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XAC08-6 Professional Project Management

Project Management Methods

Week 05
9 March 2006
Marc Conrad

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Semester 2, 2005-2006

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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!

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“Classical” list of failed projects...

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

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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?**

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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”

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PRINCE® / PRINCE2®

- Acronym stands for: “Projects in Controlled Environment”.
- Championed by the UK government.
- PRINCE2® 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.oqc.gov.uk/prince2/>

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7 University of Luton **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.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

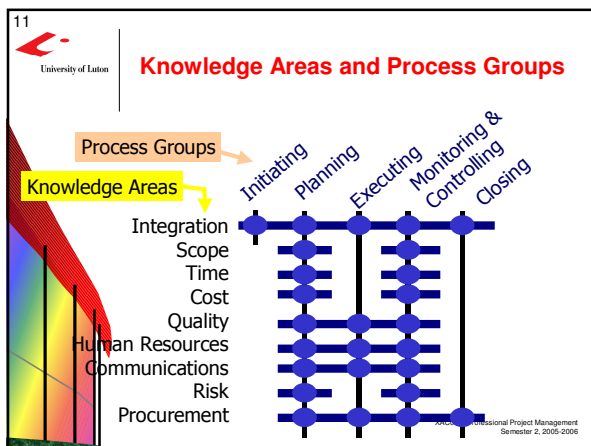
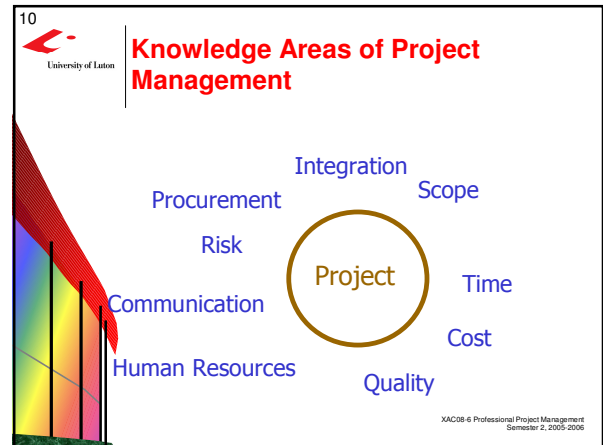
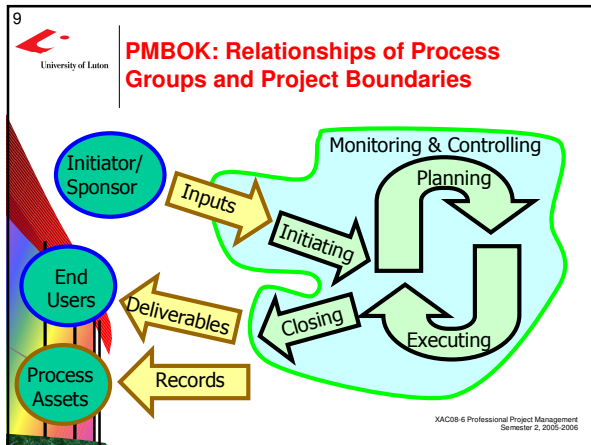
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8 University of Luton **PMBOK: Process Groups**

- 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.

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12 University of Luton **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>

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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®.