

Best Practice Indenfor projektledelse

14. maj 2007



- Position of PRINCE2™, IMPA and PMI to other methods and standards
- Explain structure and concepts of the
 - IPMA
 - PMI, and
 - PRINCE2
- Other Standards and Bodies of Knowledge
- Mixing methods and standards

- PMI PMBOK – US academic knowledge resource
 - Guide describes the sum of knowledge within the profession of project management
- IPMA – European organisation aims at project management and certification.
 - Seek cooperation with the PMI. Describes a number of knowledge areas of which a few can be compared to the Components of Prince2.
- PRINCE2™ – UK “best practice” based, process-based method and framework activities and disciplines
 - Considered to provide a flexible and adaptable approach to suit all projects in any environment

- **PMI (US)**

Partly process oriented, partly 'good project management habits'

Certification levels: PMP (Project management Professional)

- **IPMA (European)**

Started as a discussion forum for European Project Managers, focuses on general project management disciplines and project environments (sourcing, offshoring) as well as self development'

Certification levels: A, B, C and D level (A is best)

- **PRINCE2™(UK)**

100% Process oriented, no focus on leadership or any of the softer areas such as conflict resolution

Certification levels: Foundation and Practitioner

- Oldest project management organisation
- International network of national project management societies
 - US PMI
 - UK Association of Management
- National societies serve the specific project management development needs of each country in its national language
- IPMA as an umbrella organisation represents them at the international level



IPMA certification system

Certification program is supported the IPMA [Competence Baseline](#) (ICB).



IPMA Competence Baseline (ICB)

It sets out the knowledge and experience expected from the managers of projects, programmes and project portfolios.

The ICB contains basic terms, tasks, practices, skills, functions, management processes, methods, techniques and tools that are used in good project management practice and theory, as well as specialist knowledge and experience,

The ICB offers access to the technical, behavioural and contextual competence elements of project management.

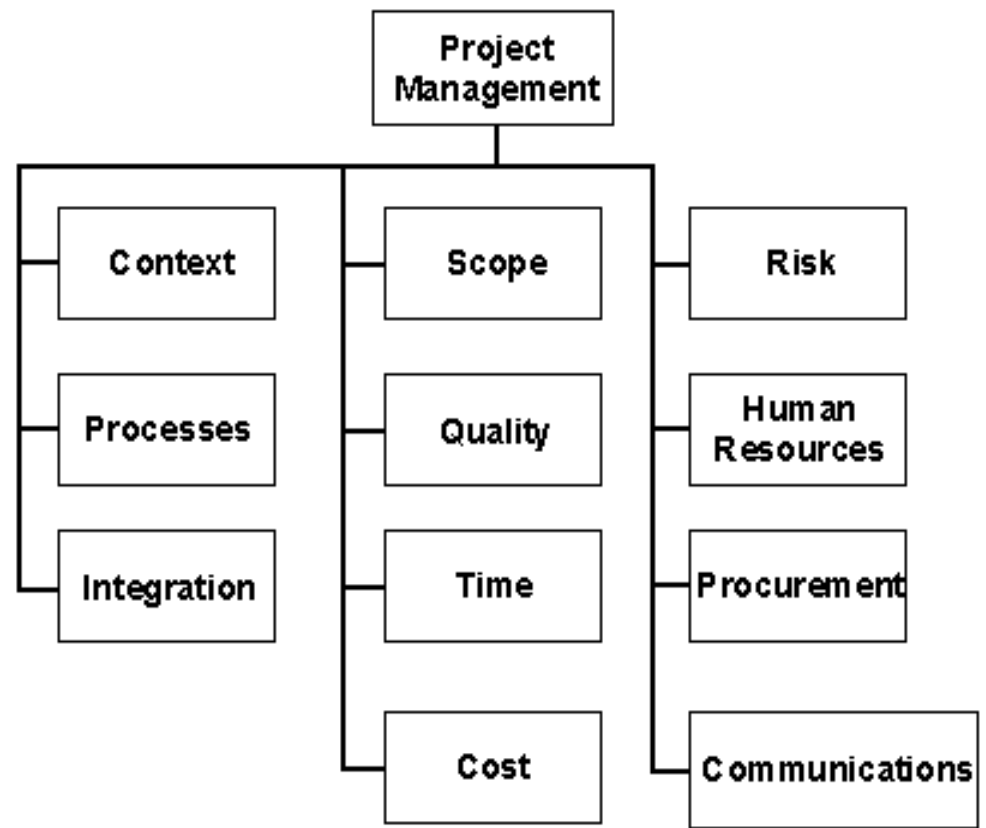


“all the topics, subject areas and intellectual processes that are involved in the application of sound management principles to ...projects“

9 Knowledge Areas for Project Managers, forms the basis of generic project management training

Integration Management

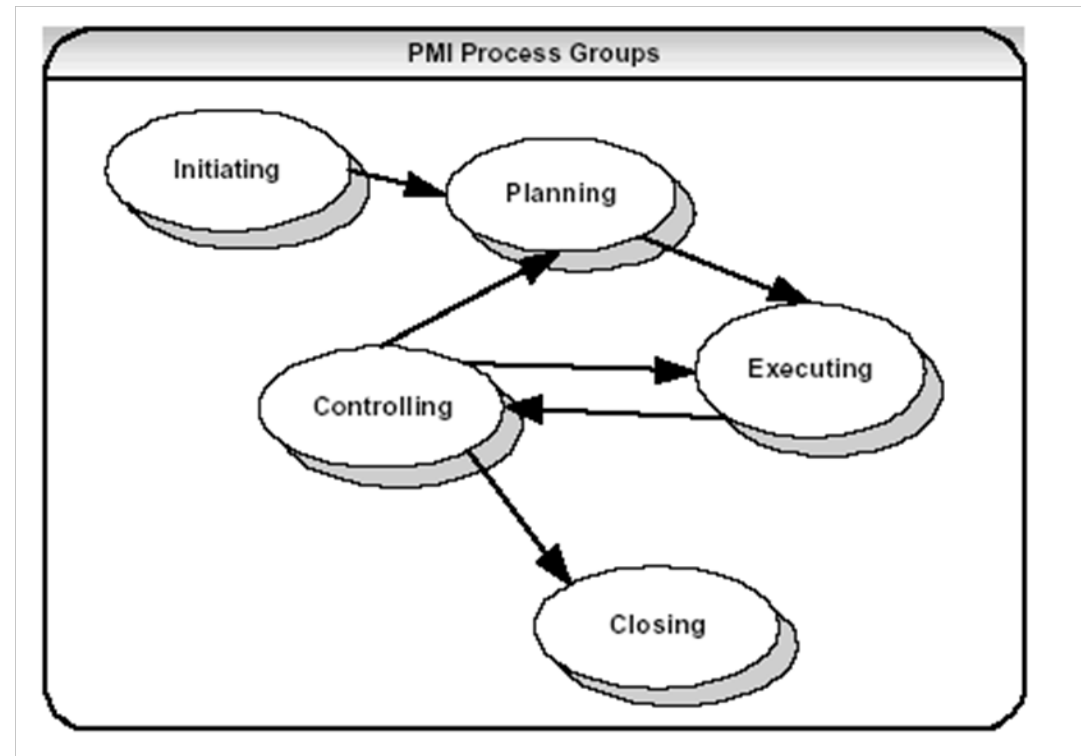
Project Plan Development
Tools & Techniques for execution of successful projects
Approach for Integrated Change Control



Planning

Executing - consumes the most resources to carry out the plan.

Controlling - throughout lifecycle, focus on delivering project products and objectives. Monitors and measures progress so that corrective action can be taken when necessary.



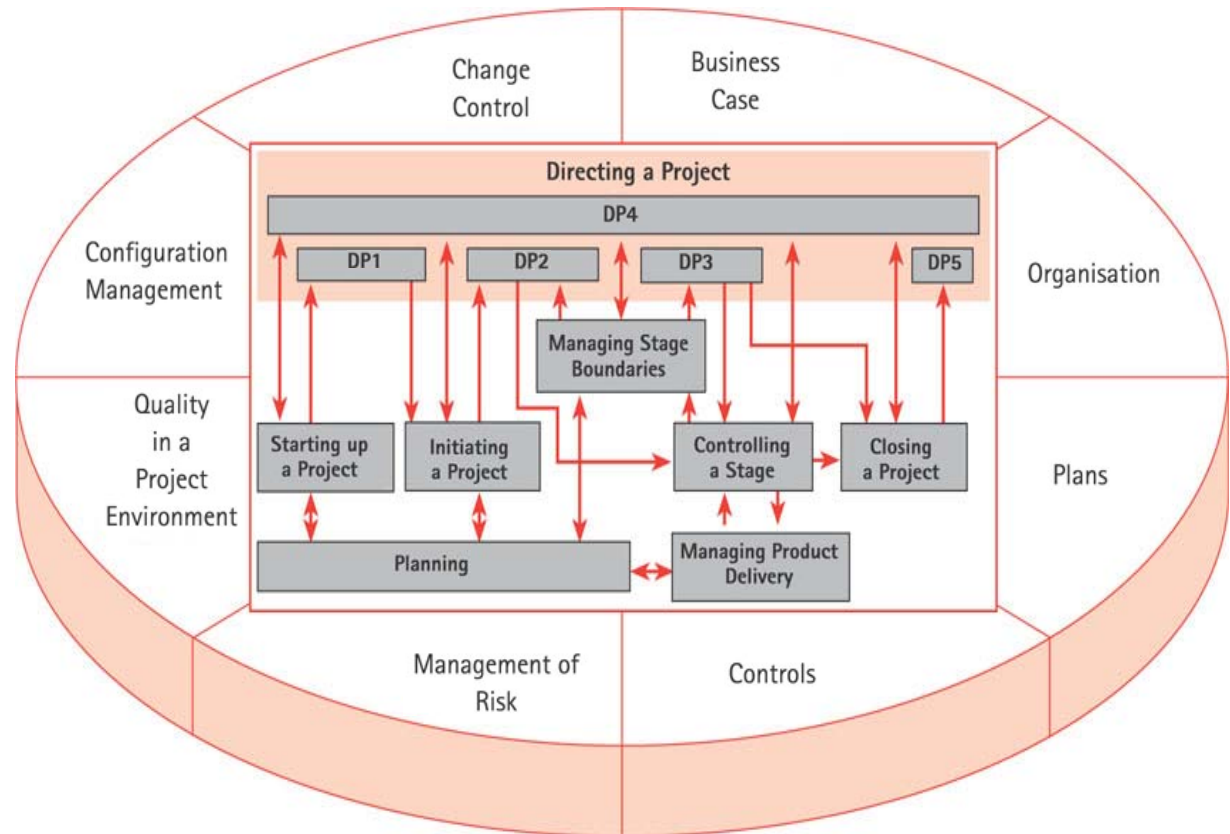
- World's de facto standard for project management profession, by membership numbers
- Certification basis of Project Management Professionals (PMP)
- PMBOK exists of two parts:
 - The Project Management Framework, containing:
 - The Project Management Context
 - The Project Management Processes
 - The Project Management Knowledge Areas
- Context describes the major demands set to project management and prerequisites
- Processes describe high level the activities for the Project manager
- Knowledge Areas compare to the Components of P2, although P2 concentrates on a number of different areas than the PMBOK
- Little attention on processes and roles within the organisation of a project when compared to P2

Overblik over APM Gruppens Best Practice portefølje, som Peak kører kurser i

Management of Risk certificates		<p>M_o_R er en best practice tilgang til risikostyring og hjælper organisationer med at vurdere mulighederne systematisk. M_O_R's er en konsistent metode til at hjælpe dig med at opnå dine mål, igennem først at analysere og senere styre igennem potentielle risici.</p>	
Managing Successful Programmes certificates		<p>Et program består af en specifik samling af projekter identificeret af en organisation, der tilsammen realiserer et fælles defineret mål. Målene eller værdierne der skal realiseres af programmet er typisk på et strategisk niveau.</p>	
PRINCE2™ Foundation/ Practitioner certificates		<p>PRINCE2 er en struktureret metode til effektivt at lede projekter. Det er de facto standarden indenfor projektledelse i store dele af Europa, herunder Danmark, og resten af verden er ved at følge trop. PRINCE2, som metode, er offentligt tilgængelig, og tilbyder ikke-proprietære best practice vejledning indenfor projektledelse.</p>	
ISEB Foundation certificate in IT Service Management		<p>ITIL er et integreret sæt af best-practice anbefalinger med fælles definitioner og terminologi. ITIL dækker over områder så som Incident Management, Problem Management, Change Management, Release Management og Service Desk</p>	
ISEB Foundation certificate in Software test		<p>Software test sikrer at nye eller modificerede service produkter møder de af forretningen stillede krav – krav der har dannet baggrund for nyudviklingen eller forbedringen.</p> <p>Formålet med test ledelse er at sikre, at en test strategi bliver defineret og eksekveret på en sådanne måde at den er effektiv og økonomisk.</p>	

Process-based approach to project management.

Non-prescriptive, guides Project Team step by step through what should be done, by whom and when.

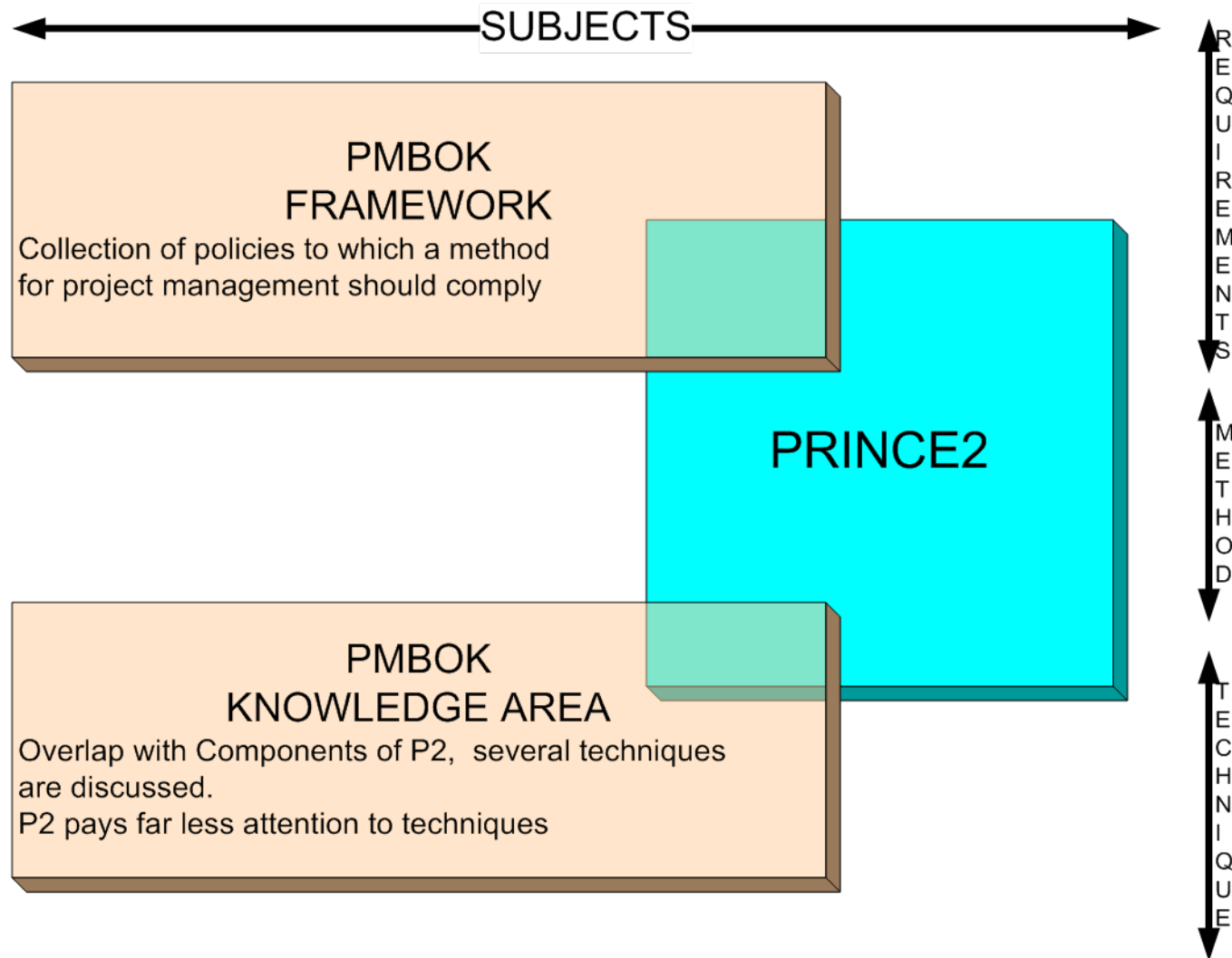


“Processes, Components and Techniques - Box of Lego”

- Over-arching direction (Project Board)
- Start-up, initiation and close
- Controlling a stage and managing stage boundaries
- Work authorisation and managing product delivery
- Need to build definition, planning and execution stages
- Requires specific tailoring
- Can be seen to information dominated process
- Generally emphasises integrity of stages (no overlap)
- Supports parallel development, fast-track approvals processes driven by rapid pace of technological change

- Business Case viability is critical success factor
- Organisation & Project Board to direct the project
 - Recommends structure, offers responsibilities
- Uses “Management by Exception”
 - “Tolerance” set and used by management
 - Control documents with composition and quality criteria
- Product-based planning – focus on Product
 - Defines and agrees product and its quality standards first, then considers activities, estimates, schedule, etc.
- Quality is a product that is “fit for purpose”

PMBOK and PRINCE2™ overlap



Key Issues

Requirements

- PMBOK describes what is demanded of project management and what the prerequisites are, with little attention for processes and the roles unlike PRINCE2™
- PMBOK uses terms "project manager" and "project leader" with no clear definition
- PMBOK "project manager" can be a combination of the PRINCE2 Executive and Project Manager, and the PMBOK "project leader" can be the PRINCE2 Project Manager and Team Manager

Method

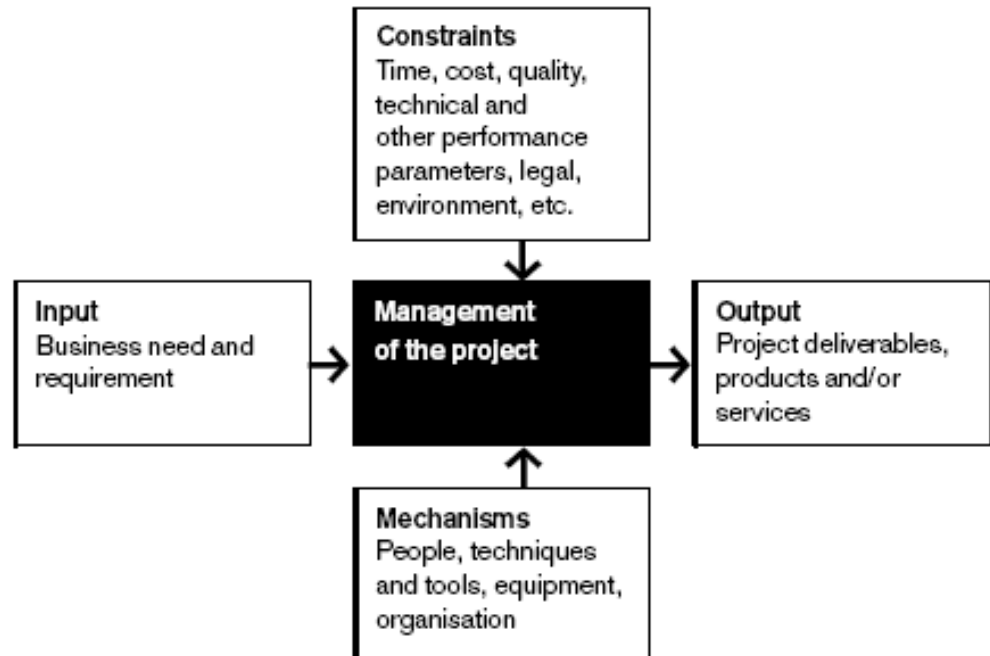
- PMBOK offers high level descriptions – many companies use PRINCE2 to develop procedural steps for project management activities.

Techniques

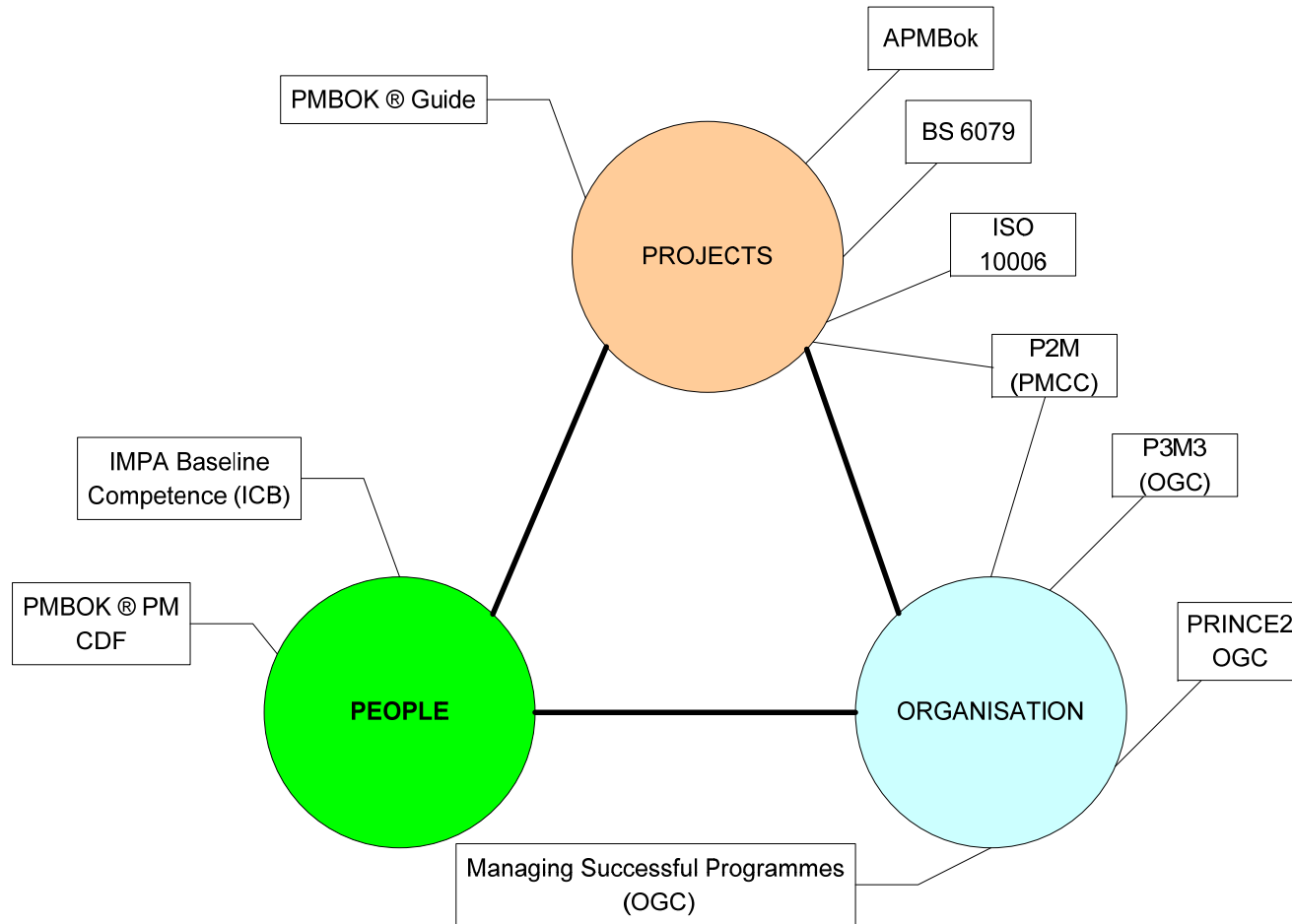
- PMBOK offers low level detail on techniques, where PRINCE2 pays less attention and offers 3, Change, Quality and Product Based Planning

- PMBOK is an overview of subjects that matter to project management, following existing practice.
- PRINCE2™ has a strong views, e.g. Customer / Supplier Environments and the Business Case that the PMBOK lacks.
- PMBOK is fragmented, describes several techniques but not detailing the aim and use of the technique sufficiently
- P2 discusses best practice where PMBOK describes common practice. Several recent reports show that common practice fails (about 70% of projects)
- PMBOK is not integrated unlike PRINCE2
- US interest is rising for the PRINCE2 method, addresses the methods gap and the lack of processes

- General
- Strategic
- Control
- Technical
- Commercial
 - Business Case
 - Marketing and Sales
 - Financial Management
 - Procurement
 - Legal Awareness
- Organisational
- People



Mixing methods and standards



De bedste mødes på toppen – peakconsulting.dk

Peak
consulting
group

Patrick Sorrentino

ps@peakconsulting.dk

tel. 2616 4028

