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University of Luton

**XAC08-6**

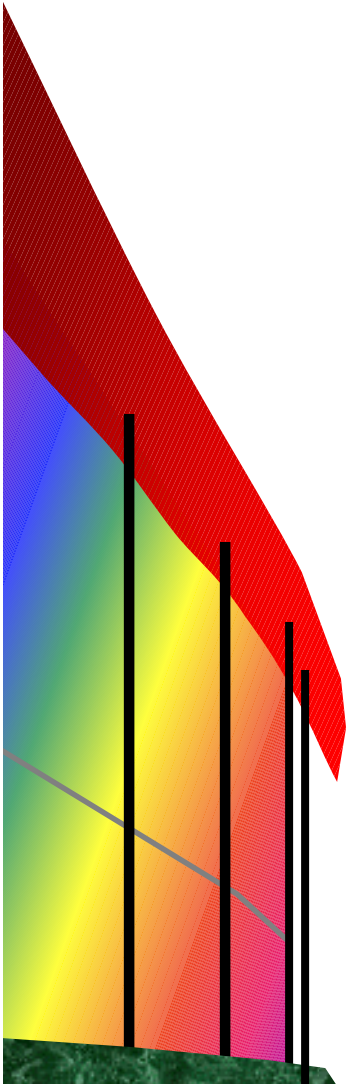
# **Professional Project Management**

## **Project Management Methods**

**Week 05**

**9 March 2006**

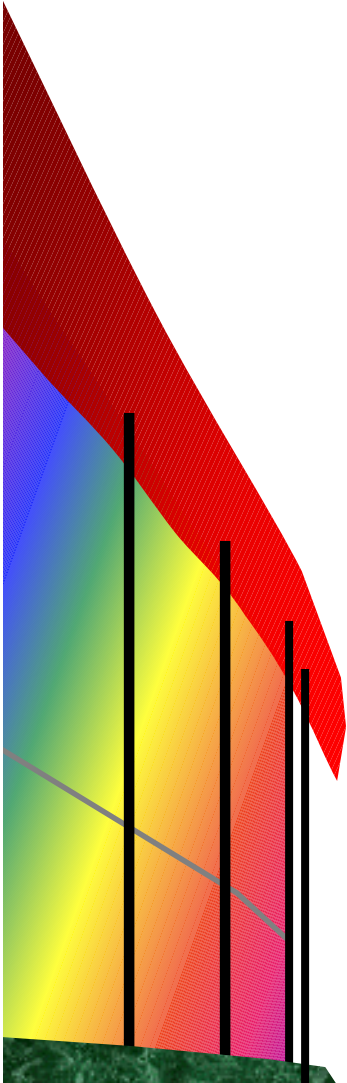
**Marc Conrad**





# What is a Project?

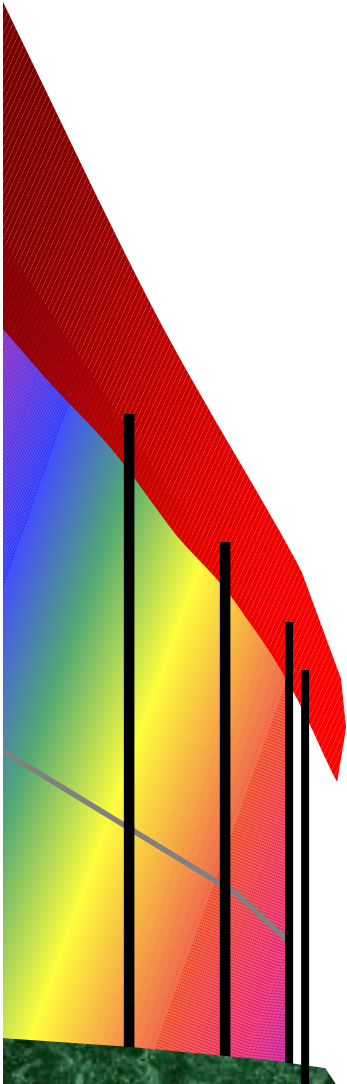
- A project is a **temporary** endeavor undertaken to create a **unique** product, service, or results.
  - ◆ Temporary
  - ◆ Unique Product, Service or Result
  - ◆ Progressive Elaboration
- **Task:**
  - ◆ Find examples for projects!
  - ◆ Find example for non-projects!





## “Classical” list of failed projects...

- Many examples, including:
  - ◆ **Taurus (London Stock Exchange)**  
[http://www.scit.wlv.ac.uk/~cm1975/CP2069/docs\\_5/NINE.htm](http://www.scit.wlv.ac.uk/~cm1975/CP2069/docs_5/NINE.htm)
  - ◆ **London Ambulance Service**  
[http://www.etesting.com/whytest\\_examples/thelondonambulance.html](http://www.etesting.com/whytest_examples/thelondonambulance.html)
  - ◆ **Ariane 5 Launch**  
<http://sunnyday.mit.edu/accidents/Ariane5accidentreport.html>
  - ◆ **Therac 25**  
<http://www.google.co.uk/search?q=%22Therac+25%22&>



## Plan-Do-Review (from the Curriculum for children 4-5 years old in Reception Class)

- Planning allows children to consider the what, where, when, how, and perhaps why of what they will be for the next time period.
- Doing means action—working with materials, interacting with other children, choosing, creating, sharing.
- Reviewing (or recalling) involves putting what one has done into words or pictures and sharing the representation with other children, teachers, or parents.

• From:

<http://www.highscope.org/EducationalPrograms/Elementary/environment.htm>

- **Project Management = Plan-Do-Review for grownups?**



# Project Management Methodology

- A project management methodology defines a set of project **process groups**, their related **processes** and the related **control** function that are consolidated and combined into a functioning unified whole. It can be either formal or an informal.

## Examples:

- ◆ **PMBOK®**

from PMI, “The largest project management association”

- ◆ **PRINCE® / PRINCE2®**

“The world's most widely used project management method”



## PRINCE<sup>®</sup> / PRINCE2<sup>®</sup>

- Acronym stands for: “Projects in Controlled Environment”.
- Championed by the UK government.
- PRINCE2<sup>®</sup> also for Non-Information Systems projects.
- Features include:
  - ◆ A defined management structure
  - ◆ A system of plans
  - ◆ A set of control procedures
  - ◆ A focus on product-based planning

• <http://www.prince2.co.uk>

• <http://www.prince2.co.uk/whatisp2.html>

• [http://www.scoll.co.uk/introduction to prince2.html](http://www.scoll.co.uk/introduction%20to%20prince2.html)

• <http://www.ogc.gov.uk/prince2/>



# PMBOK

- **Main source: PMBOK® Guide:**
  - ◆ **Full name: *A Guide to the Project Management Body of Knowledge (PMBOK Guide) 2004 Edition*, by the Project Management Institute ([www.pmi.org](http://www.pmi.org), <http://www.pmi.org.uk/> )**
  - ◆ ***IEEE Std 1490-1998* adopts the PMBOK® Guide as standard for project management.**
  - ◆ **Section 2 & 5 of PMBOK at: <http://www.tensteppb.com/0.0.0TenStepPBHomepage.htm>**
  - ◆ **See file **ito.ppt** on Blackboard for PMBOK processes**

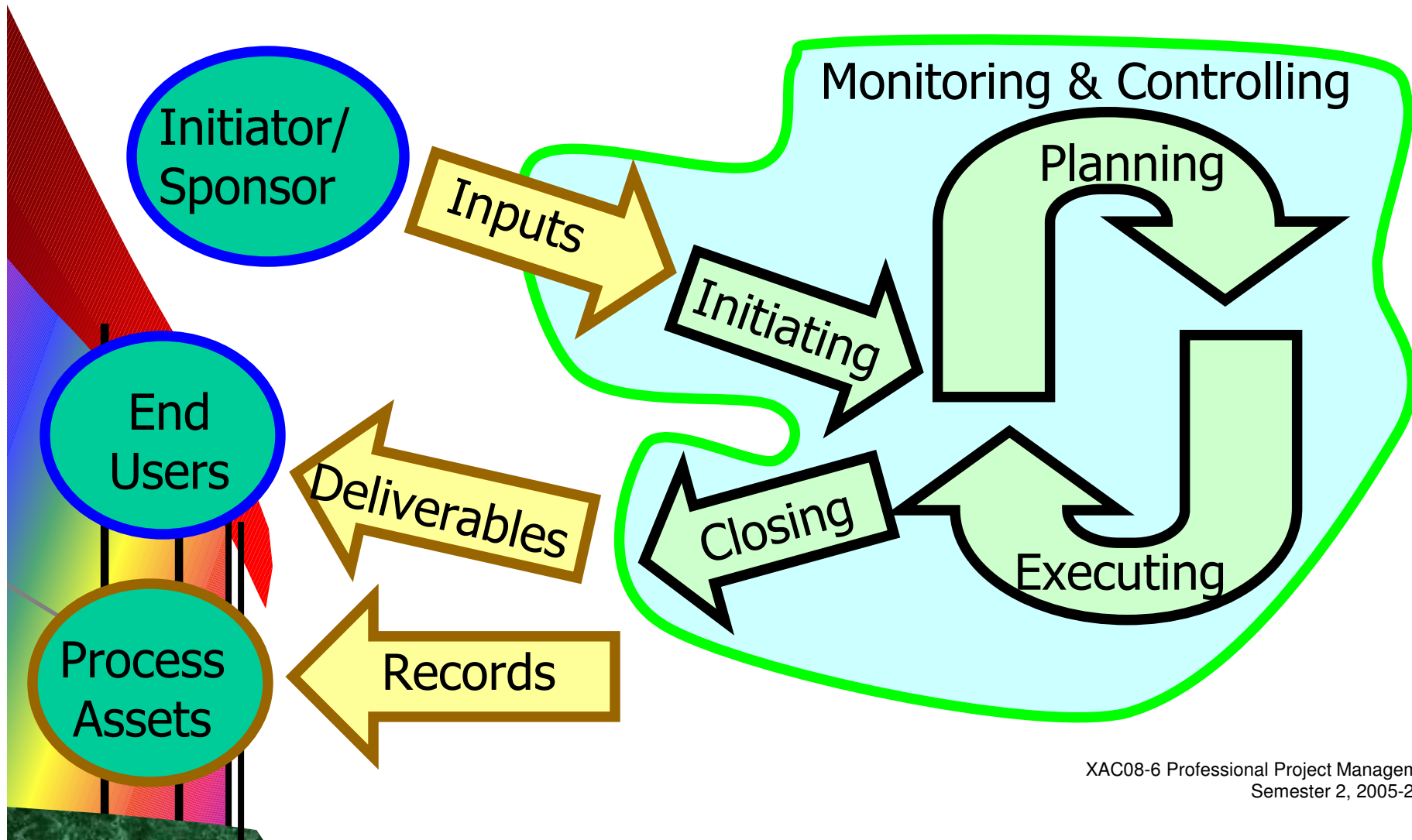


# PMBOK: Process Groups

- **Project Management is accomplished through the use of the processes of**
  - ◆ **Initiating**
  - ◆ **Planning**
  - ◆ **Executing**
  - ◆ **Monitoring / Controlling**
  - ◆ **Closing**

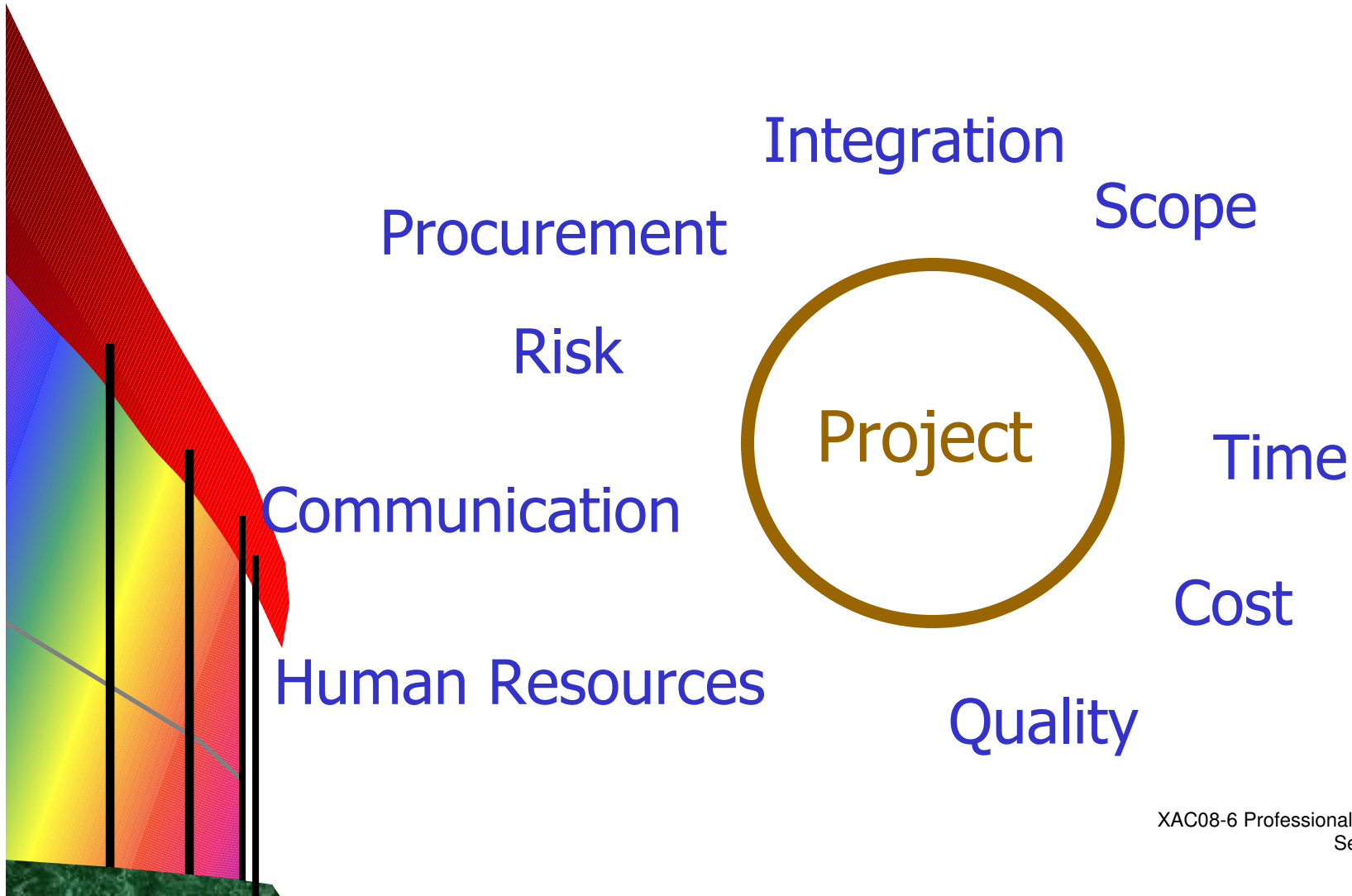
Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

# PMBOK: Relationships of Process Groups and Project Boundaries

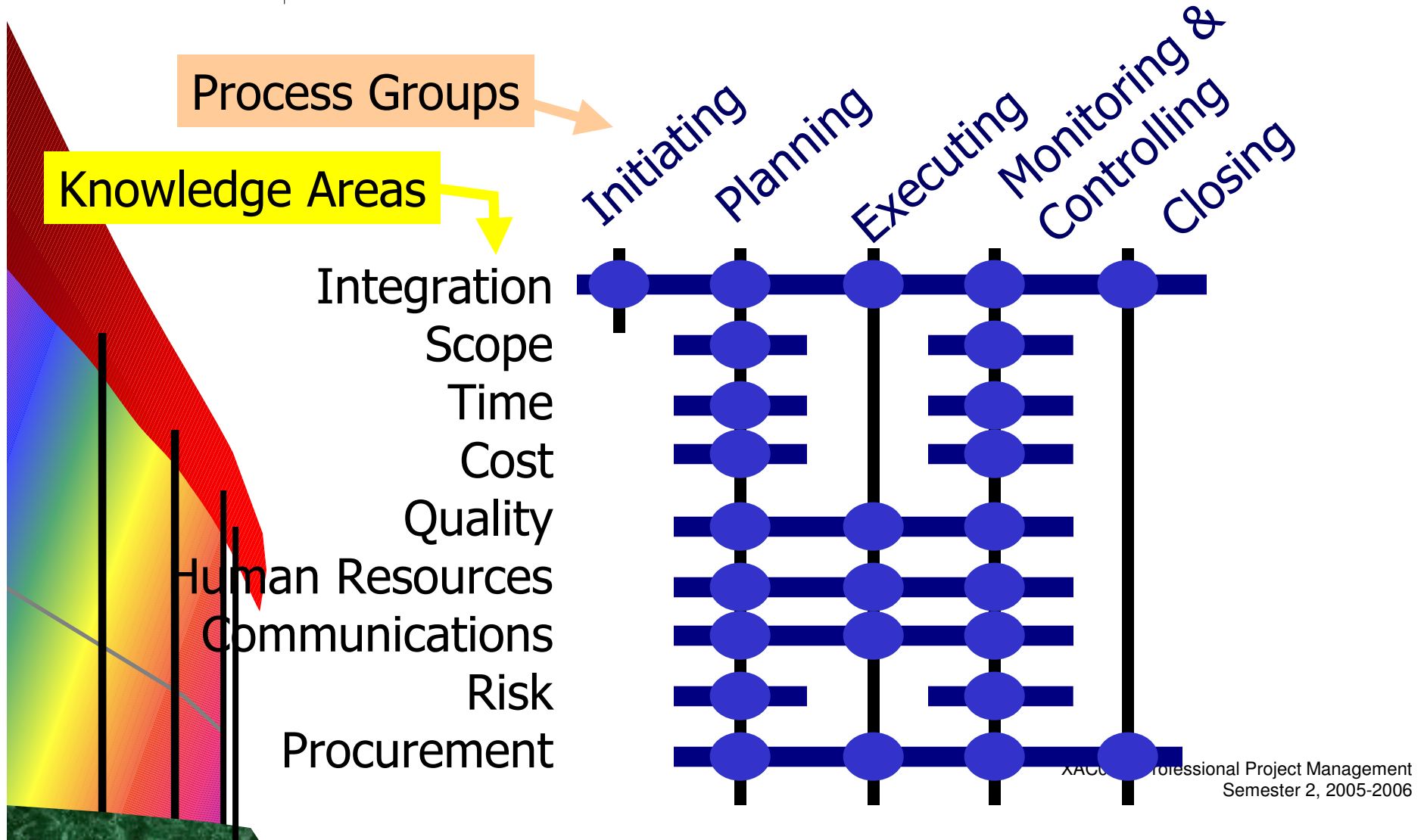




# Knowledge Areas of Project Management



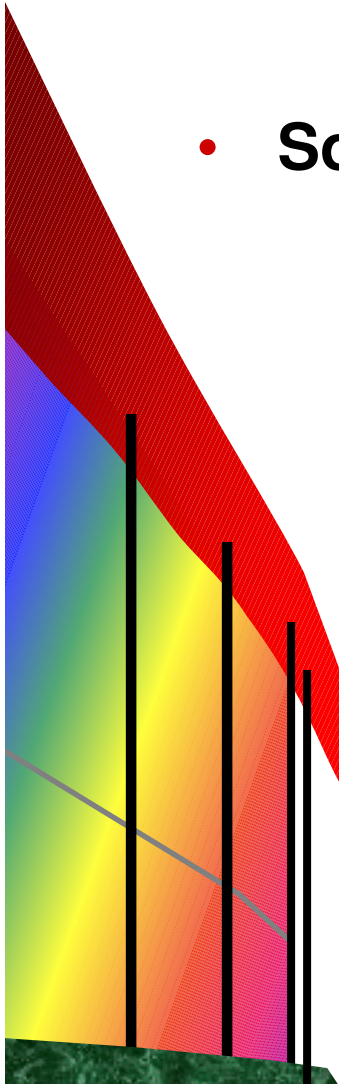
# Knowledge Areas and Process Groups





## Comparing PRINCE2® and PMBOK®

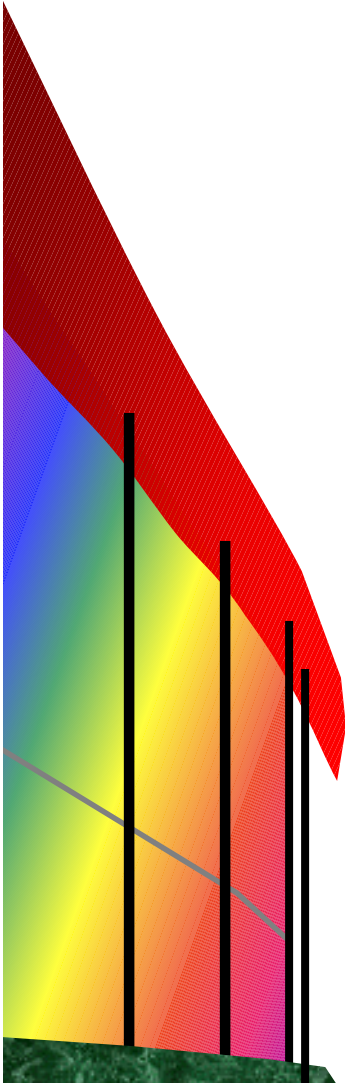
- **Common to both:**
  - ◆ Breakdown into processes
  - ◆ Initiation, closing, key documents.
- **Some differences:**
  - ◆ **Scope.** PMBOK® starts with a (business) need; PRINCE2® starts with a contract.
  - ◆ **Role of Project Manager.** PMBOK®: responsible for project; PRINCE2®: Chair of Project Board responsible, Project Manager responsible on a “day-to-day” basis.
  - ◆ **Presentation:** PRINCE2® is life-cycle based, PMBOK® knowledge area based.
  - ◆ **And more...**
  - ◆ <http://www.maxwideman.com/papers/comparing/intro.htm>





## Beyond PMP® & PRINCE2®

- **Generic Project Management discussion at JISC:**
  - ◆ <http://www.jiscinfonet.ac.uk/InfoKits/project-management/index.html>
- **Project Management at MIT:**
  - ◆ <http://web.mit.edu/ist/pmm/>
- **Project Management in South Carolina:**
  - ◆ <http://www.cio.sc.gov/cioContent.asp?pageID=281&menuID=369>
- **and much more...**





# Certifications

- **PMI**
  - ◆ **Project Management Professional (PMP®)**
  - ◆ **Certified Associate in Project Management (CAPM®)**
- **PRINCE2**
  - ◆ **Foundation Examination**
  - ◆ **Practitioner Examination**
  - ◆ **Training courses organised by “Accredited Training Organisations (ATO)”**



## Summary

- **Good Project Management benefits from a systematic approach.**
- **Main concept: Divide the project work into smaller “processes”.**
- **The two main Project Management techniques are PRINCE2® and PMBOK®.**

