support of projects to meet changing business needs
Project Board	○ commits resources ○ appoints project manager ○ agrees objectives and responsibilities with the project manager ○ agrees plans, approves deliverables

Project Board		
Project Executive	Senior User	Senior Supplier
Project Assurance		



PROJECT ORGANIZATION – ROLES 2

PROJECT BOARD	
Project Executive	○ has ownership of the business case and ensures that projects deliver business benefits ○ monitors and controls progress ○ solves problem ○ approves reports ○ conducts the project closure and post-project review
Senior User	○ agrees and prioritizes requirements ○ provides user resources ○ agrees quality criteria ○ ensures products meet user requirements and provides expected benefits

PROJECT ORGANIZATION – ROLES 3

PROJECT BOARD	
Senior Supplier	○ monitors supplier business case ○ ensures that the results by project executive can be achieved ○ achieves results expected by users ○ provides resources to produce product
Project Assurance	Project board may require independent monitoring of key project aspects: having the full picture, monitoring of they are getting what they want, and costs are not escalating, and that quality standards are being maintained. In such cases, a separate quality assurance function may be necessary to: ○ ensuring ✓ adherence to business case ✓ focus stays on business needs ✓ legal constraints are observed ✓ agreed standards are being enforced ○ controlling risks

PROJECT ORGANIZATION – ROLES 4

PROJECT MANAGEMENT	
Project Manager	○ conducts the project within the constraints defined by the project board ○ is responsible to produce products able to achieve the benefits ○ focuses on day-to-day control
Team Leader	Main reasons for having team leaders are: managing a large project, having teams in different locations, and managing various specialized skills). In such cases, team leaders: ○ lead, plan, organize, co-ordinate, and control the work of the team ○ ensure products are delivered according to schedule, functionality, quality, and budget ○ arrange checkpoint meetings ○ issue log, quality log

PROJECT ORGANIZATION – ROLES 5

Team	The three type of stakeholders – business, user and suppliers – should be represented in the team.
Project Support	○ supports the project manager given the project volume, specialist tools and techniques required ○ is responsible for administrative issues, configuration management, collecting actuals, software support.

3 – QUALITY

The theme aims at defining and implementing the means buy which the project will verify that products comply with their purpose.

According to ISO 8402, quality is “the totality of characteristics of an entity that bear upon its ability to satisfy stated and implied needs.”

An entity could be a product, person, process, service and/or system.

Quality focus on .an entity´s ability to meet its requirements.

QUALITY SCOPE

The Quality theme aims at:

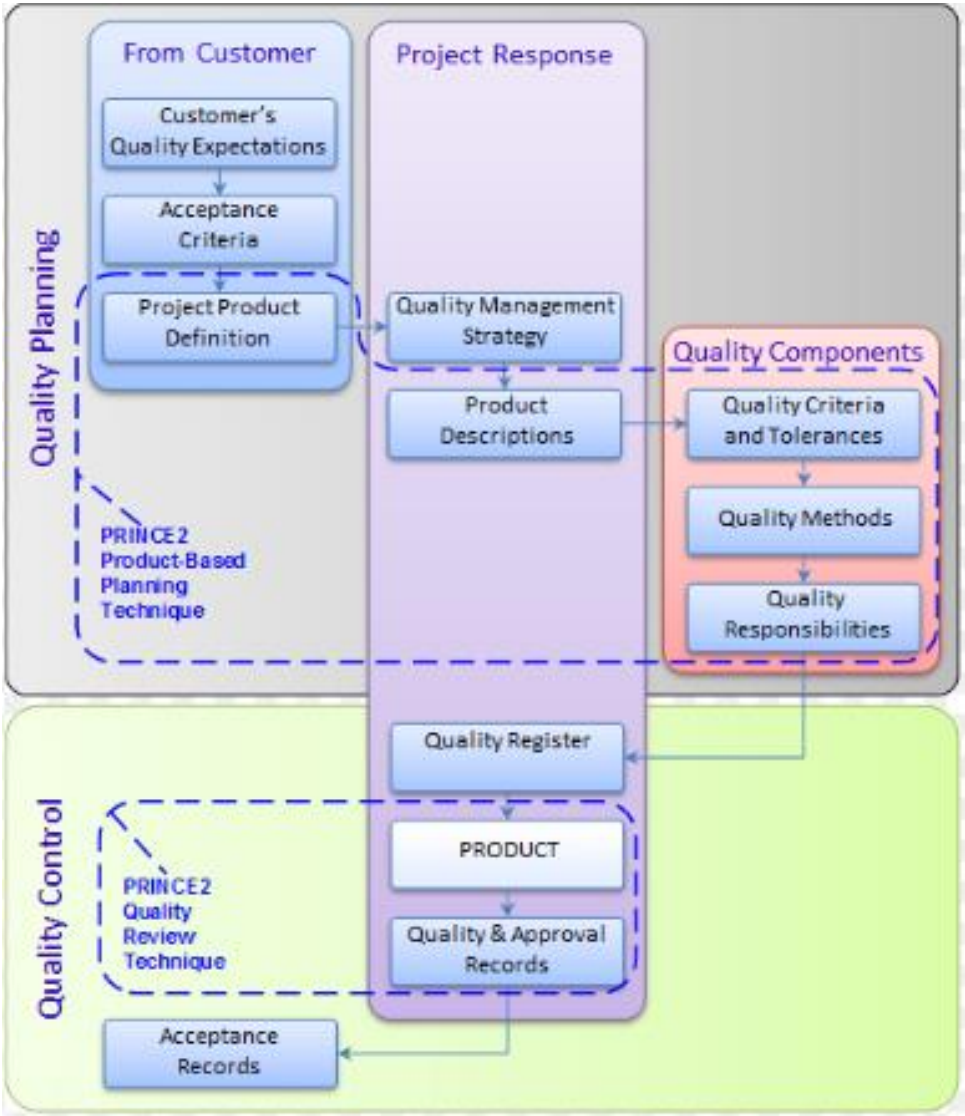
- providing a common understanding of what the project will deliver (scope)
- defining the acceptance criteria that will be used to assess the products (quality)
- ensuring the products are fit for purpose
- meeting the quality expectations of customers and users
- defining Quality Management activities required in the project plan
- covering continuous improvement during the project execution

QUALITY EXPECTATIONS

Customer´s quality expectations are related to:

- Functional requirements
- Performance
- Accuracy
- Practicability
- Security
- Compatibility
- Reliability
- Maintainability
- Expandability
- Flexibility
- Clarity
- Comparison to another product
- Cost
- Implementation date.

QUALITY PATH



Ref: https://p2.tech-academy.co.uk/quality/

4 – PLANS

The PRINCE2 planning structure allows for a plan to be broken down into lower level plans containing more detail. But all plans have the same overall structure.

Levels of plans:

- Corporate/programme plan
- Project plan
- Stage plan (exception plan)
- Team plan
- Stage and team quality plans

Tolerances:

- Project tolerance -> project plan deviation
- Stage tolerance -> stage plan deviation
- Work package tolerance -> work package deviation.

PROJECT PLAN – EXAMPLE

It explains how and when a project objectives are to be achieved by showing the major products, activities, and resources required in the project. It includes:

- Project level Gantt chart
- Major products, their descriptions and their flow
- Assessment of major risks and their countermeasures
- Major stages (milestones) and activities
- Time scales
- Tolerances
- Resource requirements
- Financial budget
- Change management strategy
- Business case

PRINCE2 - THEMES

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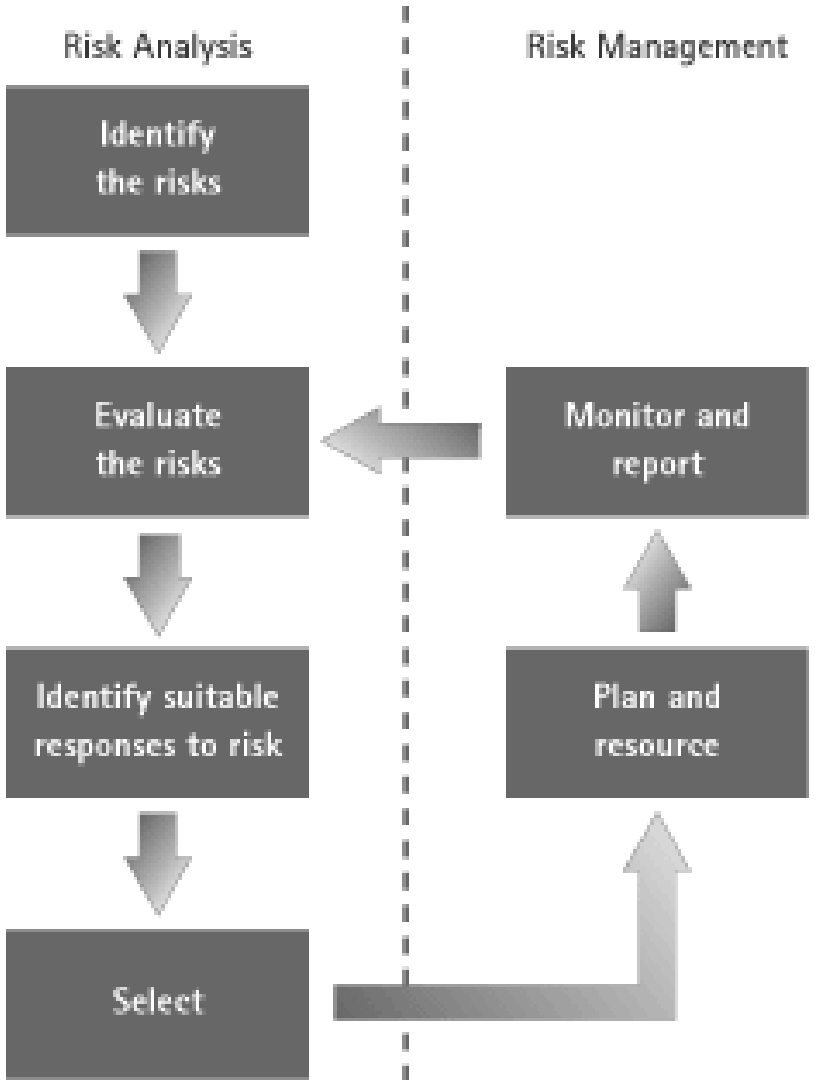
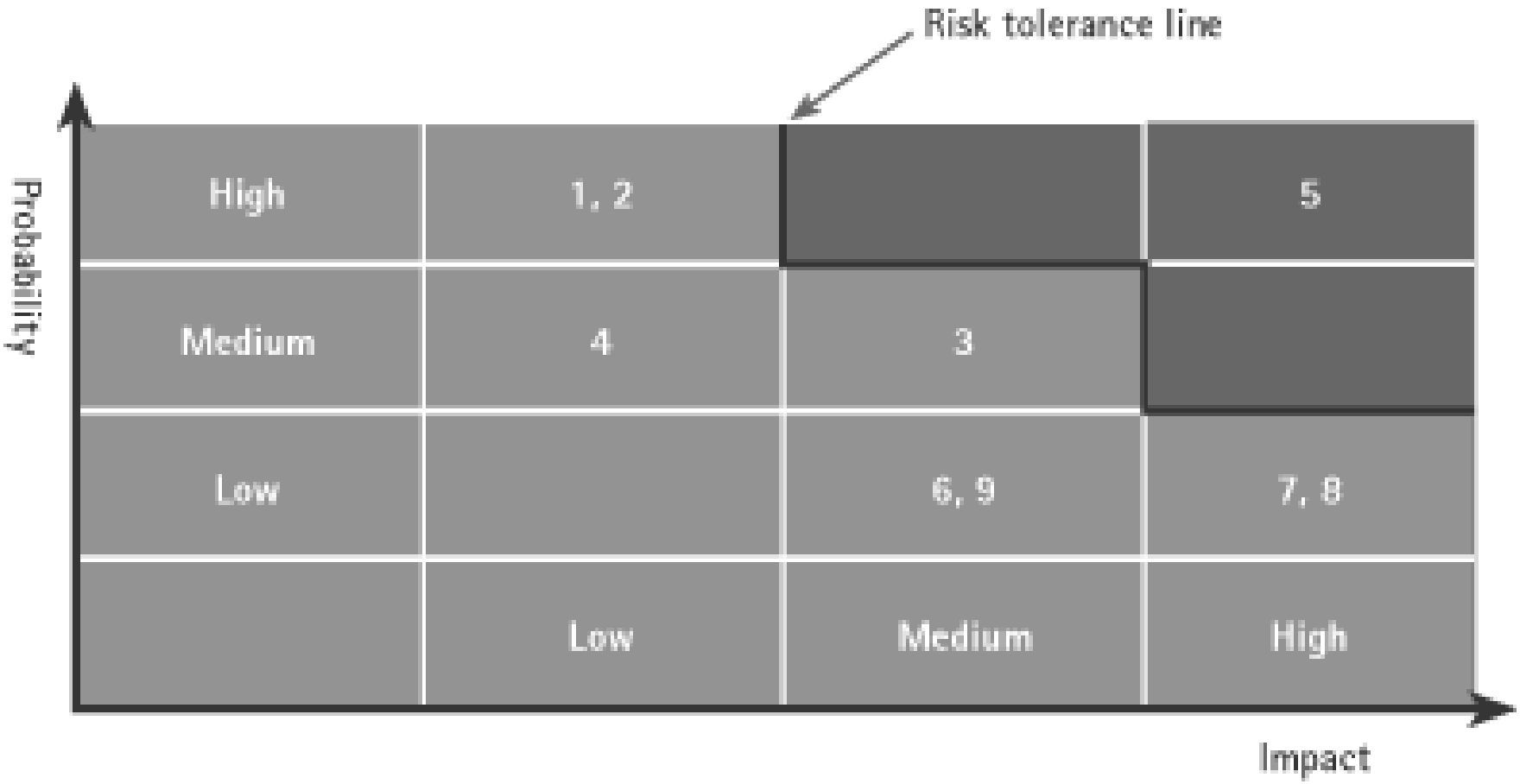
Risk Management Cycle



RISK ANALYSIS



6 – CHANGE MANAGEMENT

The Change theme aims at identifying, assessing and controlling any potential and approved changes to the baseline.

The project manager is responsible for:

- managing the issue according to the change control procedure assisted by project support when possible
- creating and maintaining the issue register
- implementing corrective actions

CHANGE AND ISSUES

PRINCE2 uses "issue" to represent any relevant event that has happened.

The difference between issues and risks is that the former is something that has happened. It was not planned and requires management action.

An issue can be:

- a concern that somebody has raised
- a query that somebody has raised
- a request for change
- a suggestion
- a situation where something is of the way that it was intended to be

An issue report is a report containing the description of the issue, an impact assessment and recommendations for request a change of specification or a problem concern.

7 – PROGRESS

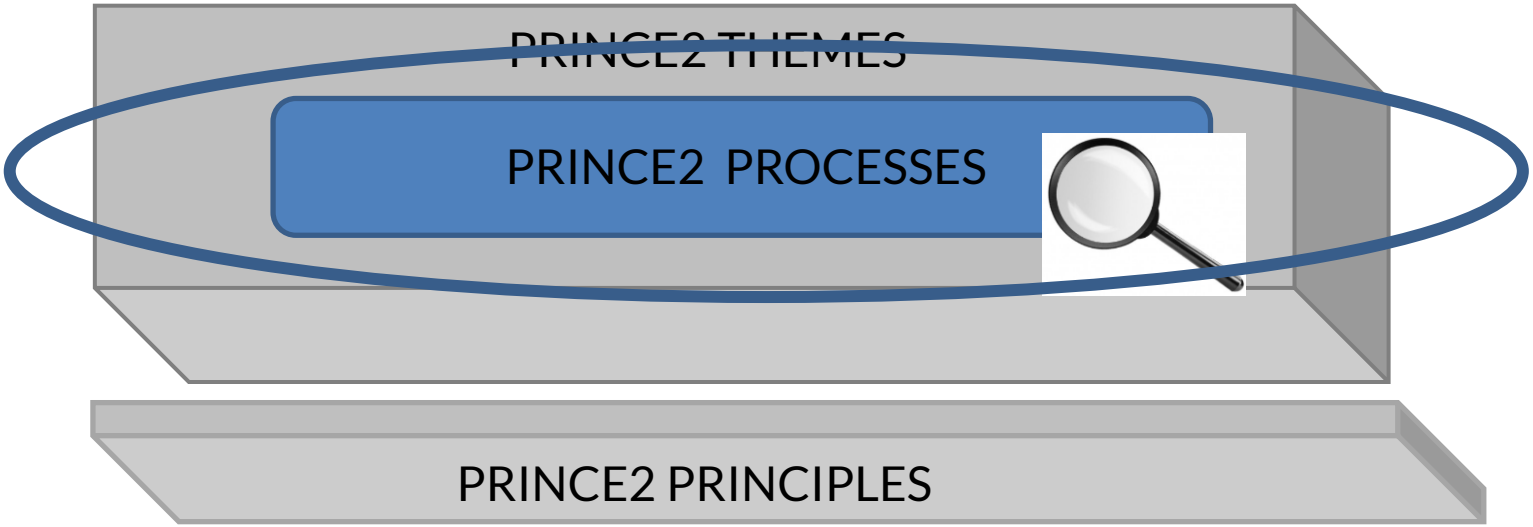
Progress is about checking actual progress against the performance targets of time, cost, quality, scope, benefits and risk.

PRINCE2 provides four mechanisms for controlling projects:

- delegating authority from one level to the next – for example, from Project Board to Project Manager
- dividing the project into management stages and authorizing one stage at a time
- producing and inspecting time-driven and event-driven progress reports
- raising exceptions – by using exceptions to alert the above layer if a big issue occurs and is out of tolerance

How these controls will be used in the project is decided early in the project and documented in the Project Initiation Documentation under the Progress heading.

PRINCE2 – COMPONENTS

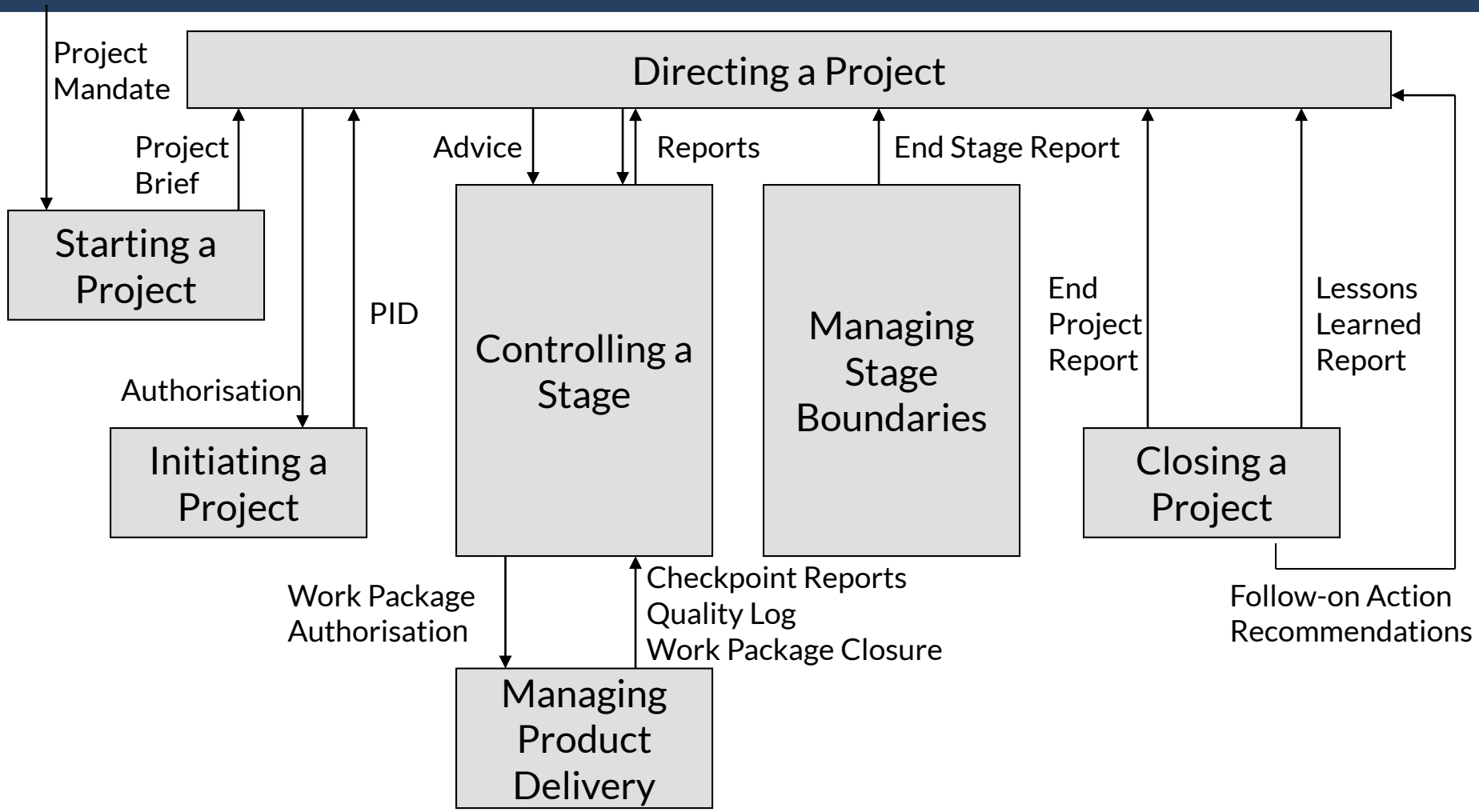


Ref: https://www.alexos.com

PRINCE2 - PROCESSES

7 PROCESSES	
1	Starting up a project
2	Initiating a project
3	Directing a project
4	Controlling a project
5	Managing product delivery
6	Managing stage boundaries
7	Closing a project

PROCESSES OVERVIEW



1 – STARTING A PROJECT

It aims at defining:

- What is to be done
- Who is funding the project
- Who will make the decisions
- Who will say what is needed
- What quality standards are required

Involved tasks:

- appointing project management team
- completing terms of reference
- identifying the type of solution to be provided
- creating risk log
- planning the initiation stage

STARTING UP A PROJECT – SUB-PROCESSES

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SU1 Appointing a project board executive and a project manager
SU2 Designing a project management team
SU3 Appointing a project management team
SU4 Preparing a project brief
SU5 Defining project approach
SU6 Planning an initiation stage

STARTING UP A PROJECT - PROJECT APPROACH

Before any planning, decisions must be made regarding how the work of the project is going to be approached:

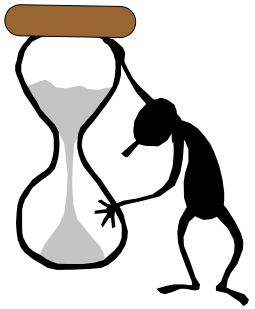
- Bought 'off the shelf'
- Developed in-house
- Contracted to third parties
- Based on an existing product
- Built from scratch
- Based on specific technologies.

2 – INITIATING A PROJECT

It aims at agreeing among all stakeholders about what is to be done and why before major expenditure starts.

Involved tasks:

- defining quality responsibility, quality methods, and tools to be used
- planning the whole project
- confirming existence of a viable business case
- re-assessing risks facing the project
- signing the project by decision makers



INITIATING A PROJECT – SUB-PROCESSES

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IP1	Planning quality
IP2	Planning the project
IP3	Refining the business case and risks
IP4	Setting up project controls
IP5	Setting up project files
IP6	Assembling a project initiation document

3 – DIRECTING A PROJECT

It aims at ensuring that Project Board exercises overall control and takes key decisions and that Project Board is the voice to the outside world.

Involved tasks:

- providing liaison with management
- safeguarding interests of customer and supplier
- informing project manager of any external business events which might impact the project
- authorizing project initiation
- approving stage plans and stage closure
- approving deliverables and deciding on changes to approved products
- approving exception plan
- approving project closure.

DIRECTING A PROJECT – SUB-PROCESSES

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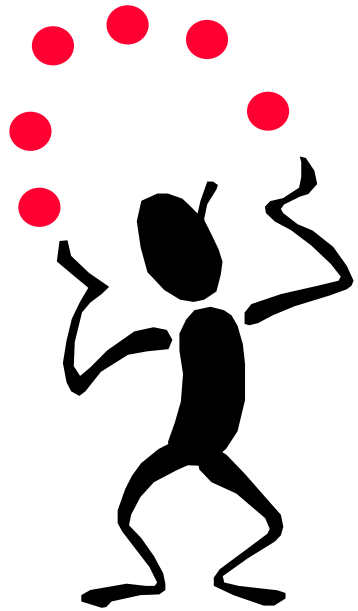
DP1 Authorising initiation
DP2 Authorising a project
DP3 Authorising a stage or exception plan
DP4 Giving ad hoc direction
DP5 Confirming project closure

4 - CONTROLLING A STAGE

It aims at ensuring the products of a stage are produced within budget, schedule and quality.

Involved tasks:

- authorizing work packages to team managers
- assessing work progress
- assessing and reporting issues
- taking corrective actions



CONTROLLING A STAGE – SUB-PROCESSES

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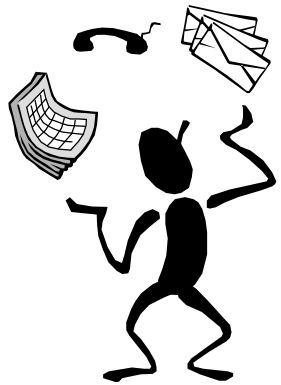
CS1	Authorizing work package
CS2	Assessing progress
CS3	Capturing project issues
CS4	Examining project issues
CS5	Reviewing stage status
CS6	Reporting highlights
CS7	Taking corrective actions
CS8	Escalating project issues
CS9	Receiving completed work package

5 – MANAGING PRODUCT DELIVERY

It aims at ensuring that:

- the team/person that receives work from the project manager undergstands and accepts the work
- during work, progress and quality are checked continuously
- when work is completed, completion is confirmed.



Involved tasks:

- agreeing work requirements with the project manager
- carrying out work
- keeping project manager informed on progress, quality and any problems
- notifying project manager when the work is finished
- getting approval for finished work.

MANAGING PRODUCT DELIVERY - SUB-PROCESSES

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MP1 Accepting a work package
MP2 Executing a work package
MP3 Delivering a work package

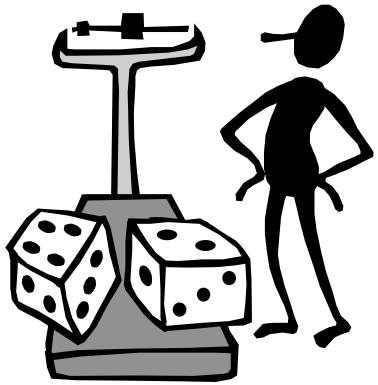
6 – MANAGING STAGE BOUNDARIES

It aims at:

- providing information needed by the Project Board about the current status of the project, plan, business case and risks to enable them to judge the continuing worth of the project and comitment to a new stage plan
- inform the project board in a manner that it can assess the continued viability of the project
- ensure that tolerance margins are applied to the new plan

Involved Tasks:

- informing the Project Board which products planned to be produced in the current stage were delivered
- providing reasons why any products were not delivered
- ensuring that the lessons learned log was updated
- obtaining approval for the next stage or the exception plan.



MANAGING STAGE BOUNDARIES – SUB-PROCESSES

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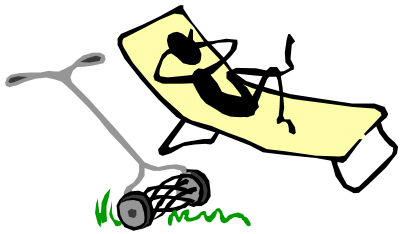
SB1	Planning a stage
SB2	Updating a project plan
SB3	Updating a business case
SB4	Updating the risk log
SB5	Reporting stage end
SB6	Producing an exception plan

7 – CLOSING A PROJECT

It aims at brining every project to a controlled completion, so to have its success measured when the Project Manager believes that it has met the objectives according to the PID.

Tasks involved:

- checking that all required products were delivered and accepted
- checking that all project issues have been dealt with
- recording any recommendation for subsequent work on the product
- recommending closure of the project to the project board
- measuring the achievement of the business case



CLOSING A PROJECT – SUB-PROCESSES

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CP1 Decommissioning a project
CP2 Identifying follow-on actions
CP3 Project evaluation review

PROJECT FILES

Project file: ○ Project organisation ○ Project plans ○ Business case ○ Risk log ○ Project controls.	Quality file: ○ Project quality plan ○ Configuration records / product descriptions ○ Quality inspections ○ Project issues.
Stage file: ○ Stage organisation ○ Stage plans ○ Stage controls ○ Daily log ○ Correspondence.	Specialist file: ○ All versions of documentation about the specialist products.

GROUP DISCUSSION

- Form groups
- Search for PRINCE2 good practices
- Summarize one good practice per group and identify the source

Possible references include:

https://www.prince2trainingen.nl/PRINCE2Websitefiles/Prince2%20introduction.pdf

https://www.researchgate.net/publication/312152885_Managing_Successful_Proposals_with_PRINCE2

AIM AND AGENDA

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PMBOK

PMBOK – Project Management Body of Knowledge

It is a framework providing good practices for project management.

Published by the Project Management Institute with inputs from practitioners and academics, it provides good practices and knowledge areas for project management.

CONCEPTS – PROJECT MANAGEMENT

Managing a project includes:

- identifying requirements
- addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project
- setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature
- managing stakeholders towards meeting project requirements and creating project deliverables
- balancing the competing project constraints, which include, but are not limited to: scope, quality, schedule, budget, resources and risks

CONCEPTS – OPM

Organizational Project Management [definition]

OPM is a strategy execution framework utilizing project, program, and portfolio management as well as organizational enabling practices to consistently and predictably deliver organizational strategy producing better performance, better results, and a sustainable competitive advantage.

Portfolio Management	aligns with organizational strategies by selecting the right programs or projects, prioritizing the work, and providing the needed resources
Program Management	harmonizes its projects and program components and controls interdependencies in order to realize specified benefits
Project Management	develops and implements plans to achieve a specific scope that is driven by the objectives of the program or portfolio it is subjected to and, ultimately, to organizational strategies

CONCEPTS – SCOPE

	SCOPE
Project	Projects have defined objectives. Scope is progressively elaborated throughout the project lifecycle
Program	Programs have a larger scope and provide more significant benefits
Portfolio	Portfolios have an organizational scope that changes with the strategic objectives of the organization.

CONCEPTS – ORGANIZATIONAL INFLUENCES

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Factors influencing projects

- Organizational culture and styles
- Organizational communications
- Organizational structures
- Organizational process assets
  - ✓ Processes and procedures
  - ✓ Corporate knowledge base
- Enterprise environmental factors

CONCEPTS – ORGANIZATIONAL CULTURE

The organization´s culture influences how its projects are performed.

Organizational culture is shaped by common experiences of members:

- Shared visios, mission, values, beliefs and expectations
- Regulations, policies, methods, and procedures
- Motivation and reward systems
- Risk tolerance
- View of leadership, hierarchy and authority relationships
- Code of conduct, work ethics, and work hours
- Operationg environment

Due to globalization, understanding the impact of cultural influences is critical in projects involving different organizations and locations around the world.

CONCEPTS – STAKEHOLDER

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Stakeholder [definition]

A stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

Stakeholders may be directed involved in the project or have interests that may be positively or negatively affected by the project results.

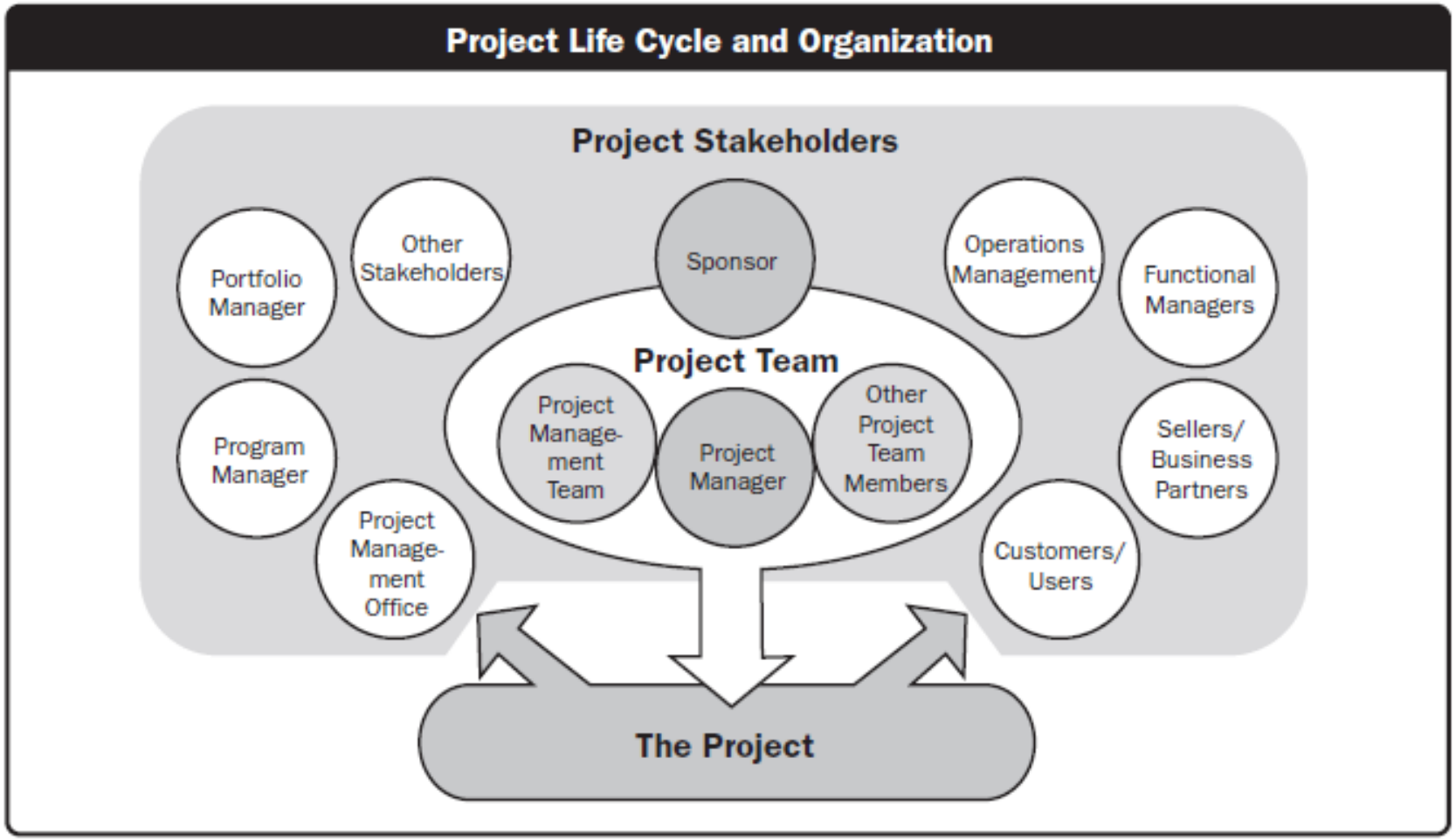
Differente stakeholders may have competing expectations that might create conflicts for the project execution.

Stakeholders may also exert influece over the project, its results and the project team, so to achieve their business objectives or needs.

The project manager should manage the influence of various stakeholders in relation to the project requirements to ensure a good outcome.

CONCEPTS – PROJECT STAKEHOLDER

Relationships between stakeholders and the project



CONCEPTS – PROJECT STAKEHOLDER EXAMPLES

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Sponsor

Provides resources and support and is accountable for enabling success

Customers/Users

Persons or organizations who will approve and manage project´s product, service, result

Sellers

Vendors, suppliers, contractors or external companies entering into contractual arrangements to provide components or services to the project

Business Partners

External organizations providing a specialized expertise or fill a specialized role such as installation, customization, training, support

Organizational Groups

Internal stakeholders who are affected by the activities of the project team – e.g. marketing, sales, legal, human resources, finances, manufacturing, etc

Functional Managers

Key individuals who play a management role within an administrative or functional areas of the business. They provide expertise or services to the project.

CONCEPTS – PROJECT GOVERNANCE

Project governance is an oversight function that is aligned with the organization govenance model and supports the project life cycle.

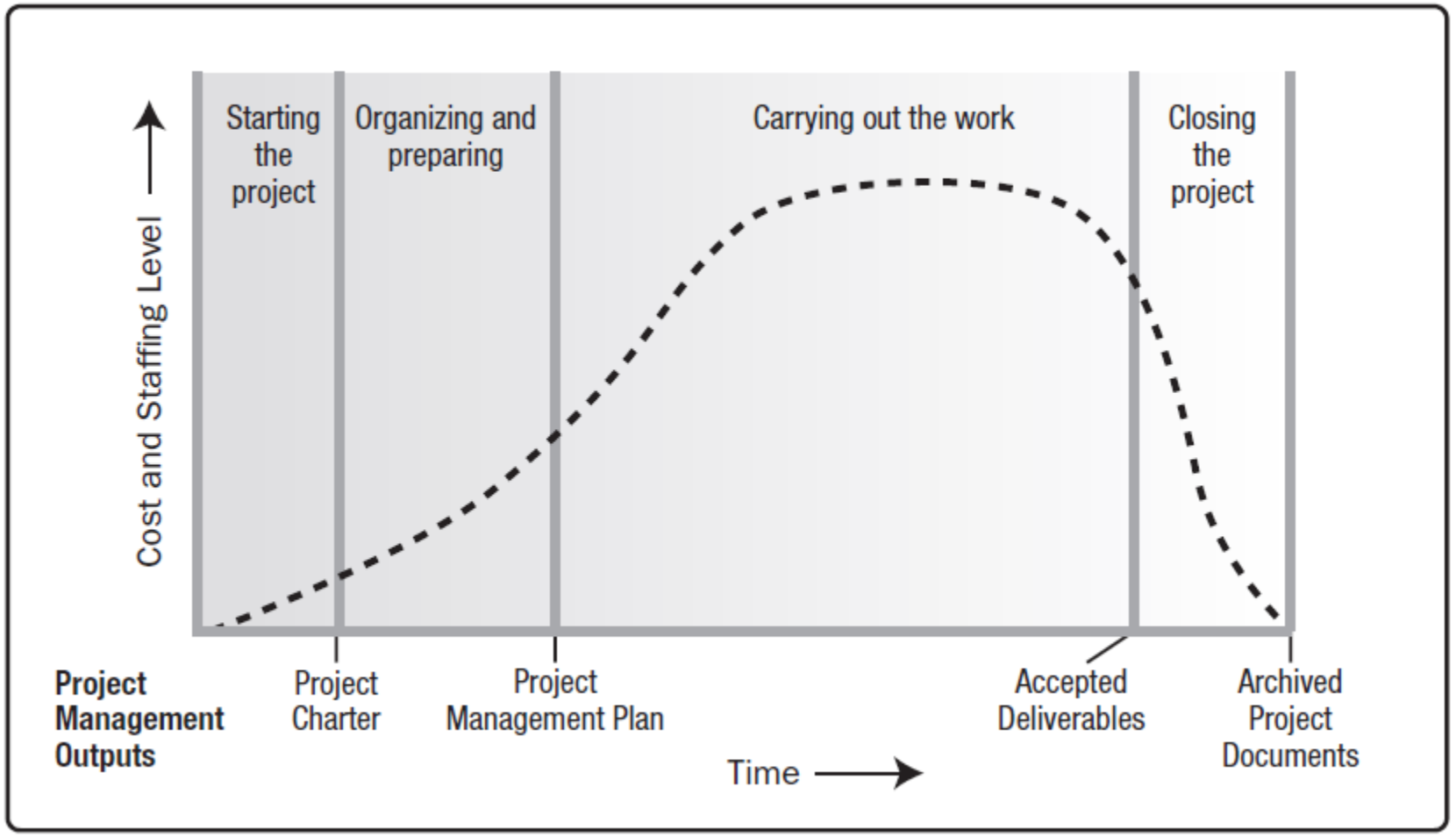
It provides structure, processes, decision-making models and tools for managing the project. It also provides support and a comprehensive, consistent method of controlling the project and ensuring its success.

CONCEPTS – GOVERNANCE FRAMEWORK

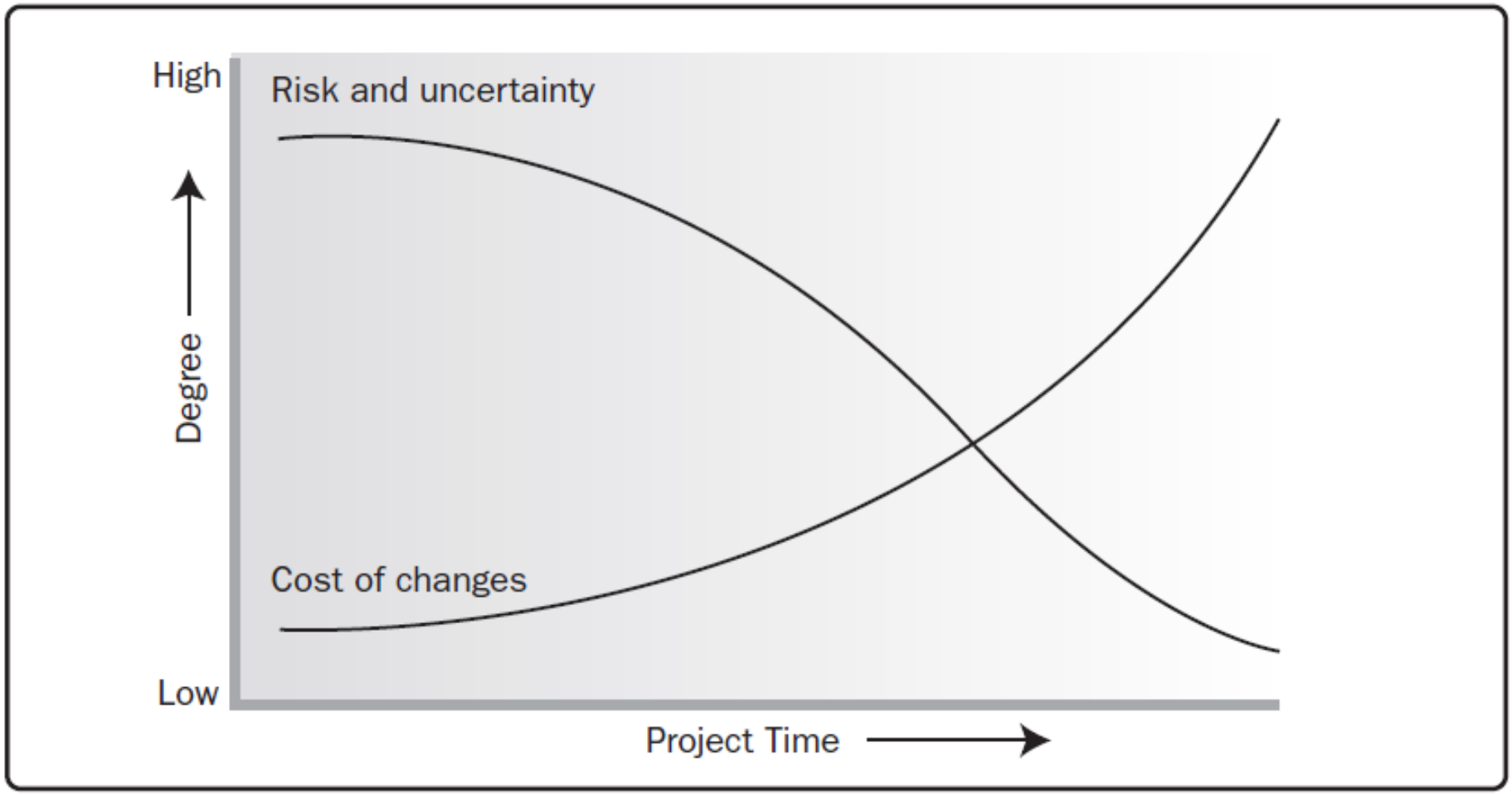
Example of the elements of a project governance framework includes:

- Project success and deliverable acceptance criteria
- Process to identify, escalate, and resolve issues that arise during the project
- Relationship among project team, organizational groups, and other stakeholders
- Project organization chart that identifies project roles
- Processes and procedures for the communication of information
- Project decision-making processes
- Guidelines for aligning project governance and organizational strategy
- Project life cycle approach
- Process for stage gate or phase reviews
- Process for review and approval for changes to budget, scope, quality, and schedule which are beyond the authority of the project manager
- Process to align internal stakeholders with project process requirements

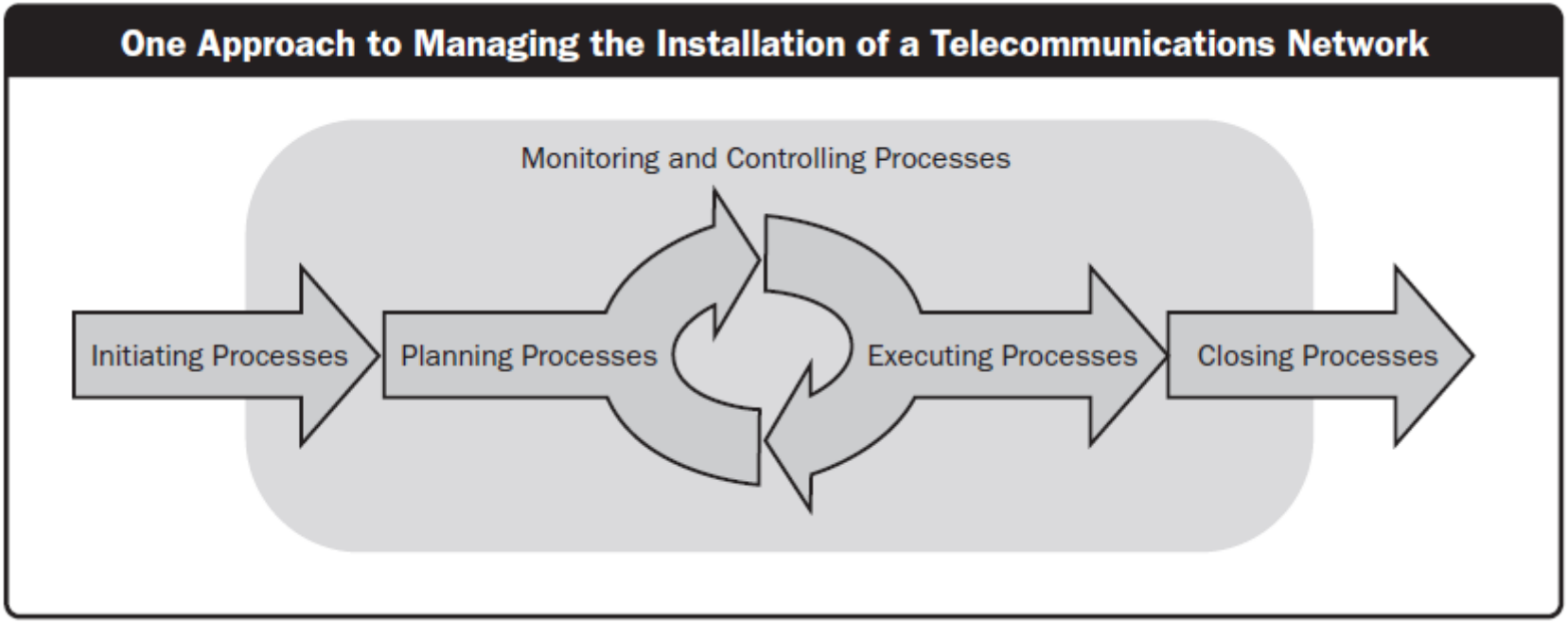
CONCEPTS – COSTS AND STAFFING LEVELS



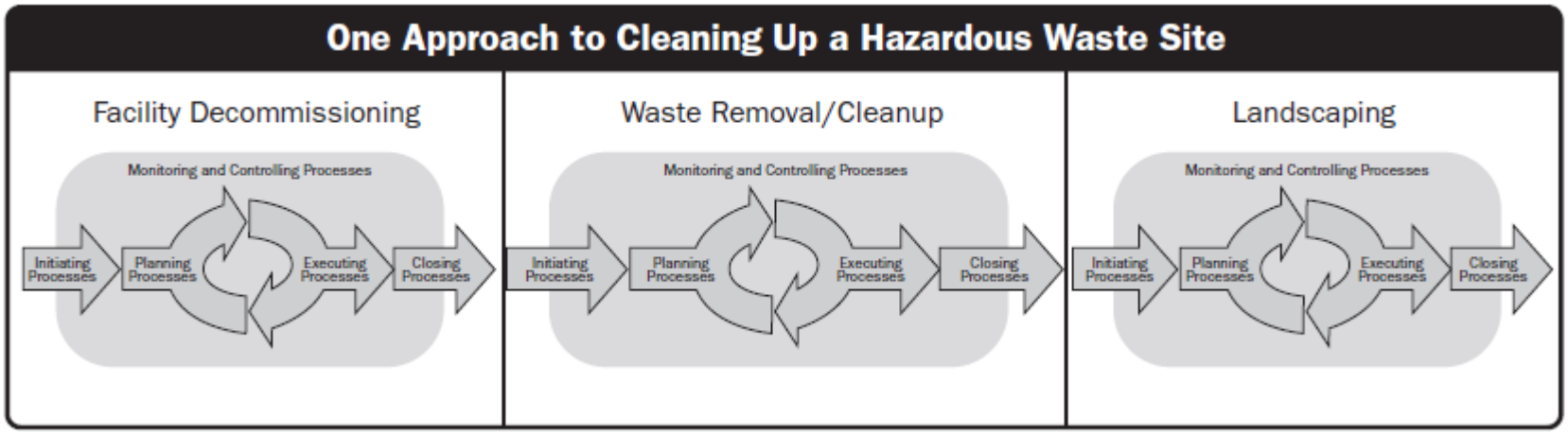
CONCEPTS – RISKS AND COST OF CHANGE

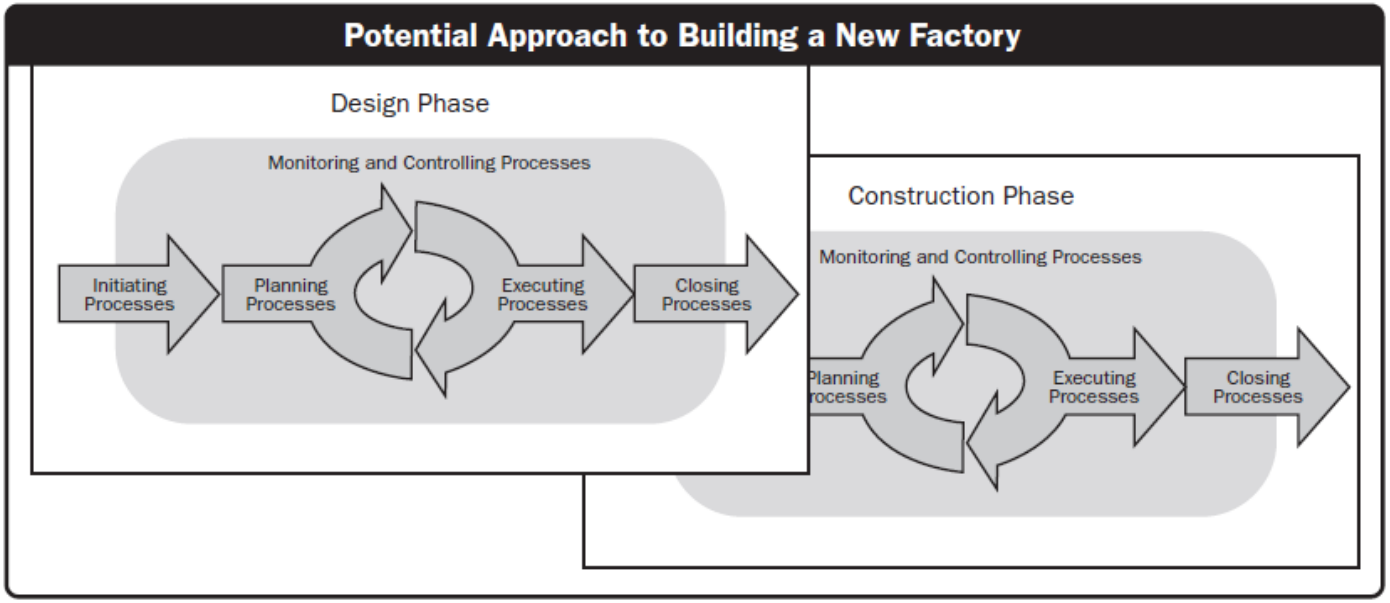


CONCEPTS – SINGLE-PHASE PROJECT EXAMPLE



CONCEPTS – MULTIPLE PHASES PROJECT EXAMPLE





CONCEPTS – KNOWLEDGE AREAS

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PMBOK KNOWLEDGE AREAS	
1	Project Integration Management
2	Project Scope Management
3	Project Time (Schedule) Management
4	Project Cost Management
5	Project Quality Management
6	Project Resource Management
7	Project Communications Management
8	Project Risk Management
9	Project Procurement Management
10	Project Stakeholder Management

KA – 1) PROJECT INTEGRATION MANAGEMENT

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This KA comprises the tasks that integrates all project parts.

Processes include:

- Develop project charter
- Develop project management plan
- Direct and manage project work
- Manage project knowledge
- Monitor and control project work
- Perform integrated change control
- Close project or phase

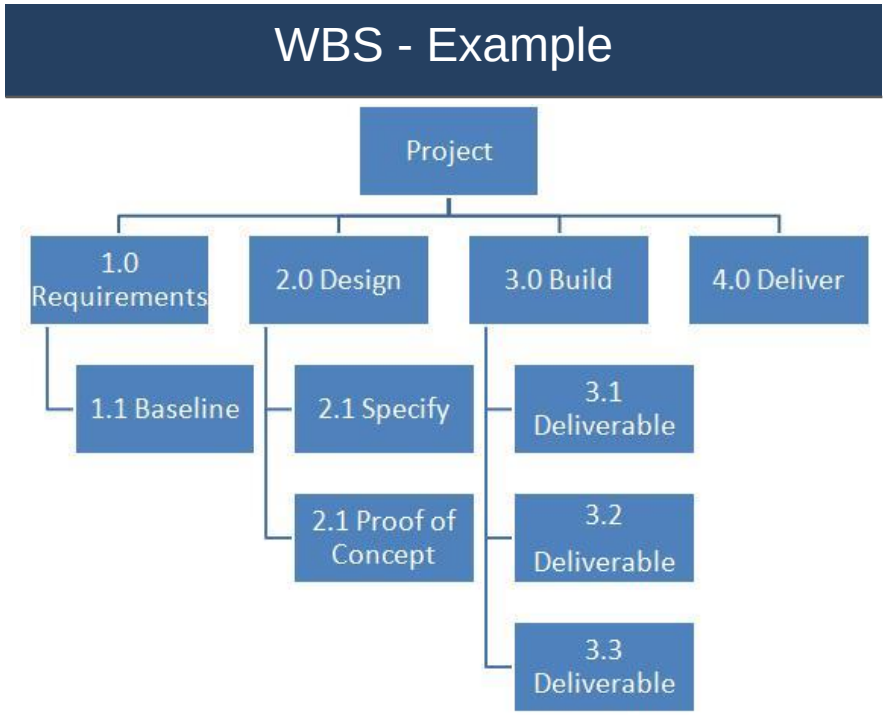
Project Charter
○ Project purpose or justification ○ Project objectives ○ High-level requirements ○ Assumptions or constraints ○ High-level project description ○ High-level risks ○ Summary milestone schedule ○ Summary budget ○ Stakeholder list ○ Project approval requirements ○ Assigned project manager, authority ○ Sponsor name and authority

KA – 2) PROJECT SCOPE MANAGEMENT

This KA comprises the tasks defining the work that is included in the project.

Processes include:

- Plan scope management
- Collect requirements
- Define scope
- Create work breakdown structure (WBS)
- Validate scope
- Control scope



Ref: https://expertprogrammanagement.com/2010/03/wbs-work-breakdown-structures-everything-you-need-to-know/

KA – 3) PROJECT SCHEDULE MANAGEMENT

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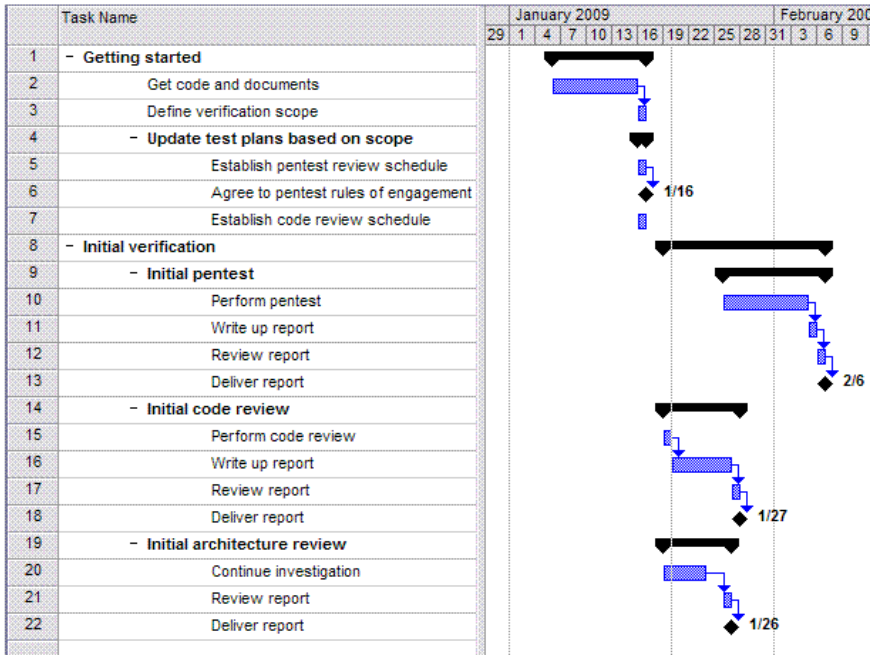
This KA comprises the tasks to estimate and control time during project execution.

Processes include:

- Plan schedule management
- Define activities
- Sequence activities
- Estimate activity duration
- Develop schedule
- Control schedule

Schedule - Example



Ref: https://www.owasp.org/index.php/How_to_create_verification_project_schedules/

KA – 4) PROJECT COST MANAGEMENT

This KA comprises estimation techniques to prepare and to monitor the project budget.

Processes include:

- Plan cost management
- Estimate costs
- Determine budget
- Control costs

Estimation Tools and Techniques

Exert judgement
Analogous estimating
Parametric estimating
Bottom-up estimating
Three-point estimating

Ref: https://www.agile-code.com/blog/easy-task-estimation-with-three-point-estimation-technique/

KA – 5) PROJECT QUALITY MANAGEMENT

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This KA ensures that the appropriate quality level is established during project planning and specified during project management plan.

Processes include:

- Plan quality management
- Manage quality
- Control quality

Manage Quality – Tools and Techniques
Data gathering
Data analysis
Decision making
Data representation
Audits
Design for X
Problem solving
Quality improvements methods

KA – 6) PROJECT RESOURCE MANAGEMENT

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This KA focuses on acquiring the right team, ensuring their satisfaction, and tracking their performance.

Processes include:

- Plan resource management
- Estimate activity resources
- Acquire resources
- Develop team
- Manage team
- Control resources

Develop Team – Tools and Techniques

Colocation
Virtual teams
Communication technology
Interpersonnal and team skills
Recognition and rewards
Training
Individual and team assessments
Meetings

Ref: http://integritytrainingsystems.com/podcasts/do-you-have-the-right-team-in-your-corner/

KA – 7) PROJECT COMMUNICATIONS MANAGEMENT

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This KA focuses on developing a communications plan to keep all stakeholders “in the loop” throughout the project and communicate early and often when unexpected issues occur.

Processes include:

- Plan communications management
- Manage communications
- Monitor communications

Manage Communications – Tools & Techniques
Communication technology
Communication methods
Communication skills
Project management information system
Project reporting
Interpersonal and team skills
Meetings

KA – 8) PROJECT RISK MANAGEMENT

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This KA enables to identify and manage project risks.

Processes include:

- Plan risk management
- Identify risks
- Perform qualitative risk analysis
- Perform quantitative risk analysis
- Plan risk responses
- Implement risk responses
- Monitor risk

Risk Responses – Tools & Techniques
Expert judgement
Data gathering
Interpersonal and team skills
Strategies for threats
Strategies for opportunities
Contingent response strategies
Strategies for overall project risk
Data analysis
Decision making

KA – 9) PROJECT PROCUREMENT MANAGEMENT

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This KA focuses on procurements needed for providing external resources to the project.

Processes include:

- Plan procurement management
- Conduct procurements
- Control procurements

Conduct Procurements – Tools & Techniques
Expert judgement
Adverstising
Bidder conferences
Data analysis
Interpersonal and team skills

KA – 10) PROJECT STAKEHOLDER MANAGEMENT

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This KA focuses on manage stakeholder´s interests related to the project.

Processes include:

- Identify stakeholders
- Plan stakeholder engagement
- Manage stakeholder engagement
- Monitor stakeholder engagement

GROUP DISCUSSION

- Form groups
- Search for PMBOK good practices
- Summarize one good practice per group and identify the source

Possible references include:
https://www.pmi.org/learning/library/best-practices-effective-project-management-8922
https://tallyfy.com/pmbok/
https://www.simplilearn.com/pmbok-good-practice-project-management-article

AIM AND AGENDA

AIM

To present and compare project management methodologies.

AGENDA

1	PRINCE2	What are main features of PRINCE2?
2	PMBOK	What are main features of PMBOK?
3	SUMMARY	What was covered in this section?

SUMMARY – PRINCE 2 (1)

7 Principles, 7 Themes, and 7 Processes.

Principles

1) Continued business justification
2) Learn from experience
3) Defined roles and responsibilities
4) Manage by stages
5) Management by exception
6) Focus on products
7) Tailor to suit the project environment

SUMMARY – PRINCE 2 (2)

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Themes

1) Business case
2) Organization
3) Quality
4) Plans
5) Risk
6) Change
7) Progress

Processes

1) Starting up a project
2) Initiating a project
3) Directing a project
4) Controlling a stage
5) Managing product delivery
6) Managing stage boundary
7) Closing a project

SUMMARY – PMBOK (1)

It defines Organizational Project Management as a strategy execution framework utilizing project, program, and portfolio management as well as organizational enabling practices to consistently and predictably deliver organizational strategy producing better performance, better results, and a sustainable competitive advantage.

It involves:

- Portfolio management
- Program management
- Project management

SUMMARY – PMBOK

Knowledge Areas	
1	Project Integration Management
2	Project Scope Management
3	Project Time (Schedule) Management
4	Project Cost Management
5	Project Quality Management
6	Project Resource Management
7	Project Communications Management
8	Project Risk Management
9	Project Procurement Management
10	Project Stakeholder Management

(ADDITIONAL) GROUP DISCUSSION

- Form groups
- Identify similarities and differences between PRINCE2 and PMBOK

BIBLIOGRAPHY

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REFERENCES

Managing Successful Projects with PRINCE2, The Stationery Office, https://www.researchgate.net/publication/272148284_Managing_Projects_with_PRINCE2

A Guide to the Project Management Framework Body of Knowledge, PMI Standards Committee, http://www2.fiit.stuba.sk/~bielik/courses/msi-slov/reporty/pmbok.pdf

BIBLIOGRAPHY

ONLINE VIDEOS

PRINCE2

- https://www.youtube.com/watch?v=8-Msk4ff8ew
- https://www.youtube.com/watch?v=lMs8_aWYc5o

PMBOK

- https://www.youtube.com/watch?v=DxRrG4pAdJ0
- https://www.youtube.com/watch?v=ZKOL-rZ79gs

ACKNOLEDGEMENTS

CONTENT OF THE PMBOK SECTION

Slides of the PMBOK section are based on A Guide to the Project Management Body of Knowledge, 5th edition, ISBN 978-1-935589-67-9, http://dinus.ac.id/repository/docs/ajar/PMBOKGuide_5th_Ed.pdf including some updates to the 6th edition.

Many thanks!

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