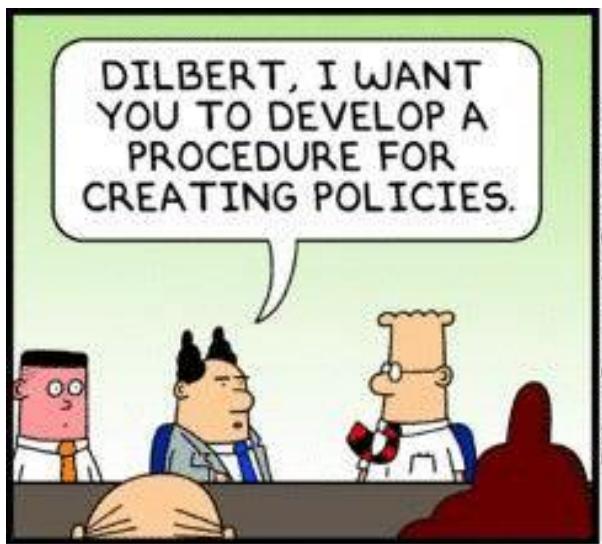
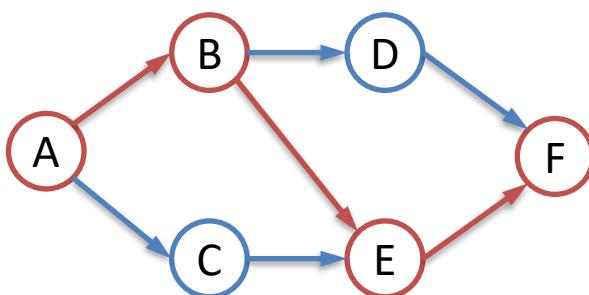
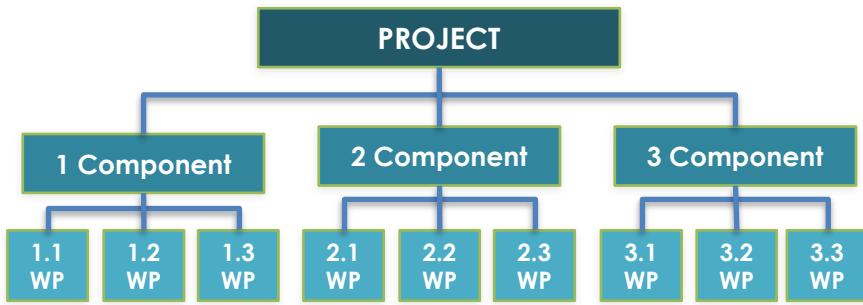
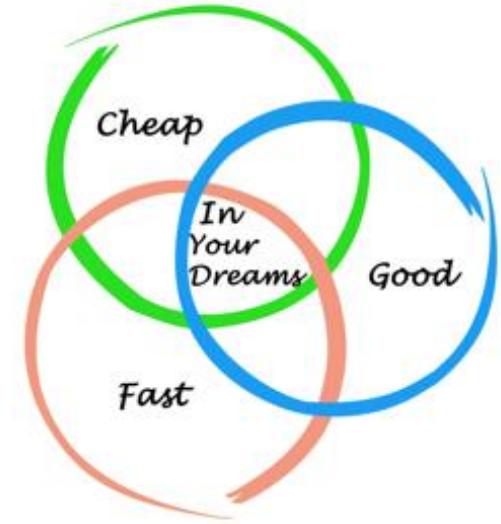


Governance



Recap

PMBOK® - 10 Knowledge Areas, 5 Process Groups.
Initiation: Stakeholders, Project Charter



Scope & Time Management:

- Work Breakdown Structure (WBS)
- Gantt Charts, PNDs
- Critical Path Method, PERT



This session is being recorded.



CS352 Project Management for Computer Scientists

4. PRINCE2®

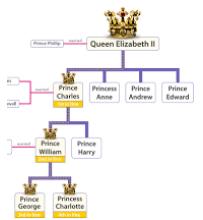
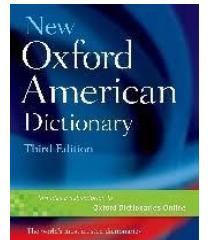


interact at:

warwick.ac.uk/pm4cs/4

Dr. Ian Saunders

Prince 2



Today

Part 1: PRINCE2® In Theory



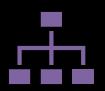
Obey 7 Principles

The beliefs underlying all of PRINCE2®



Follow 7 Processes

like Process Groups in PMBOK®



Structured Roles

Project Manager and Project Board



Apply 7 Themes

like Knowledge Areas in PMBOK®



Products

"Product-based" planning

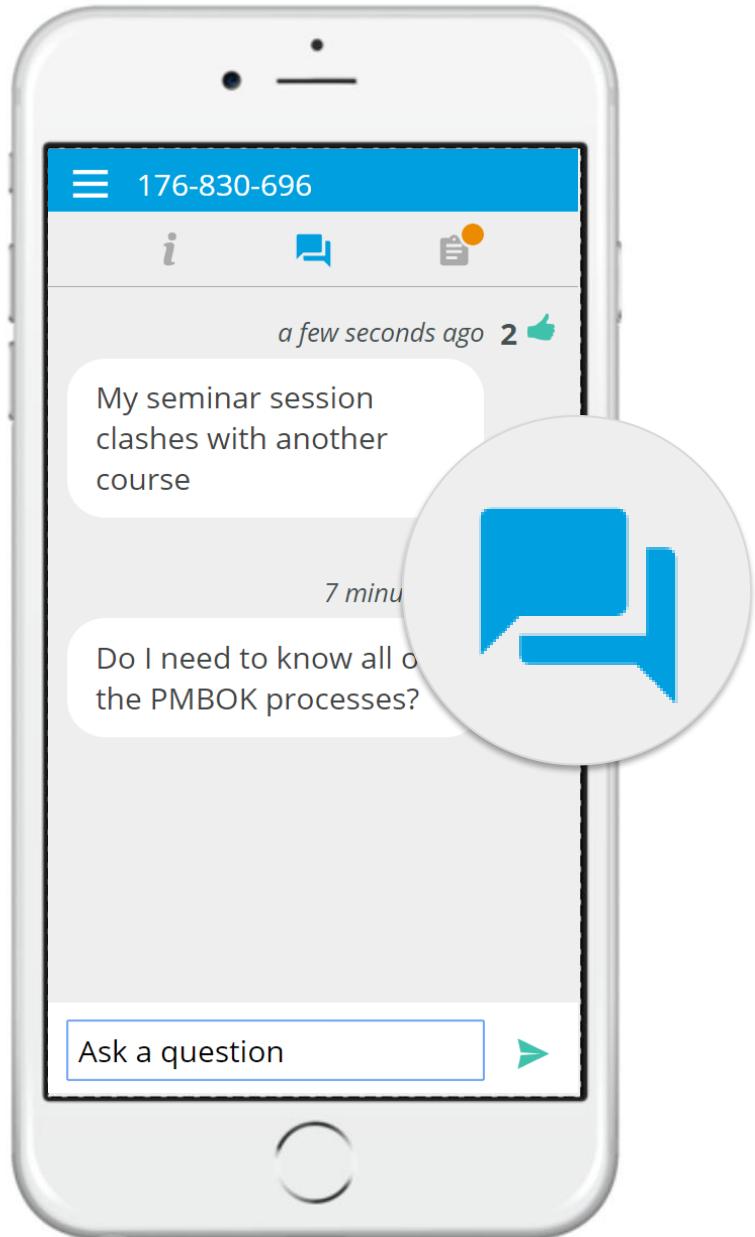


Silver Bullet

Does PRINCE2® help projects to succeed?

Part 2: PRINCE2® In Practice - Why do projects fail?

- Guest Lecture by Thibault Williams, Consultant, TMW Management



Ask a question at any time!
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PRINCE2® Definition of a Project

5 reasons a *project* differs from *regular business operations*:

1. **Change:** We use projects to introduce change to a business
2. **Uncertainty:** A project changes one or more things or develops something new. These are steps into the unknown, and introduce uncertainty.
3. **Temporary:** A project team comes together, does a job and is then disbanded.
4. **Unique:** In some major or minor ways every project is unique. Maybe completely new, or maybe just different people or location.
5. **Cross-functional:** A project needs different people with different skills; some to define what is required, others to develop the required products. These people may work for several different line managers or different companies.

1975 - PROMPT

A private sector framework to make IT projects run more efficiently



1989 - PRINCE

The UK government's public domain adaptation of PROMPT II



1996 - PRINCE2

A universal project management framework which goes global



2009 - REVISION

PRINCE2 is simplified in line with common user feedback



2017 - UPDATE

Another major update, now with an increased focus on tailoring



PRINCE2®

- Originally developed for **IT projects**
 - World was entering a new era
 - IT projects hard to manage in the “traditional” way
- Adapted for **generic** projects
 - Method highly versatile
 - Suited to all types of project
- ...
- Adapted to suit **smaller** projects
 - Not “agile” enough for IT?
 - Focus on tailoring

PRINCE2®

PRojects IN Controlled Environments

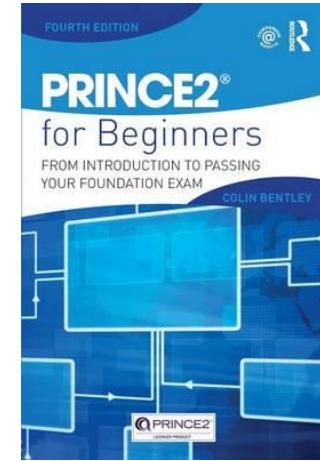
Opponents say

- Only for large projects
- Constrained approach
- Inflexible, not “agile”
- Mountains of paperwork
- Not solution-oriented
- Bureaucratic

Reading List

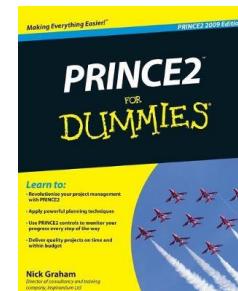
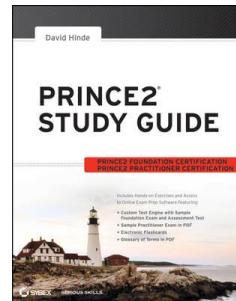
Essential Reading:

- **PRINCE2® For Beginners**, Colin Bentley
 - First half *process-driven*, covering *What, Why, Who, How?* (Like PMBOK® Guide)
 - Second half structured by *themes*.



Recommended:

- **PRINCE2® Study Guide**, David Hinde
 - Structured by *themes*
- **PRINCE2® For Dummies**, Nick Graham
 - Structured by *processes*



PMBOK® vs PRINCE2®

	PMBOK® Guide	PRINCE2®
What is it	Framework	Methodology
Focus	Activities	Deliverables (“Products”)
Driver	Customer requirements	Business Case
Process ‘groups’	5 Process Groups	7 Processes
Knowledge areas	10 Knowledge Areas	7 Themes
Process ‘steps’	49 Processes	40 Steps



Today

Part 1: PRINCE2® In Theory

		Follow 7 Processes like Process Groups in PMBOK®	Structured Roles Project Manager and Project Board	Apply 7 Themes like Knowledge Areas in PMBOK®		
PRINCE2® Projects IN Controlled Environments	Obey 7 Principles The beliefs underlying all of PRINCE2®				Products “Product-based” planning	Silver Bullet Does PRINCE2® help projects to succeed?

Part 2: PRINCE2® In Practice - Why do projects fail?

- Guest Lecture by Thibault Williams, Consultant, TMW Management



PRINCE2® Principles



PRINCE2® Principles

1. Continuous business justification

- Is there a business benefit?
- Is it feasible, viable and beneficial?



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
 - don't make the same mistake twice!
 - E.g. choice of supplier, expertise of team



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
- 3. Defined Roles and responsibilities**
 - who's responsible
 - Who's held accountable?



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
- 3. Defined Roles and responsibilities**
- 4. Manage by stages**
 - Break a project into manageable chunks.



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
- 3. Defined Roles and responsibilities**
- 4. Manage by stages**
- 5. Manage by exception**
 - set limits
 - let people get on with the job *within those limits*



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
- 3. Defined Roles and responsibilities**
- 4. Manage by stages**
- 5. Manage by exception**
- 6. Focus on products**
 - Think about outcomes and outputs
 - The *what*, not the *how* or *why*



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
- 3. Defined Roles and responsibilities**
- 4. Manage by stages**
- 5. Manage by exception**
- 6. Focus on products**
- 7. Tailor to suit the project environment**
 - Customise your approach to suit the problem
 - Don't follow PRINCE2® to the letter



PRINCE2® Principles

- 1. Continuous business justification**
- 2. Learn from experience**
- 3. Defined Roles and responsibilities**
- 4. Manage by stages**
- 5. Manage by exception**
- 6. Focus on products**
- 7. Tailor to suit the project environment**

Quiz!

Busting common myths about PRINCE2®



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Which principle contradicts this common myth about PRINCE2?

“It only makes sense for really large projects”

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



Which principle contradicts this common myth about PRINCE2?

“It forces us to do all the planning up front”

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



Which principle contradicts this common myth about PRINCE2?

"There's clearly no need for all of this paperwork other than to keep the senior managers happy"

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



Which principle contradicts this common myth about PRINCE2?

"The team is unable to work effectively when they are constantly being told how to do their job"

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



PRINCE2® Principles

1. Continuous business justification:

Is there a business benefit?

2. Learn from experience:

don't make the same mistake twice!

3. Defined Roles and responsibilities:

who's held accountable?

4. Manage by stages:

Break a project into manageable chunks.

5. Manage by exception:

Within limits, let people get on with the job

6. Focus on products:

Think about outcomes and outputs

7. Tailor to suit the project environment:

Customise it, don't follow it to the letter



How do you feel about the PRINCE2 principles?

1 Agree with all

2 Agree with most

3 Agree with some

4 Disagree with most

5 Disagree with all

Today

Part 1: PRINCE2® In Theory



PRINCE2®

Projects IN
Controlled
Environments



Obey
7 Principles

The beliefs
underlying all of
PRINCE2®



Structured
Roles

Project Manager
and Project Board



Apply
7 Themes

like Knowledge
Areas in PMBOK®



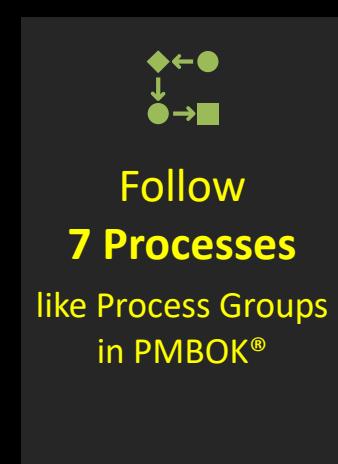
Products

“Product-based”
planning



Silver Bullet

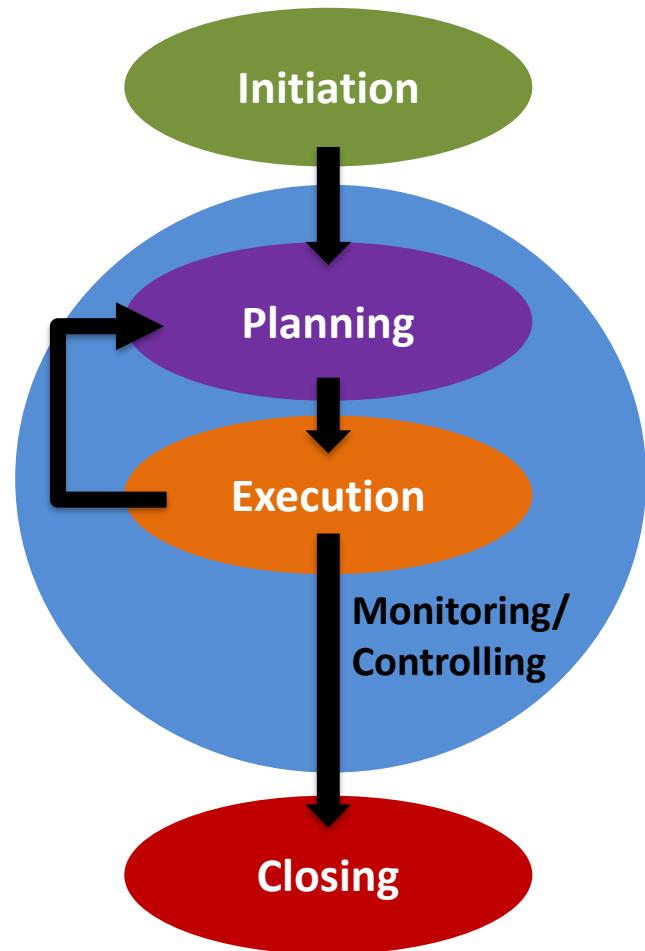
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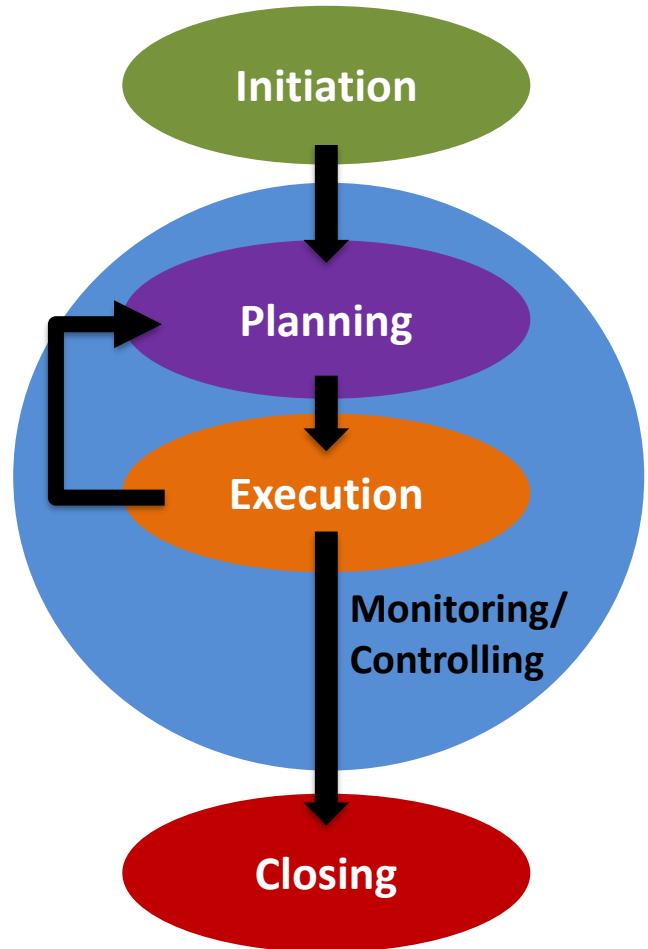
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PMBOK® Process Groups



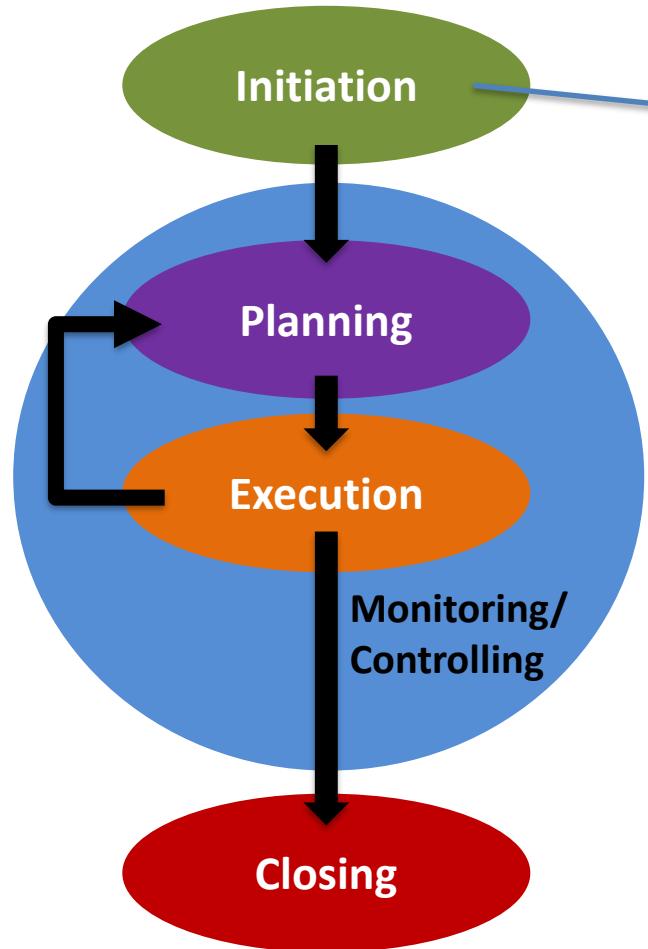
PMBOK® Process Groups



PRINCE2® Processes

- Starting up a Project (**SU**)
- Directing a Project (**DP**)
- Initiating a Project (**IP**)
- Managing a Stage Boundary (**SB**)
- Controlling a Stage (**CS**)
- Managing Product Delivery (**MP**)
- Closing a Project (**CP**)

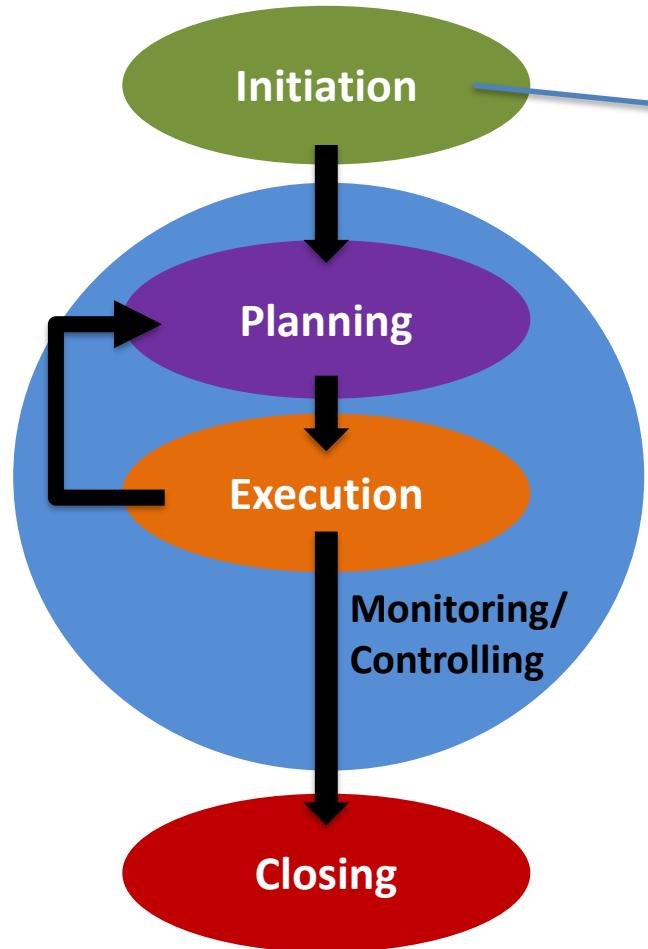
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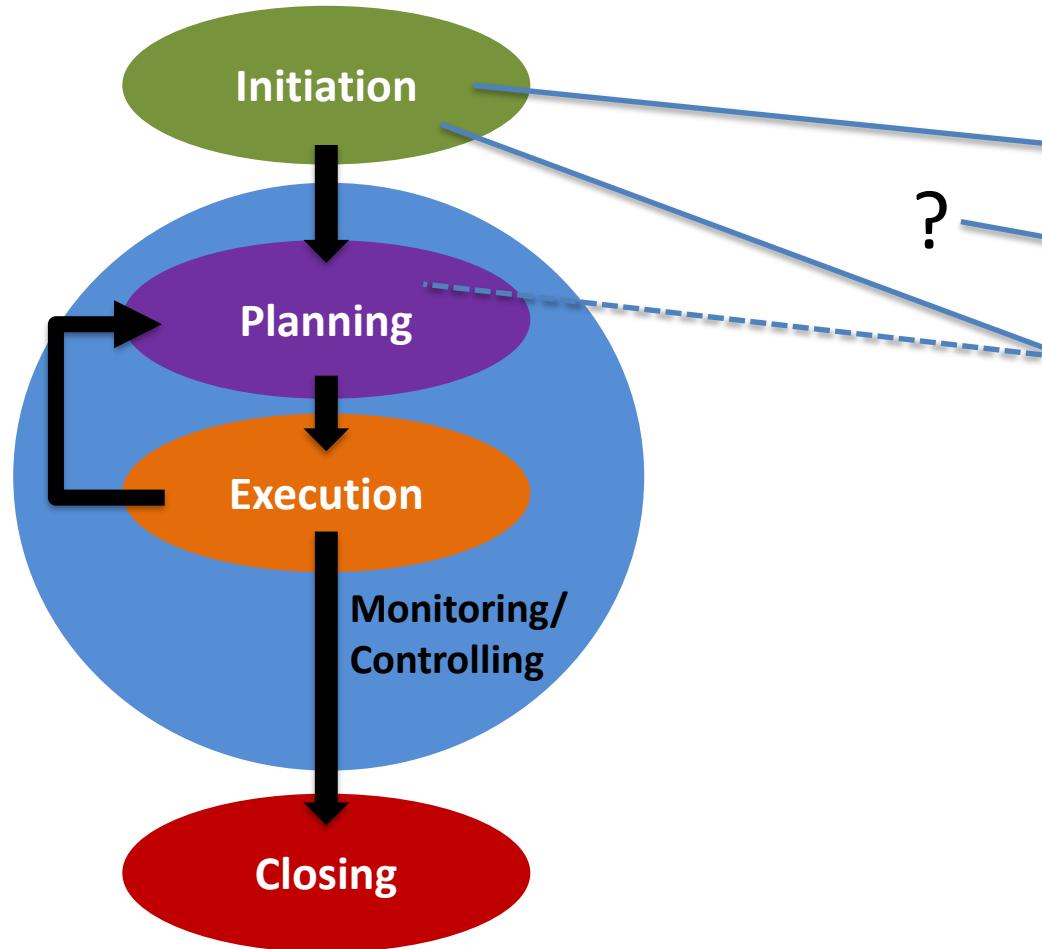
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PRINCE2® Processes

- ? — Starting up a Project (**SU**)
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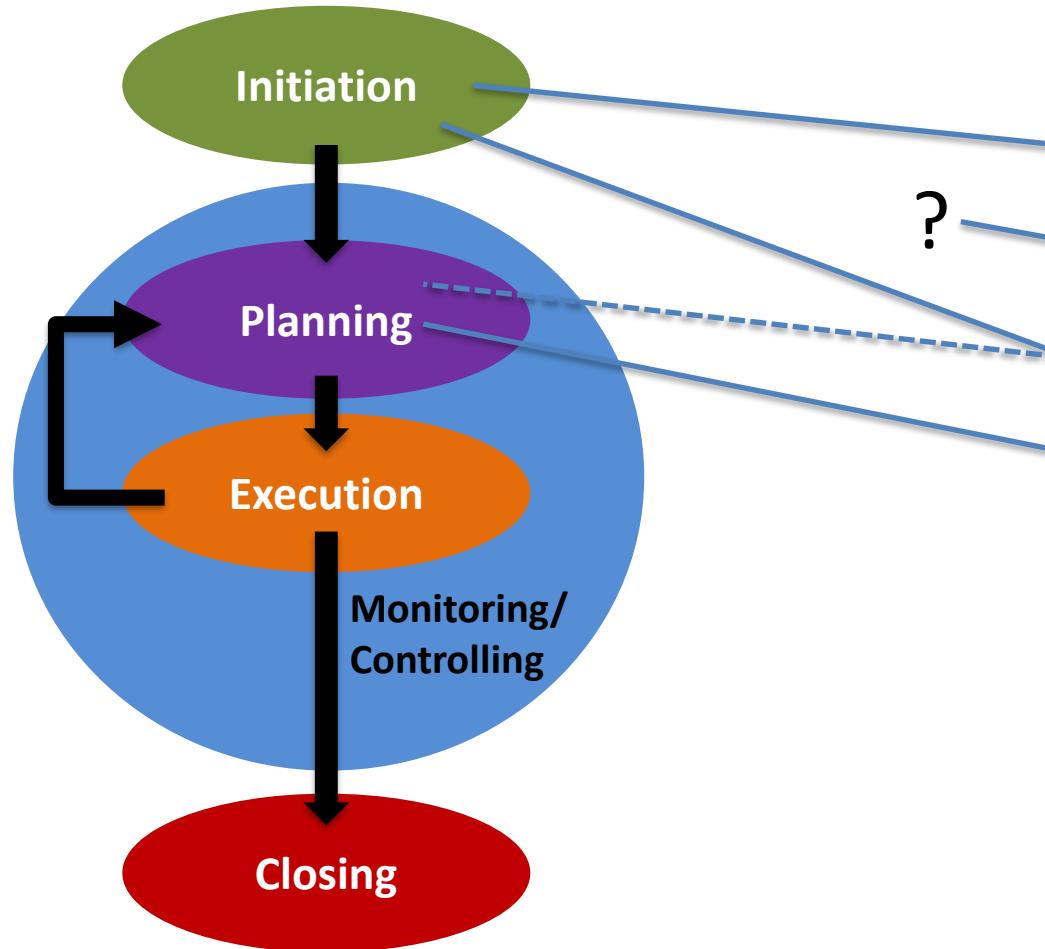
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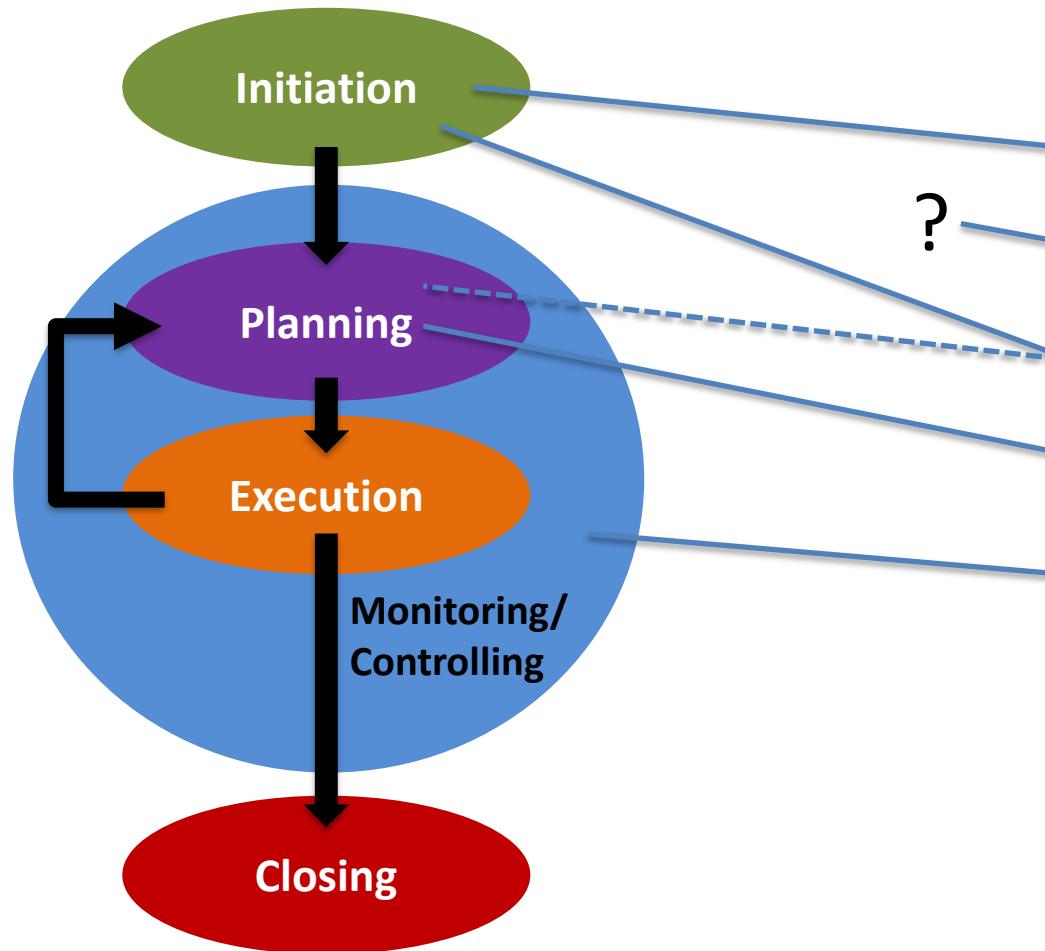
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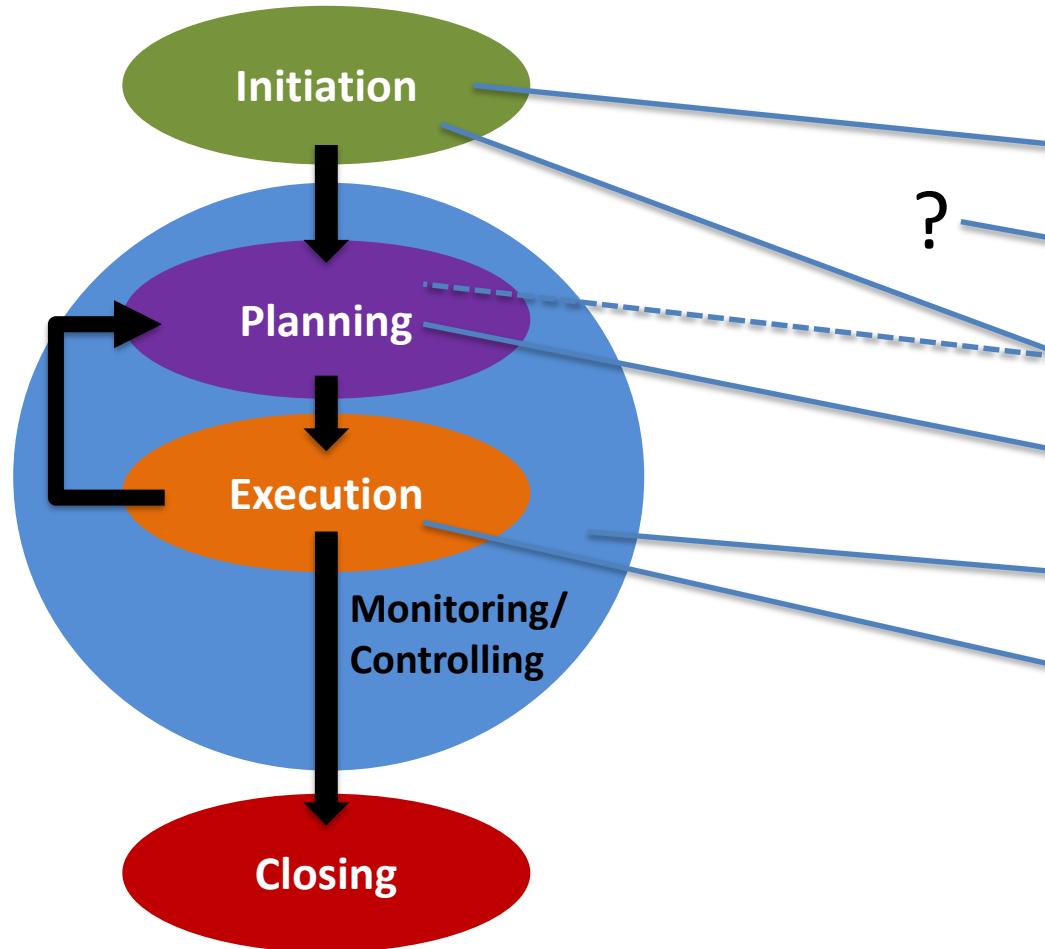
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PRINCE2® Processes

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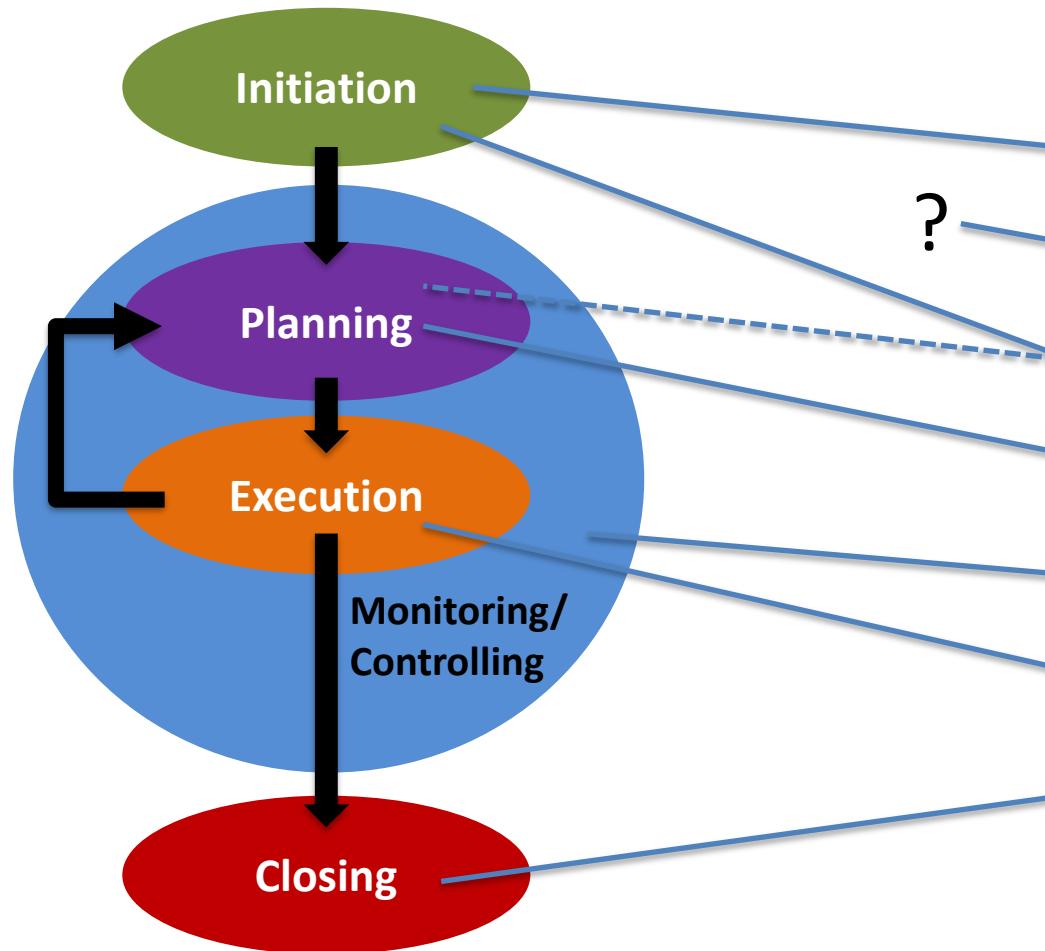
PMBOK® Process Groups



PRINCE2® Processes

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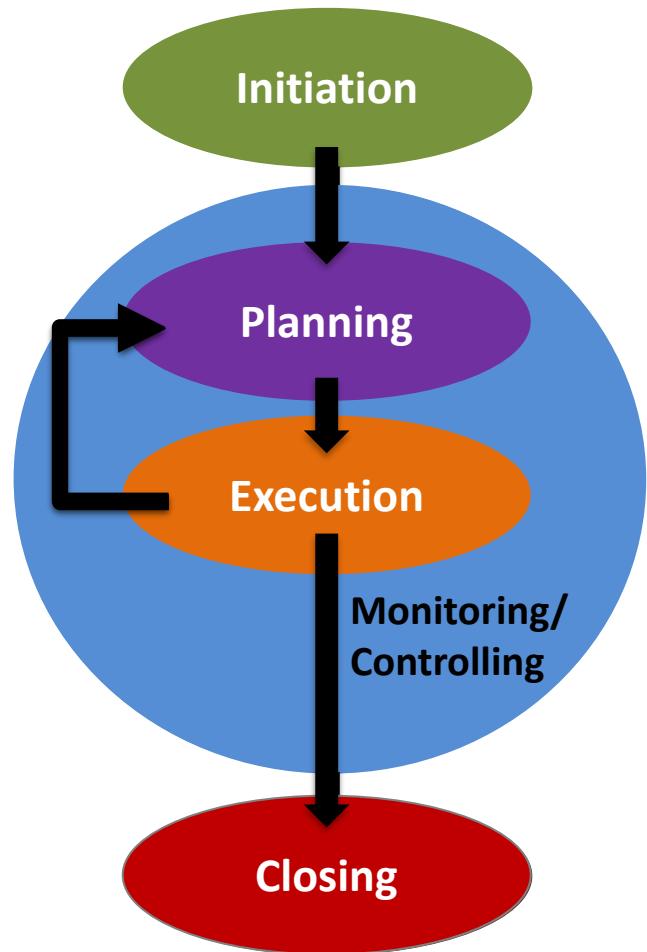
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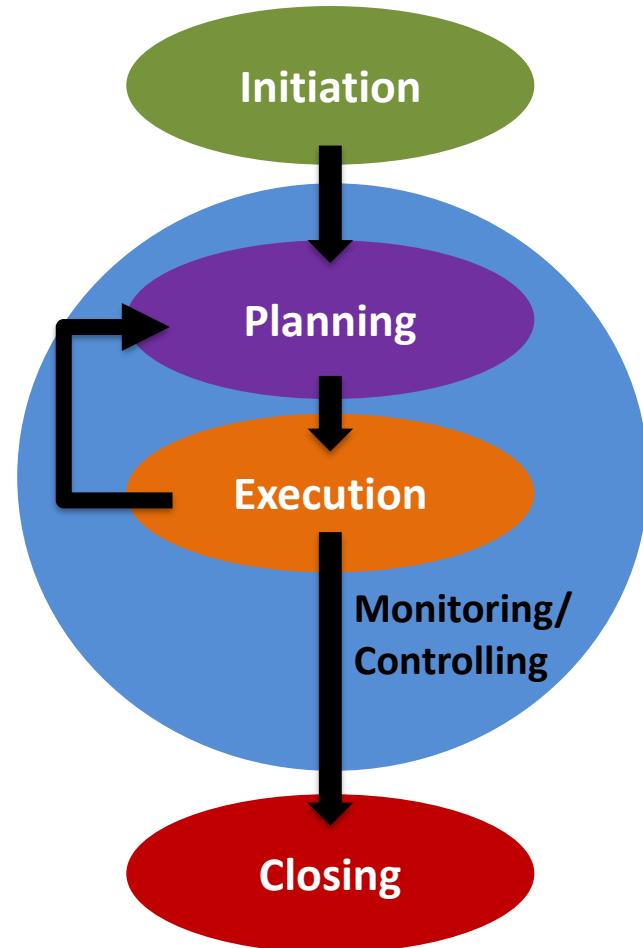
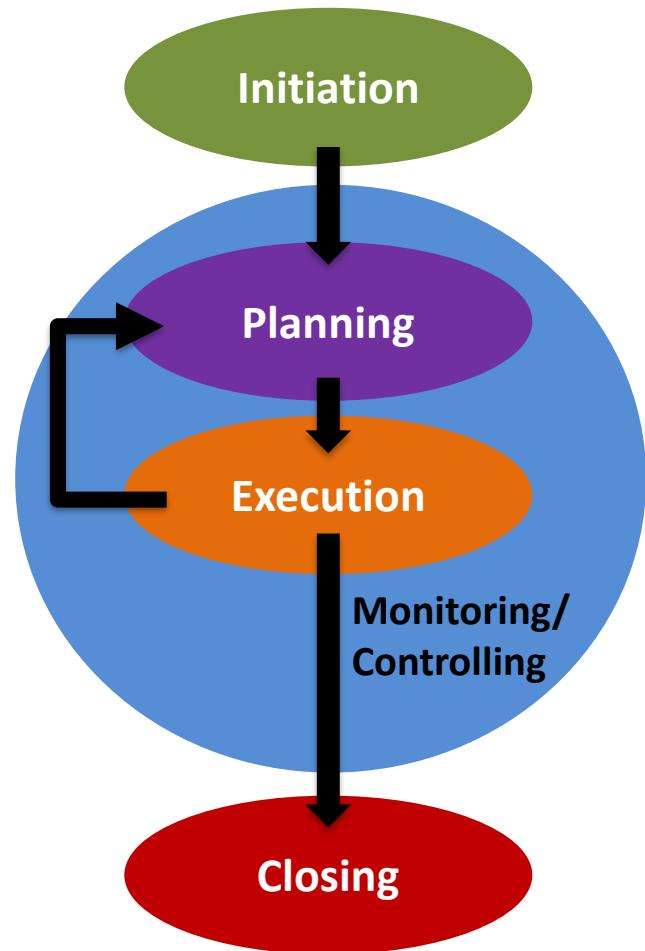
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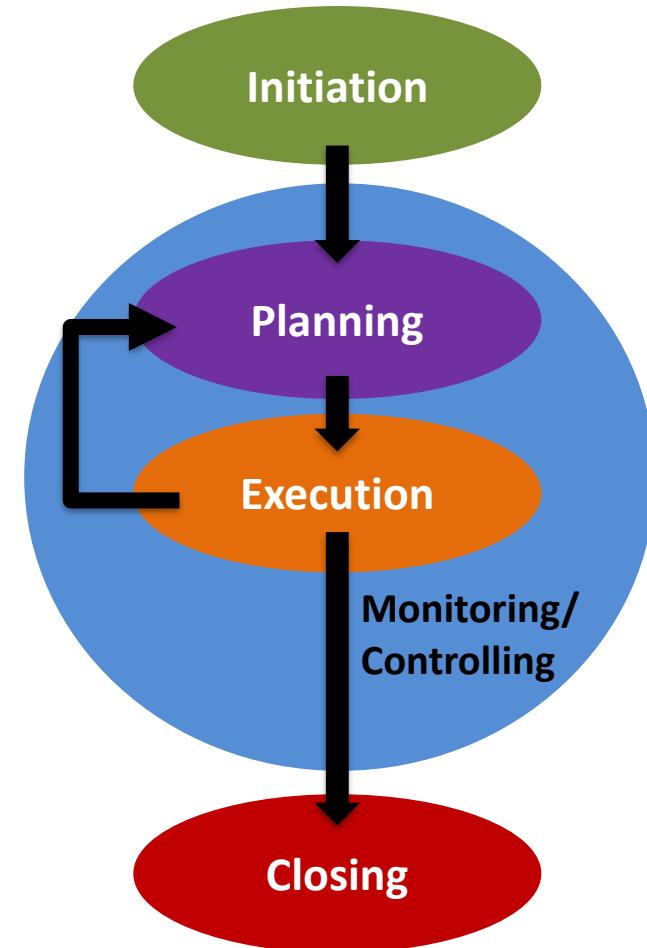
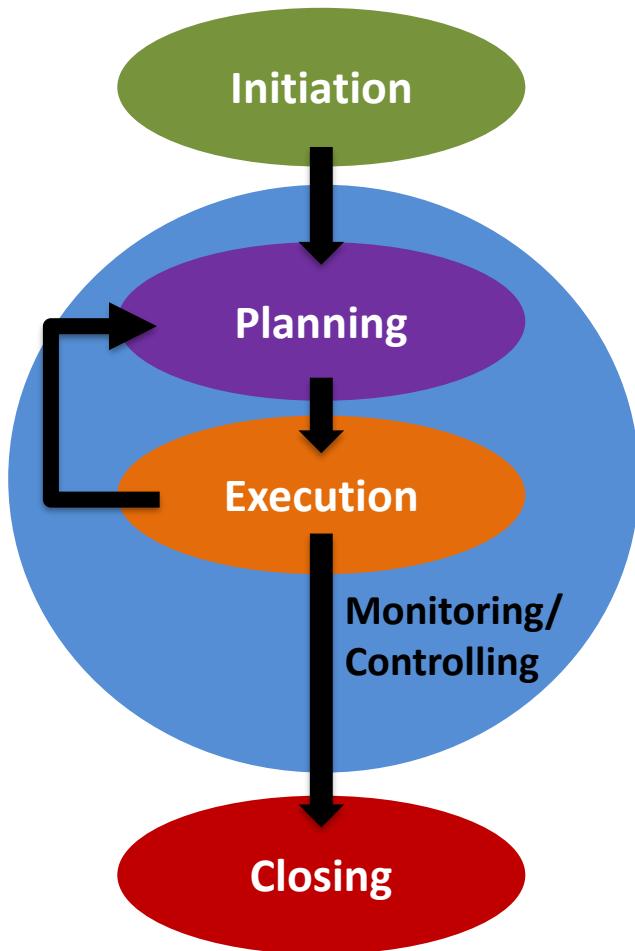
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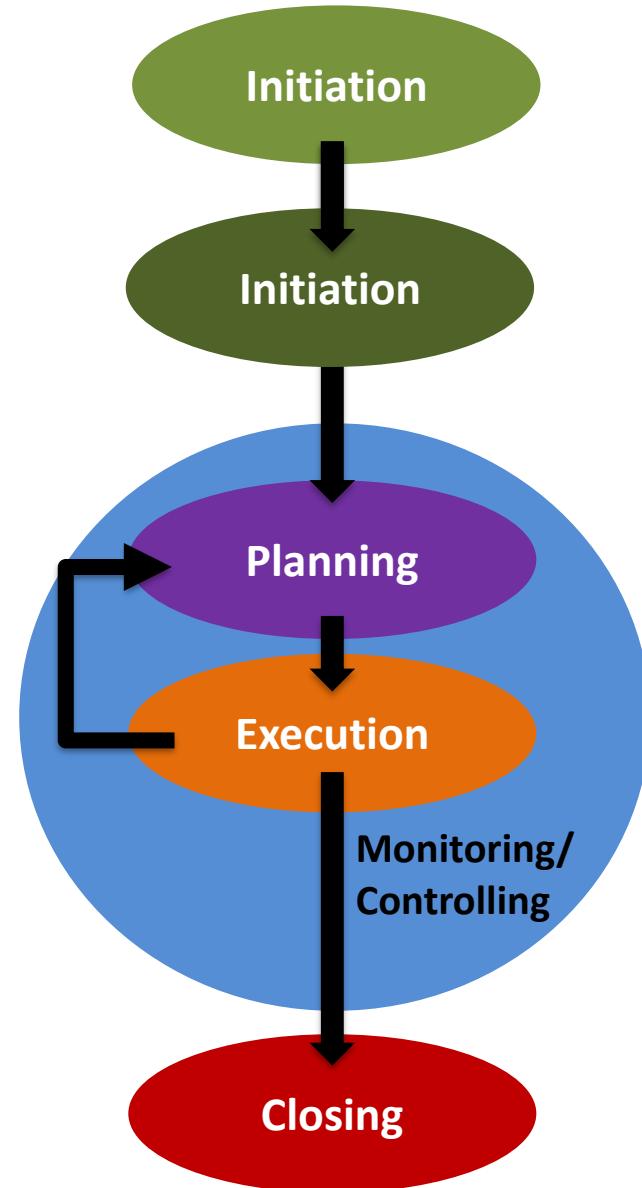
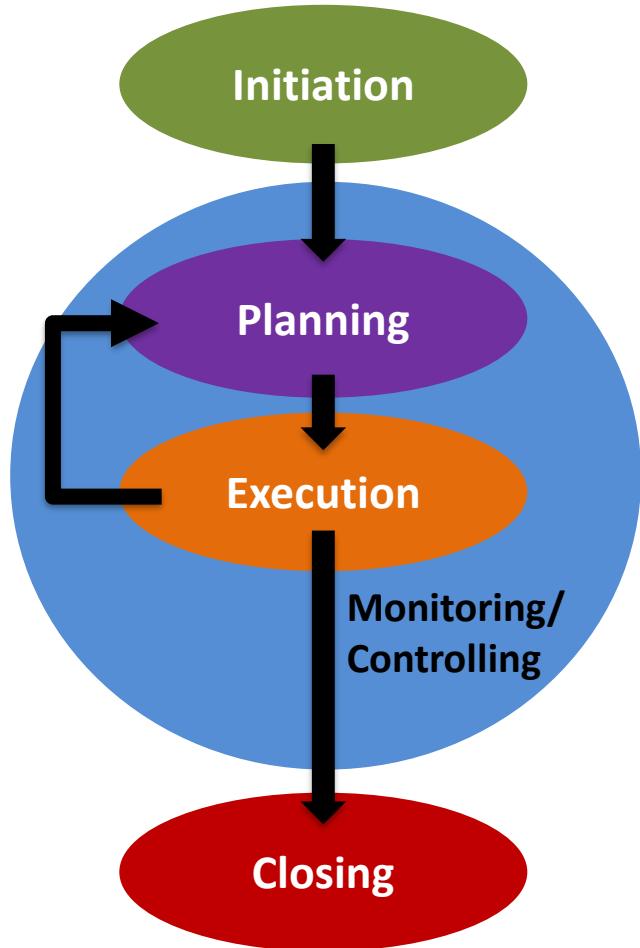
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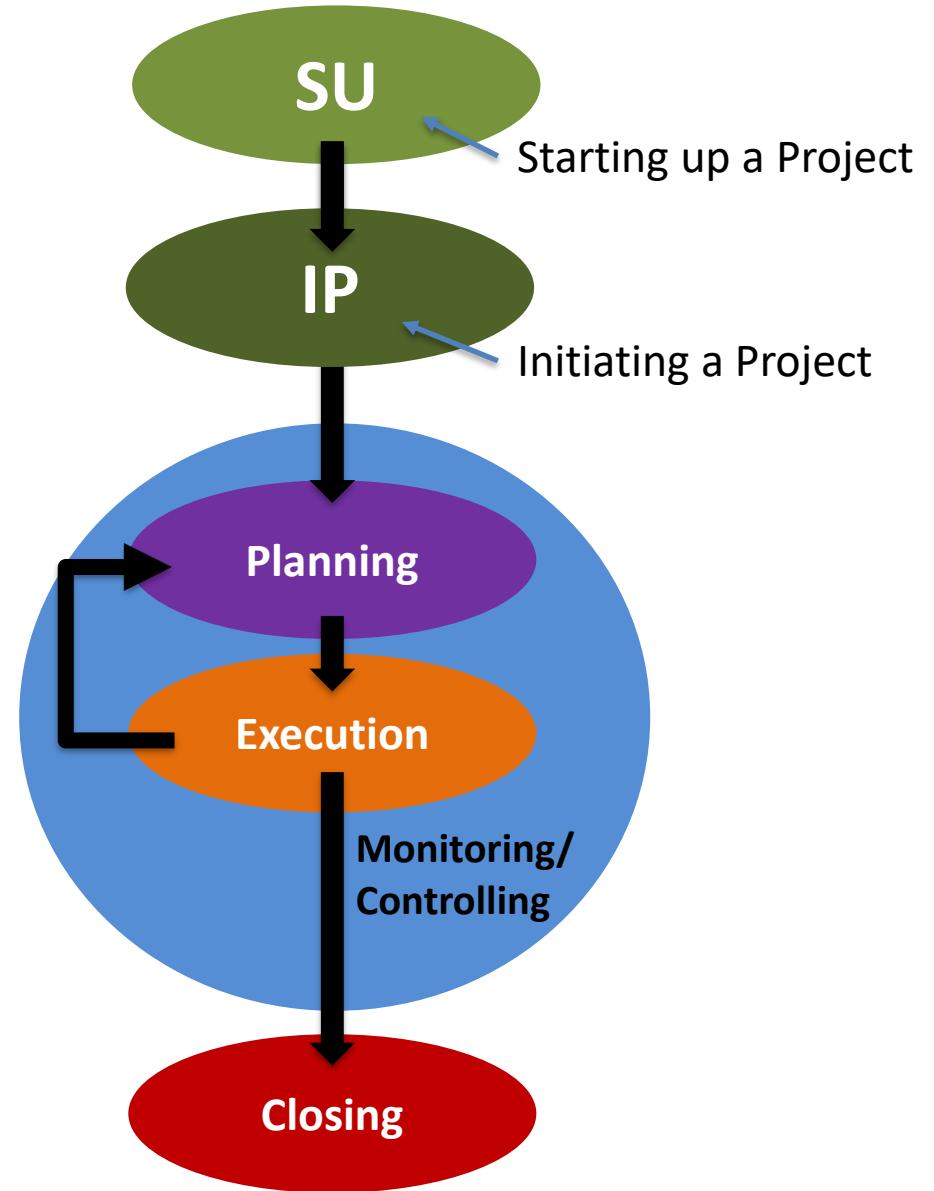
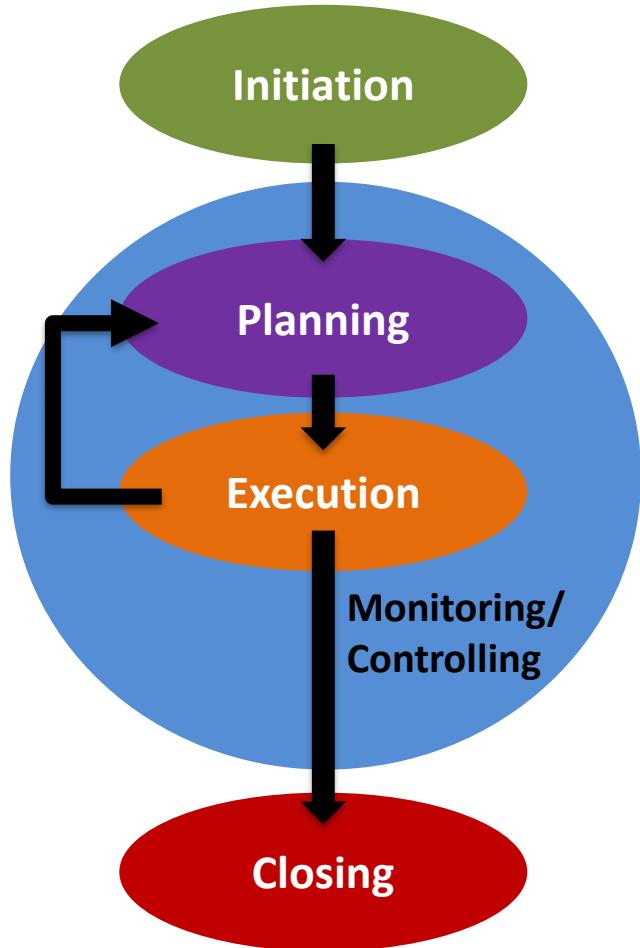
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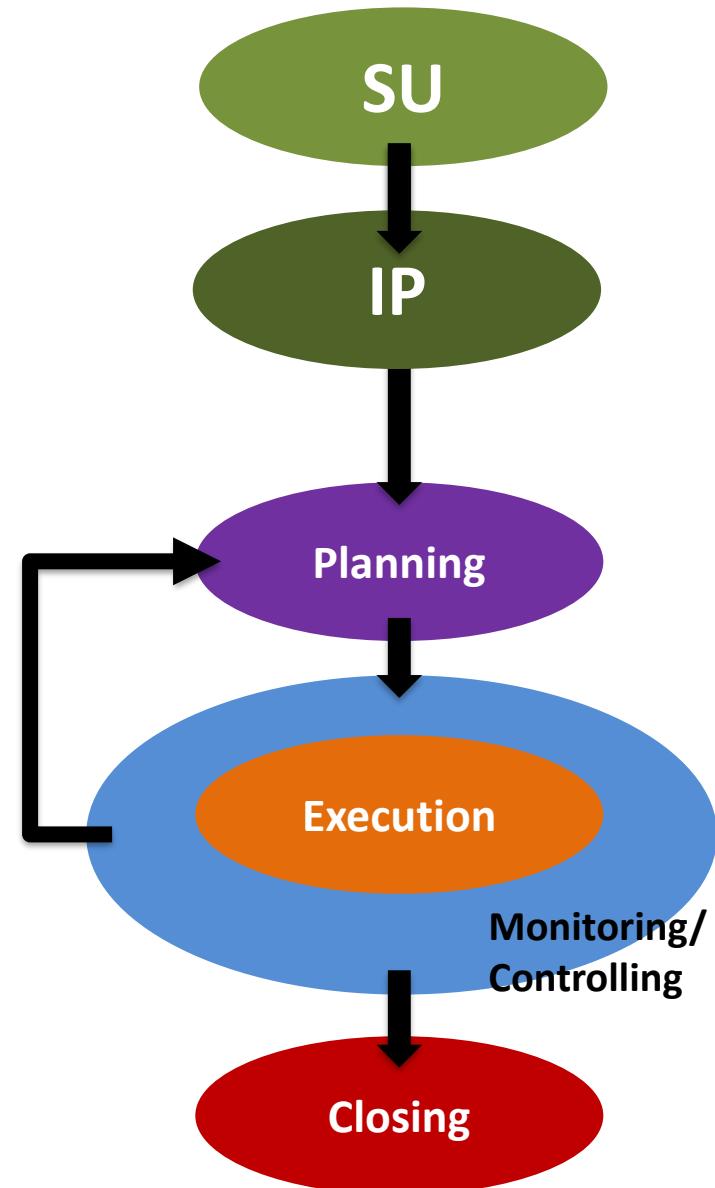
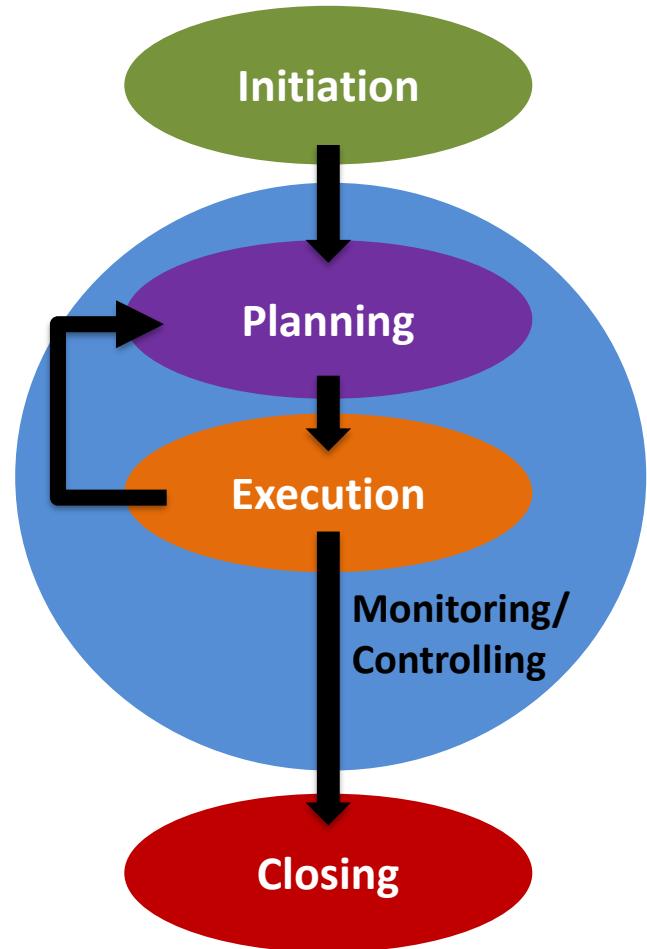
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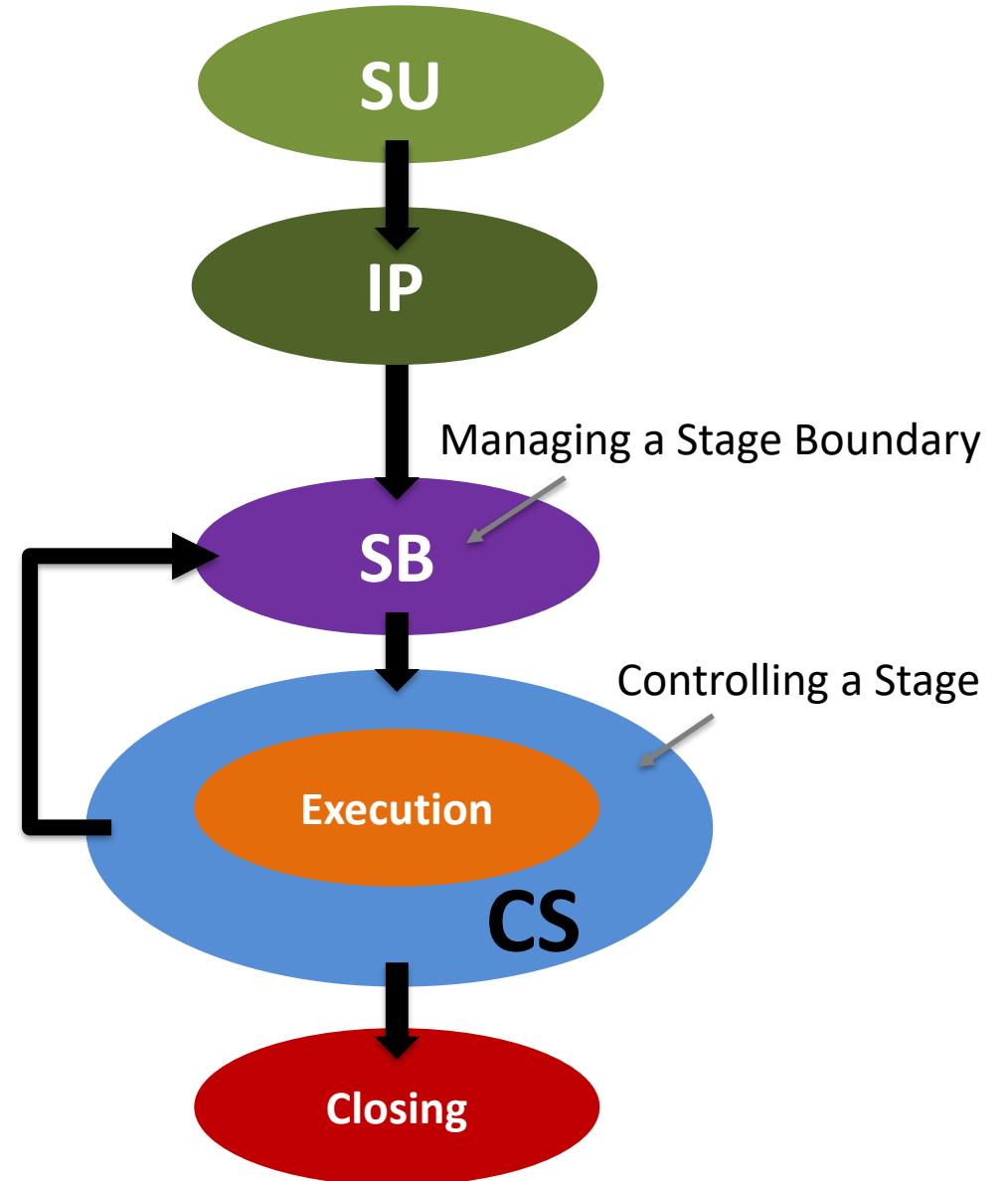
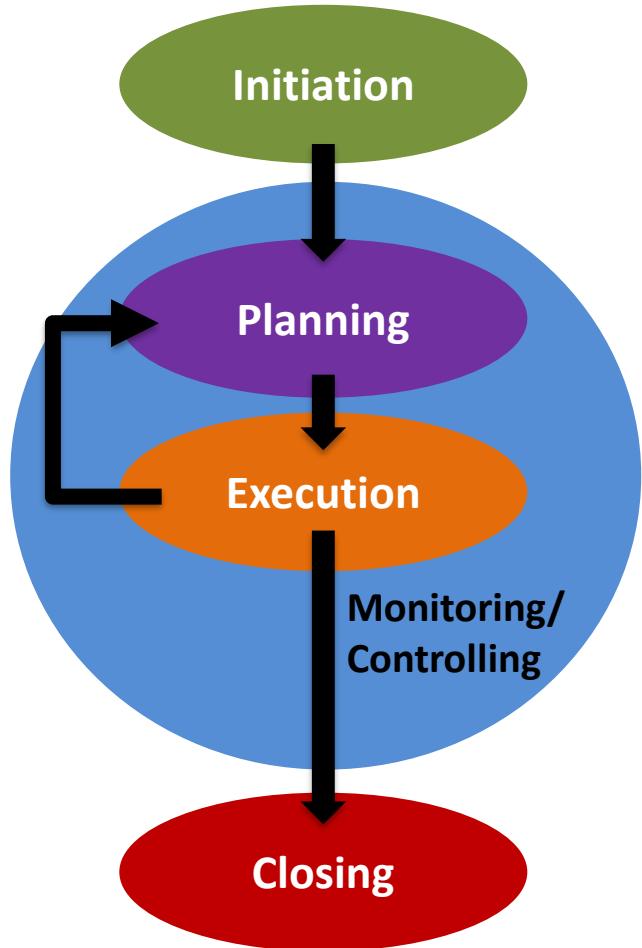
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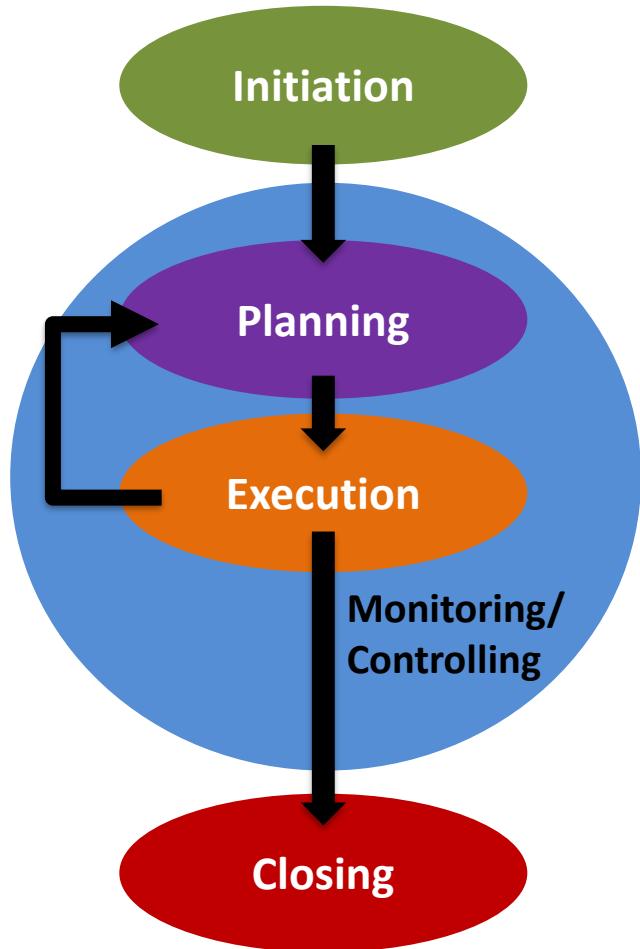
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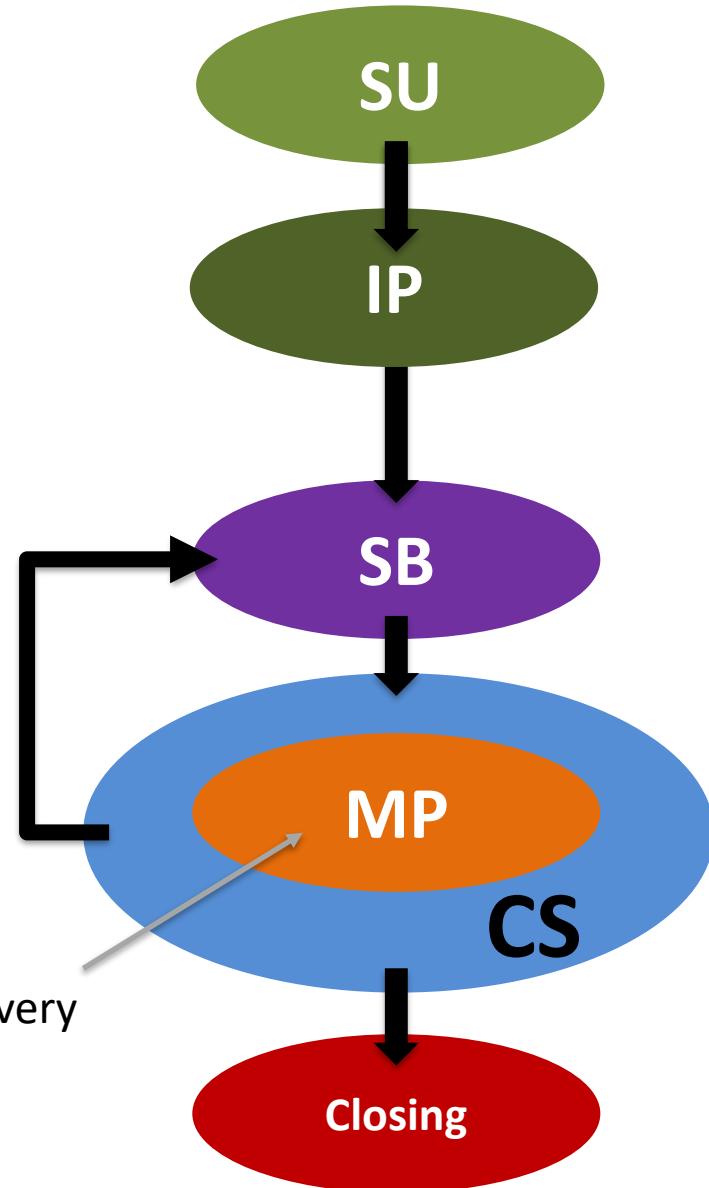
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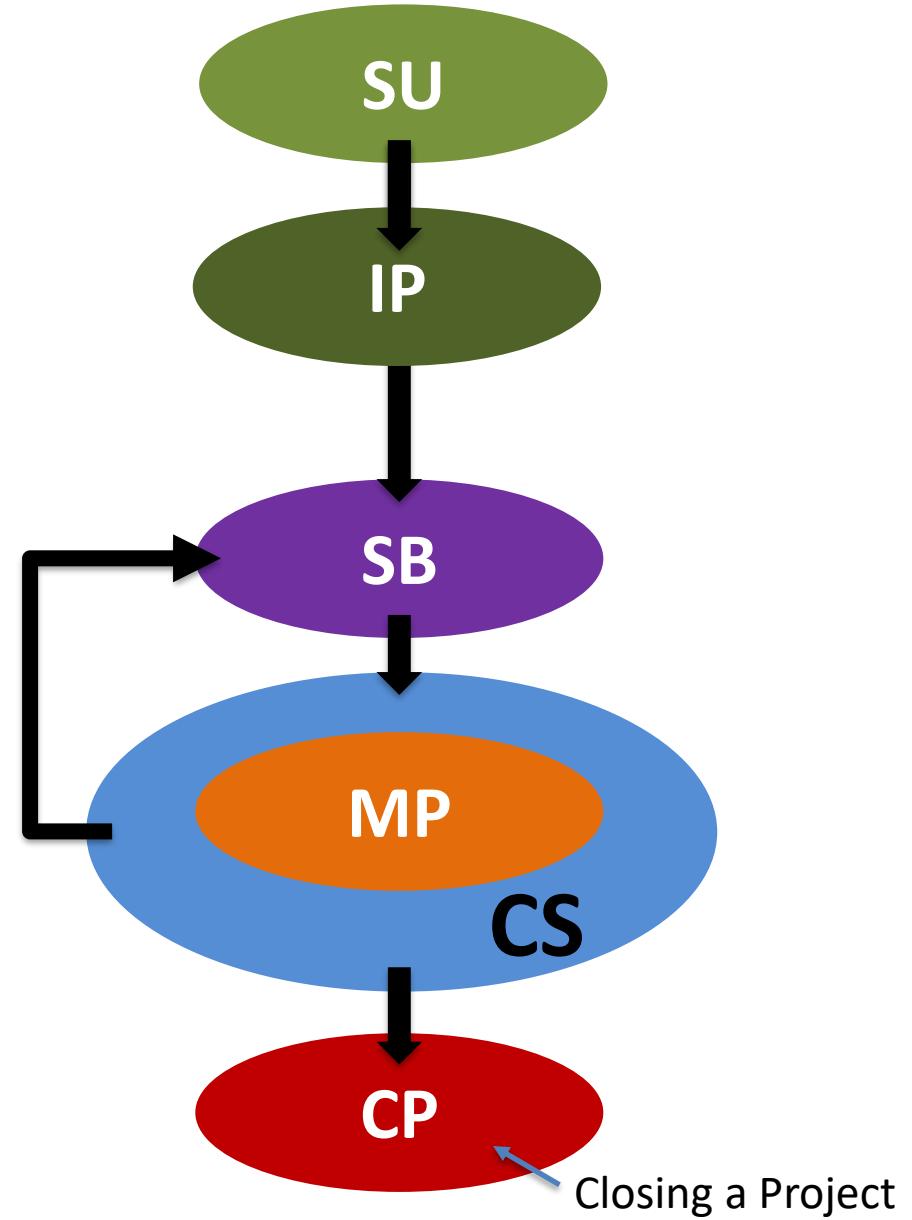
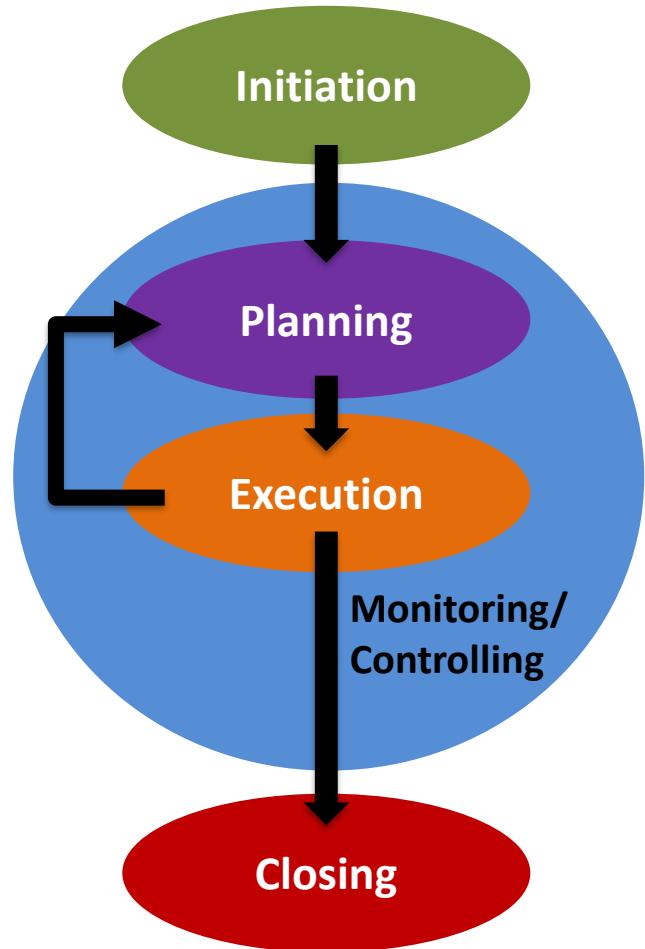
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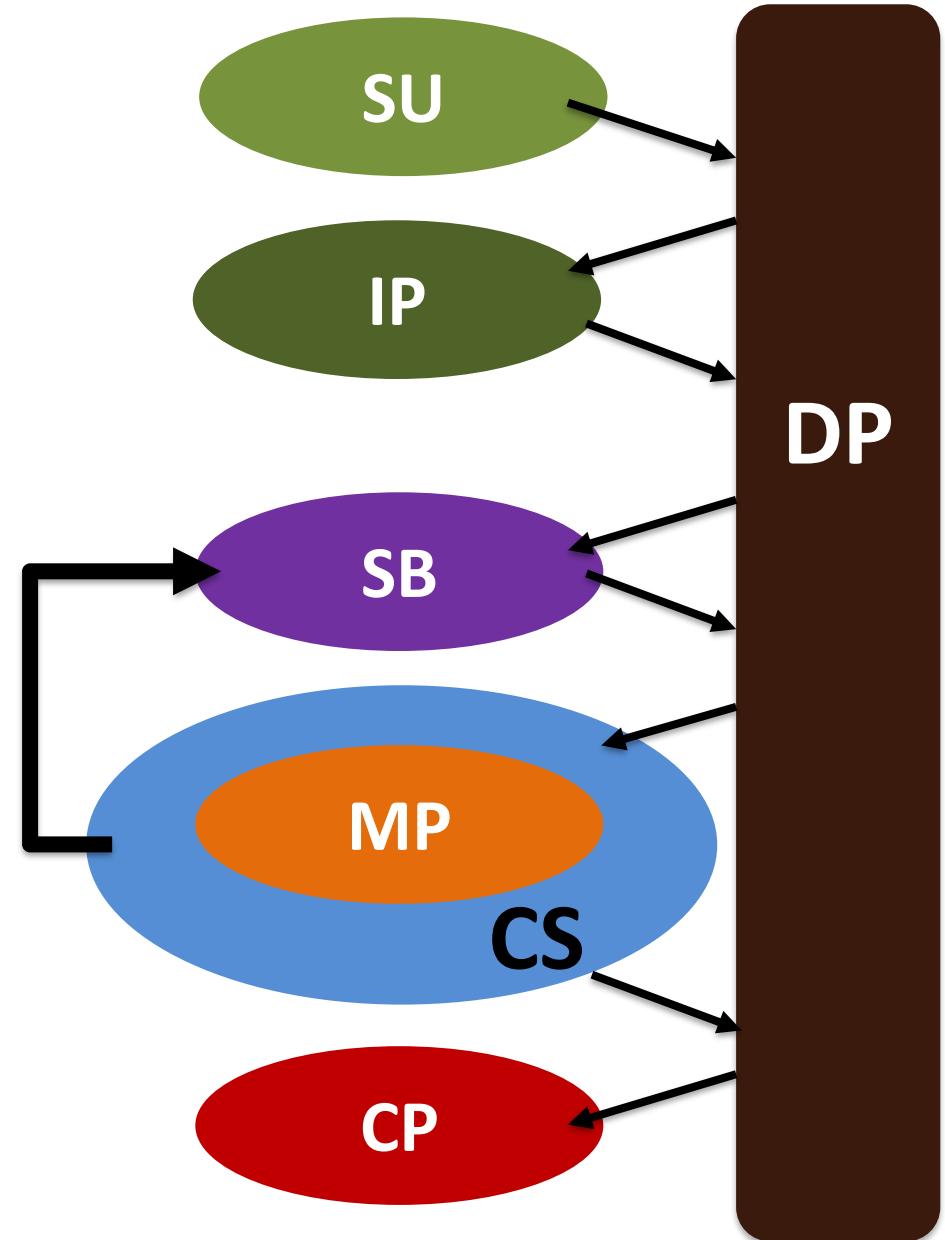
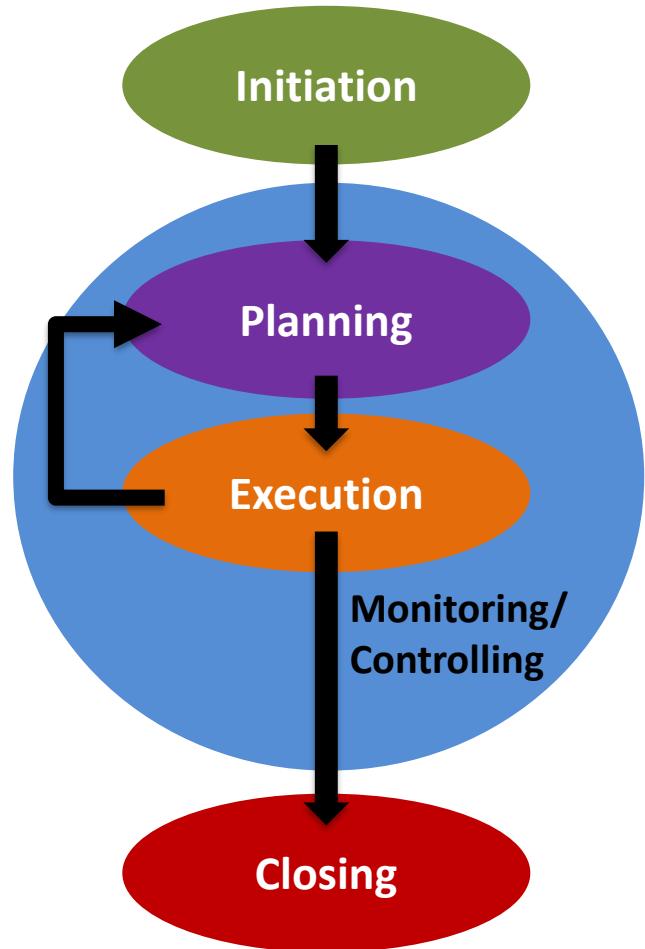
Managing Product Delivery



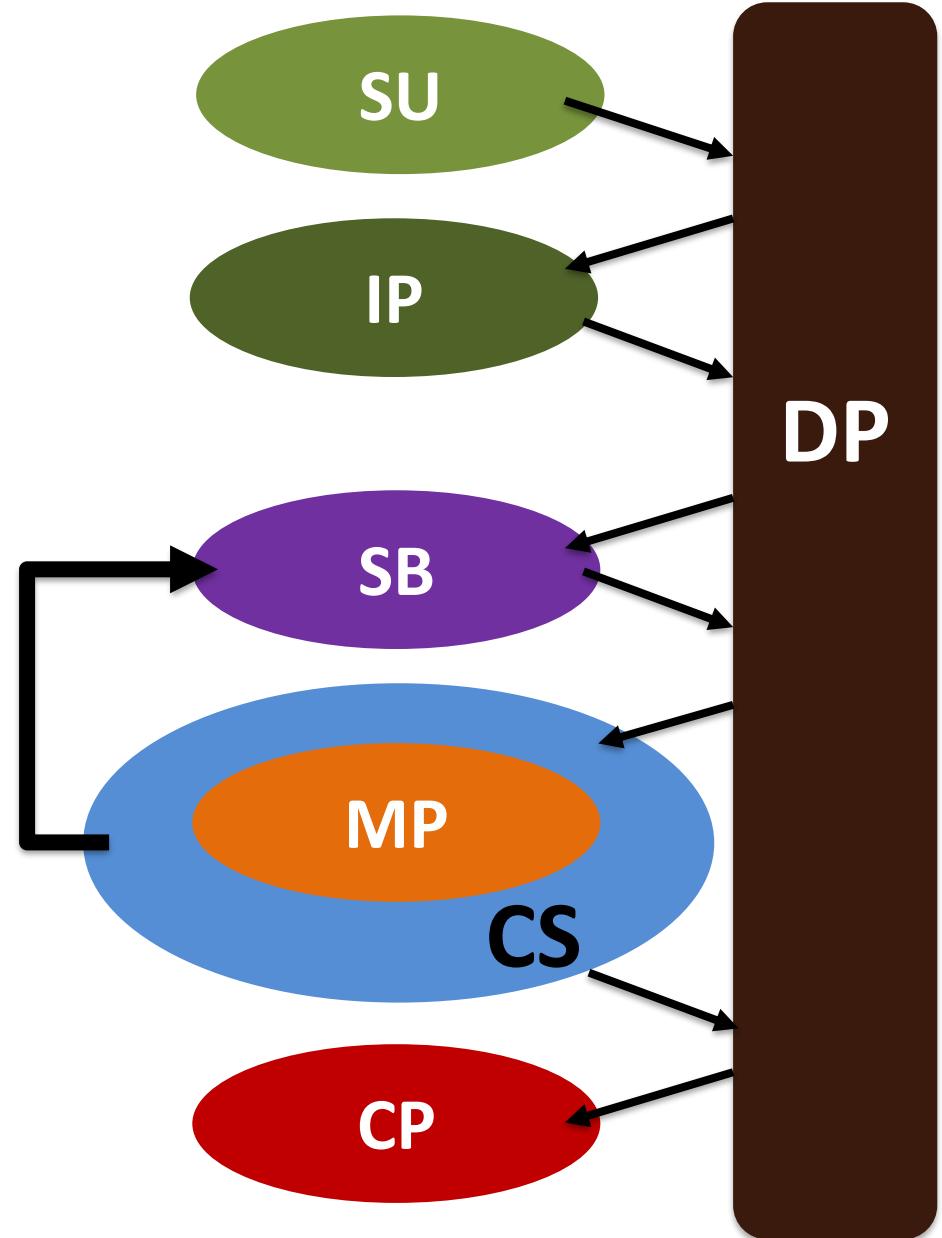
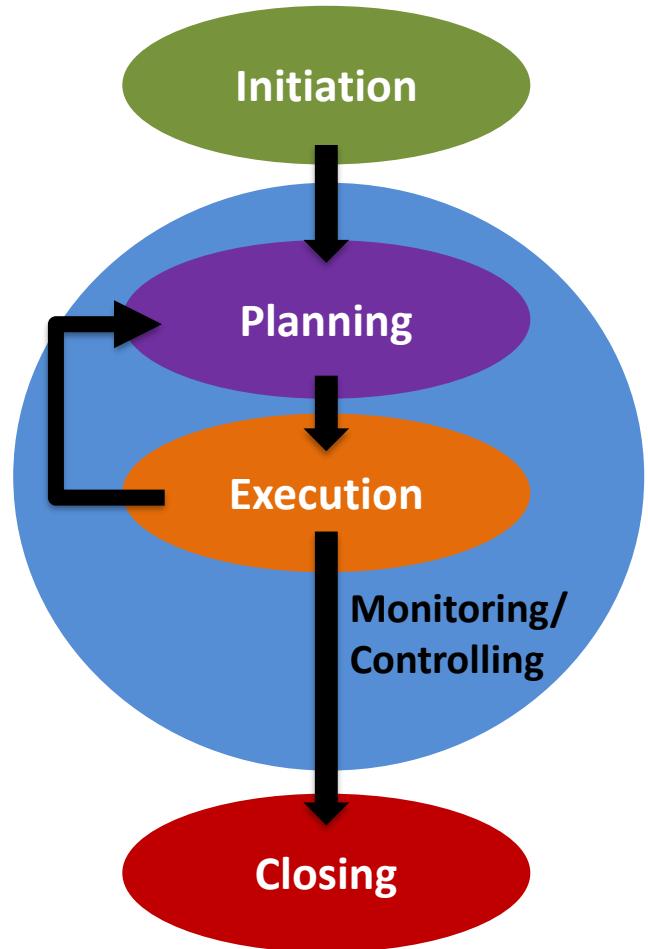
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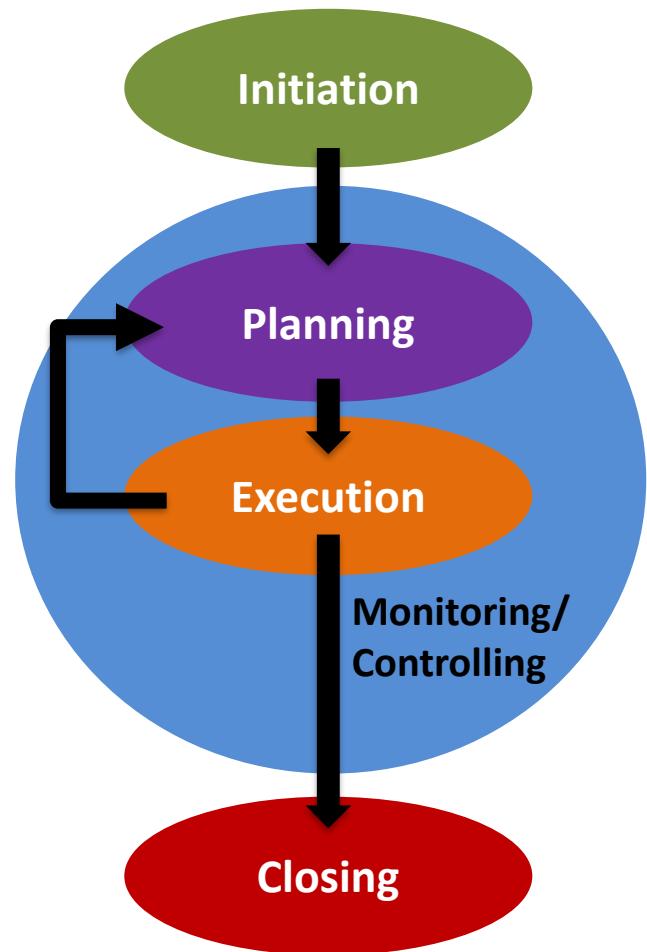
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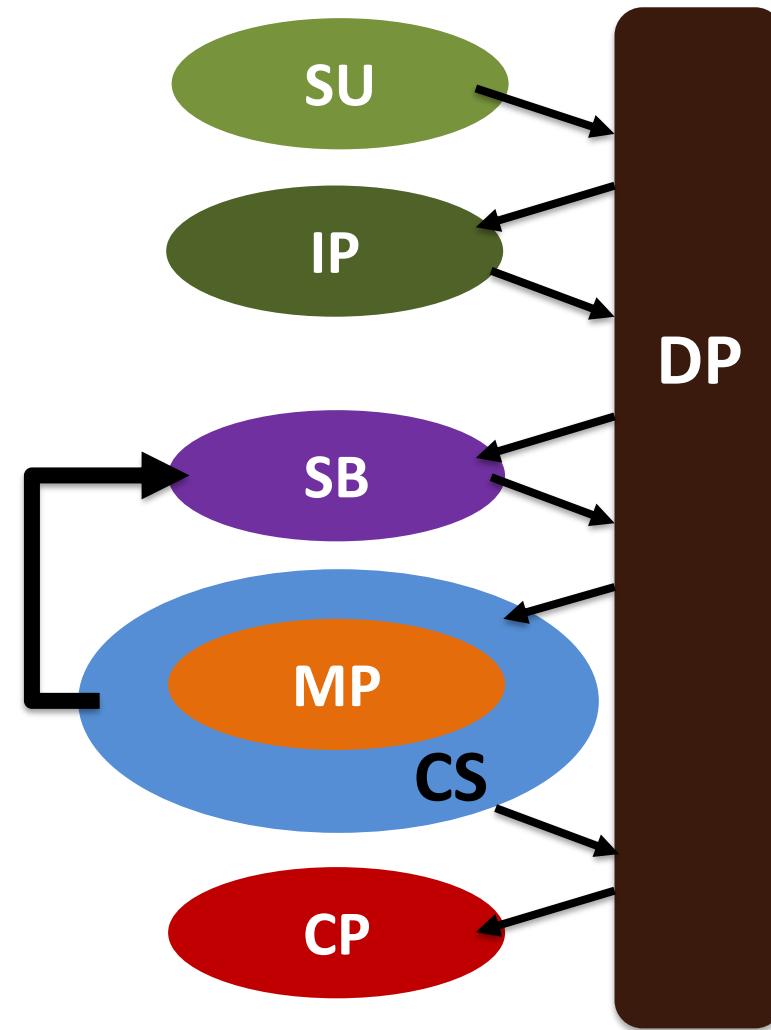
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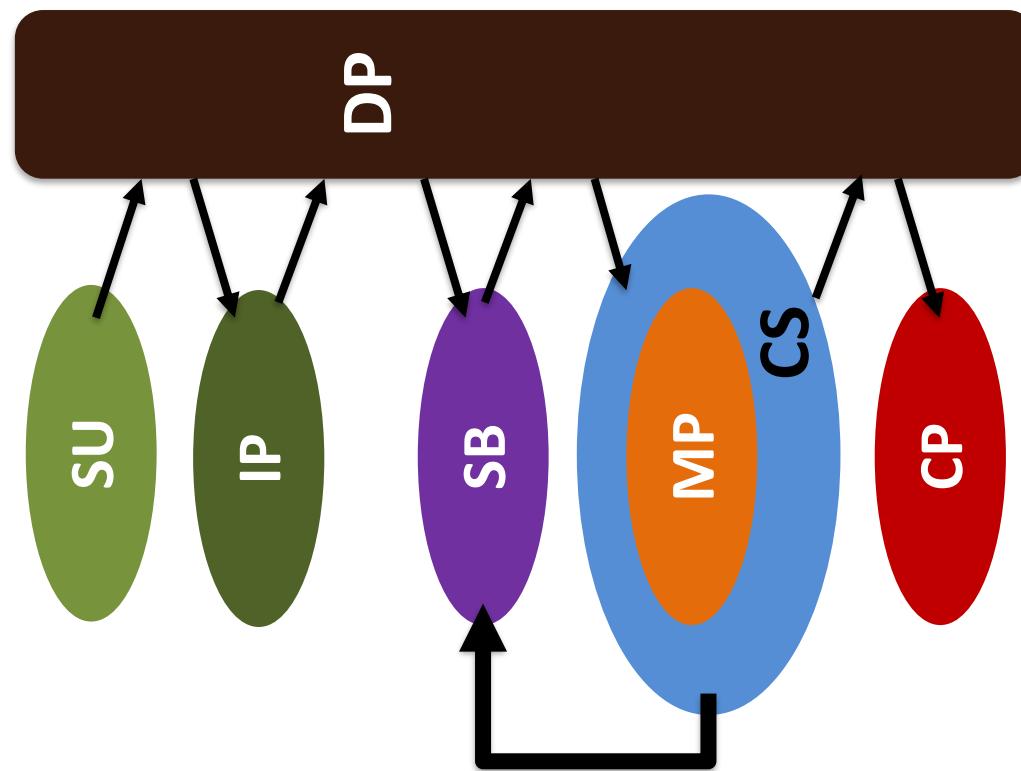
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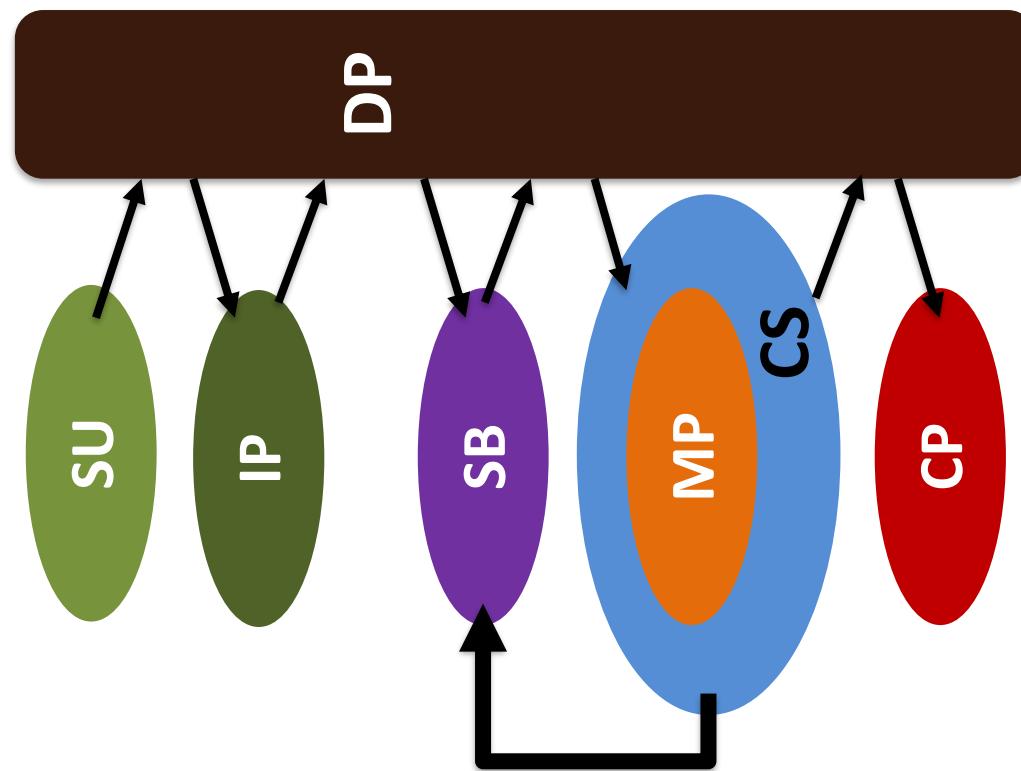
PRINCE2® Processes



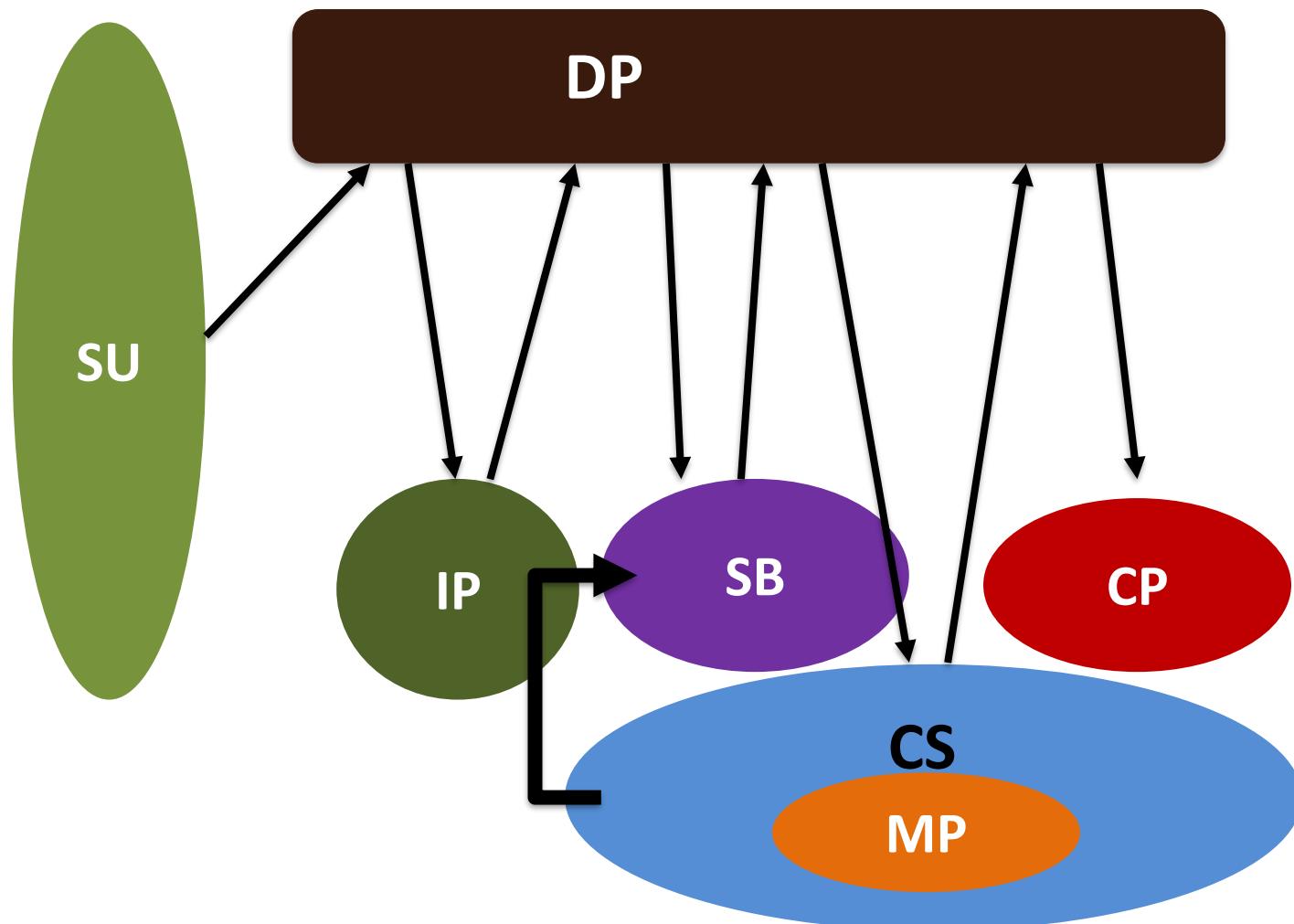
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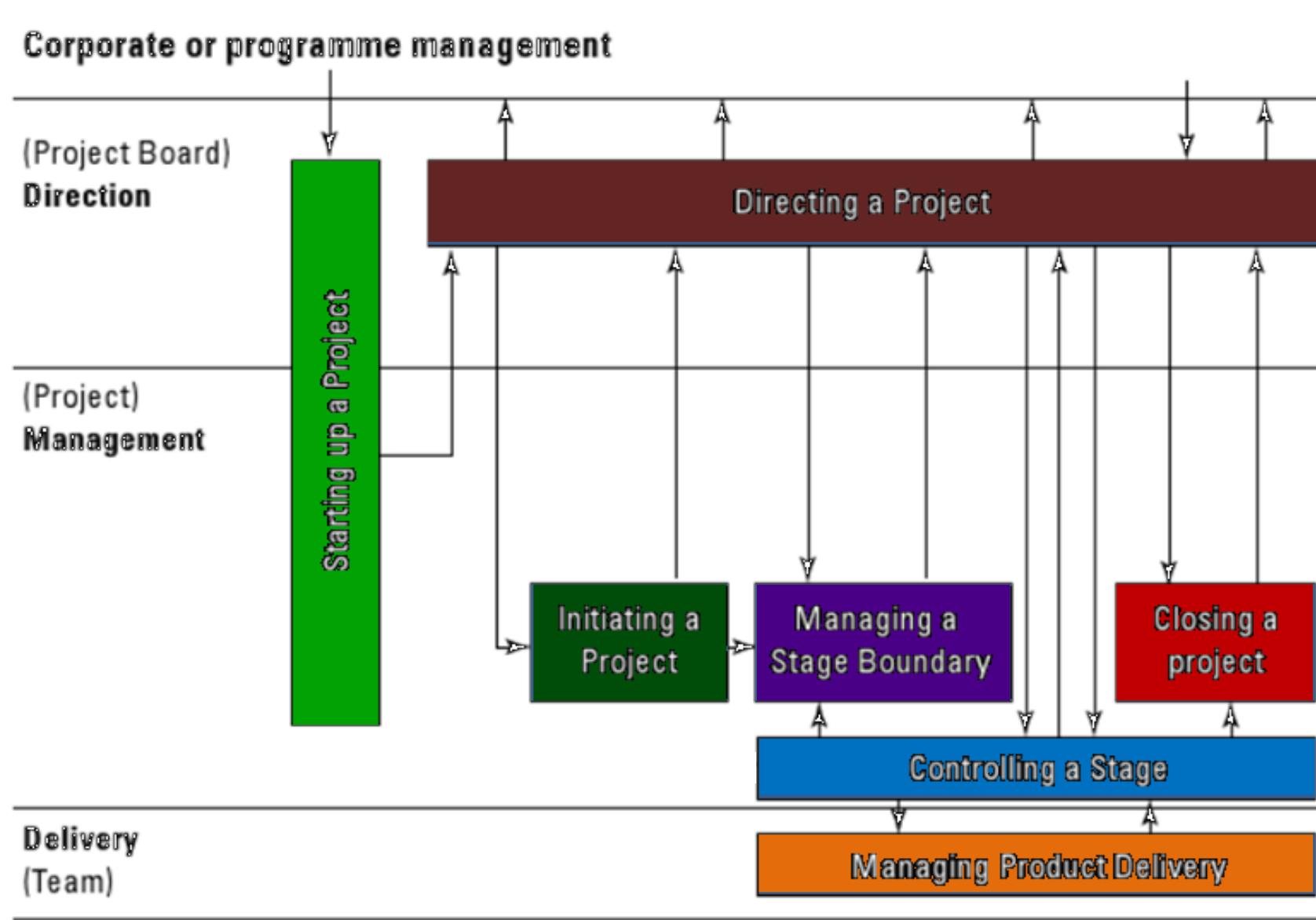
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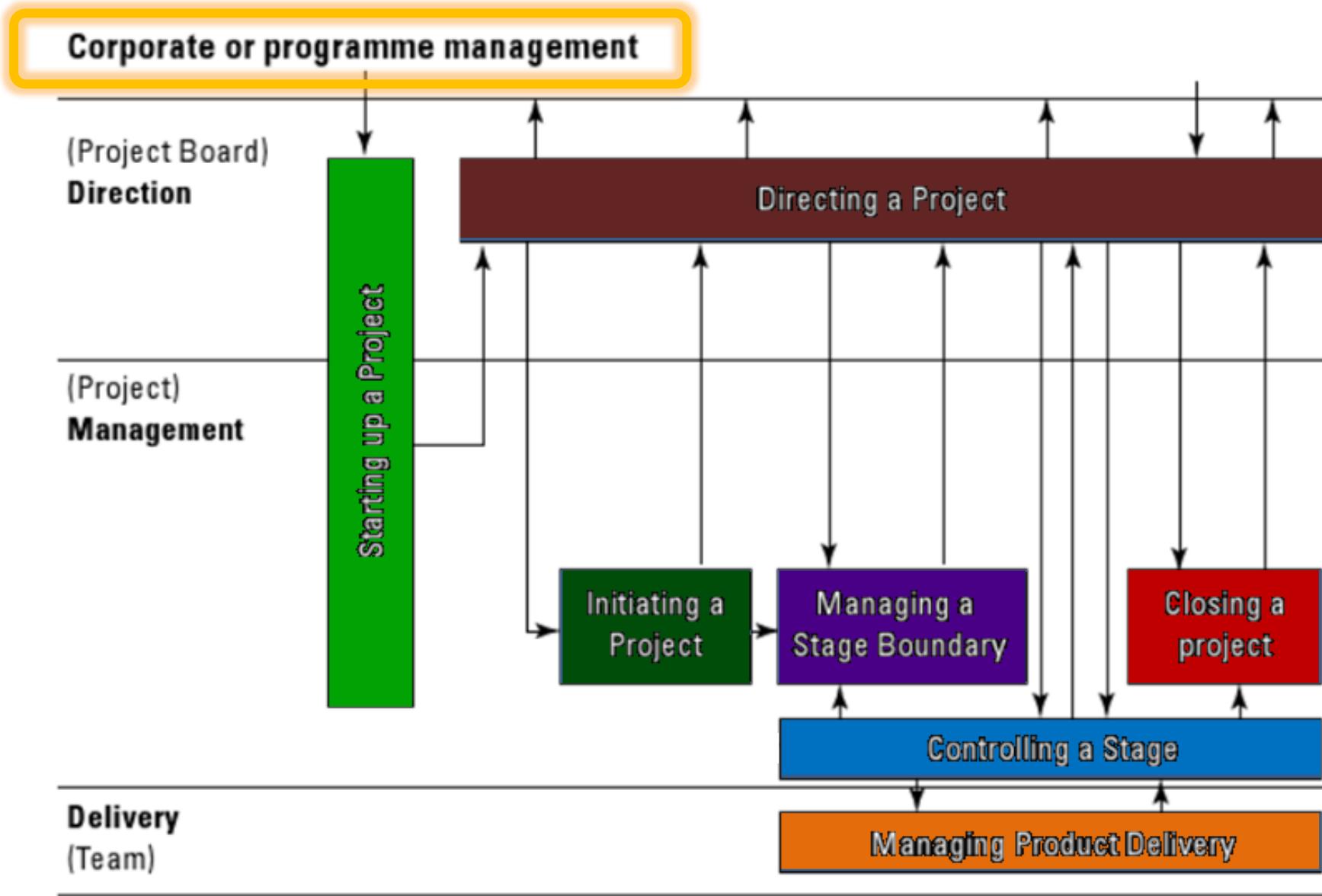
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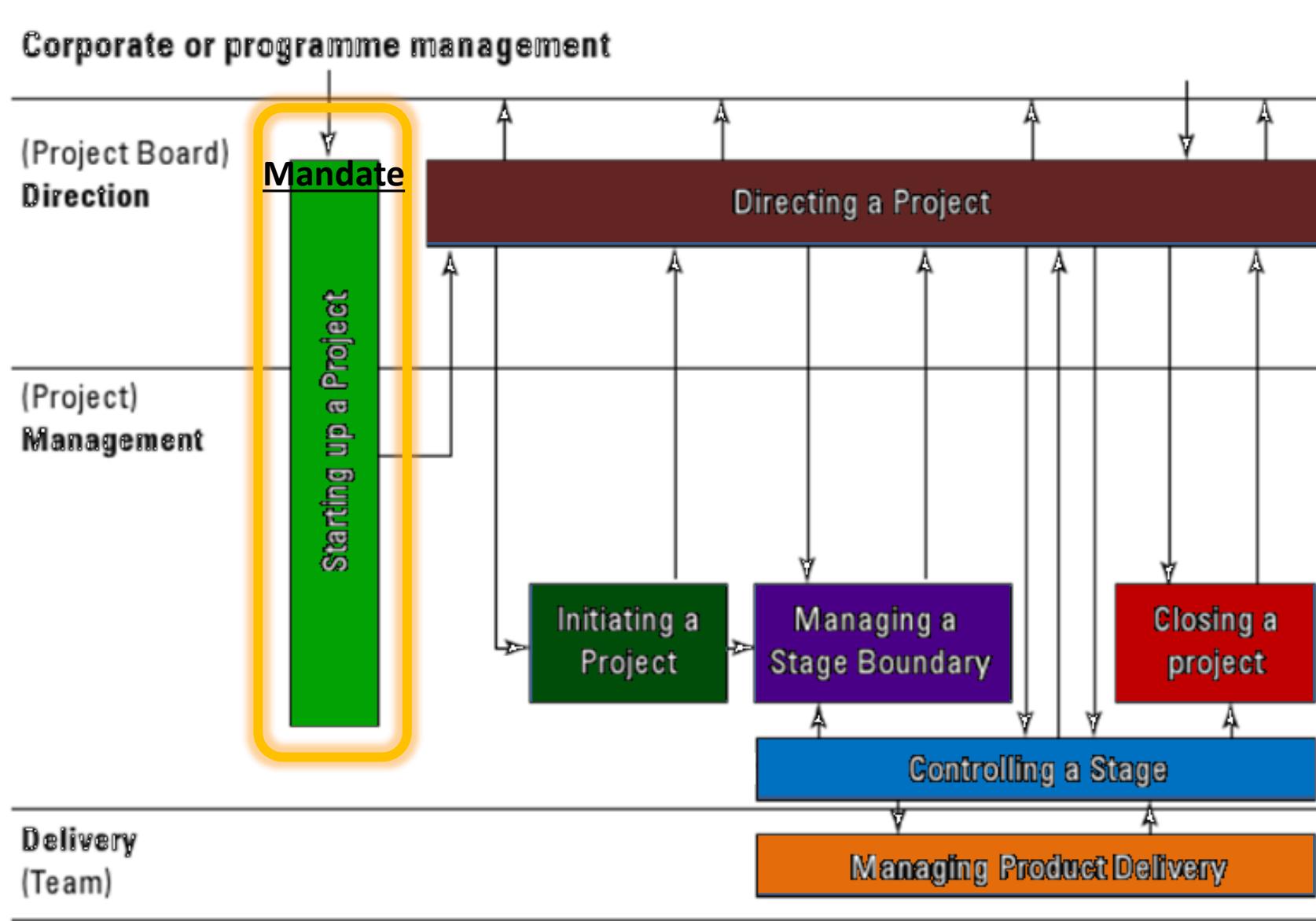
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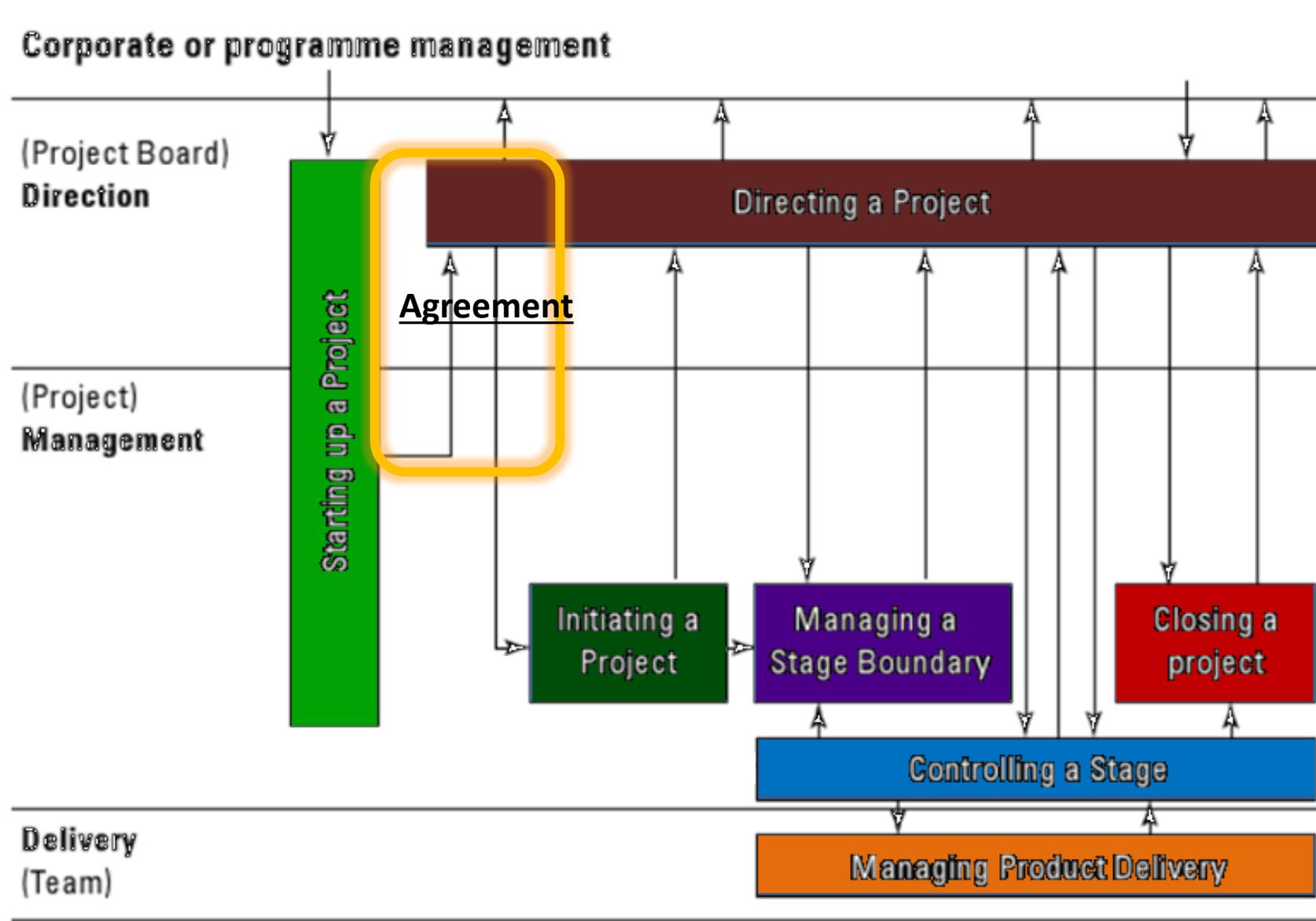
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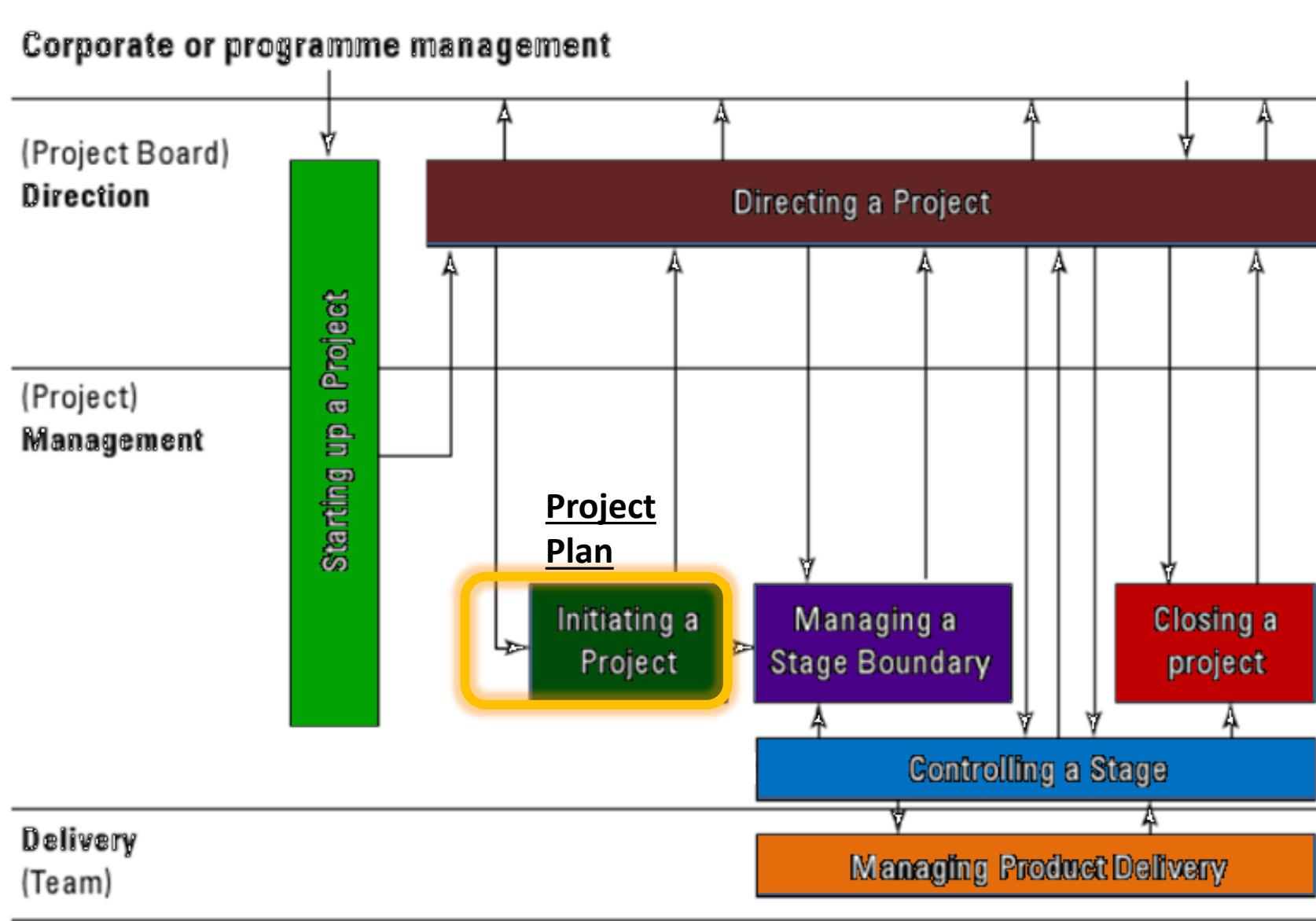
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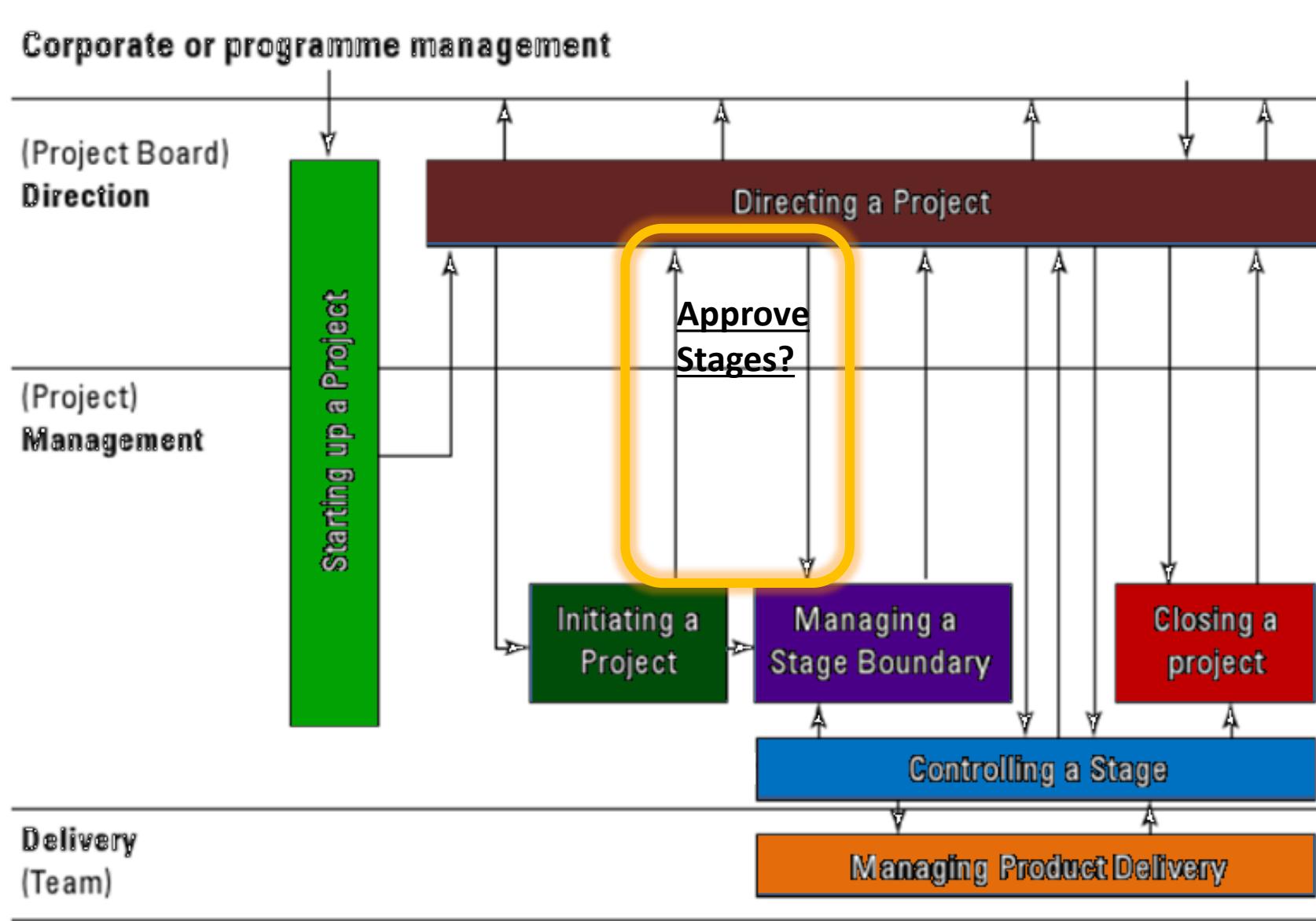
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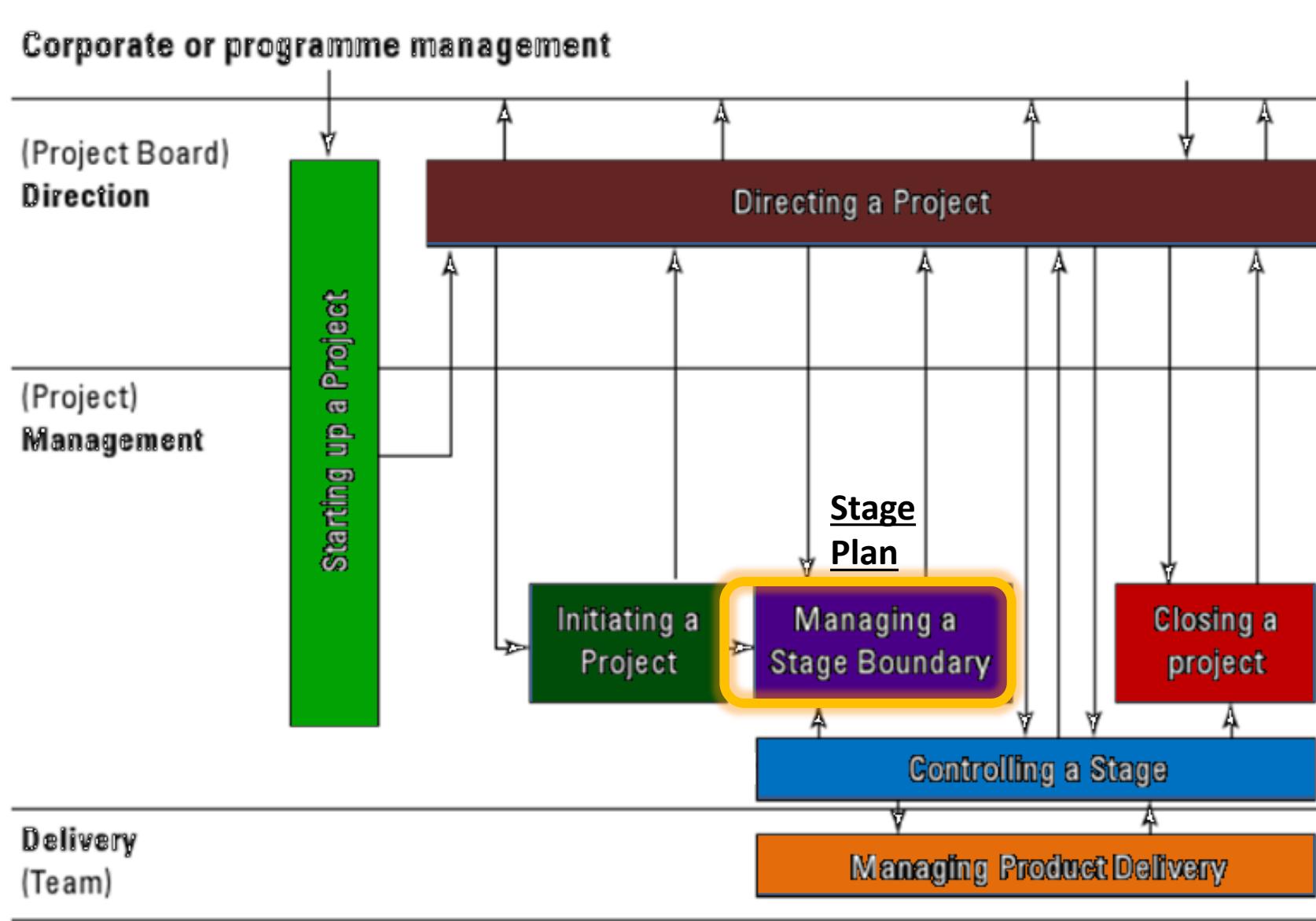
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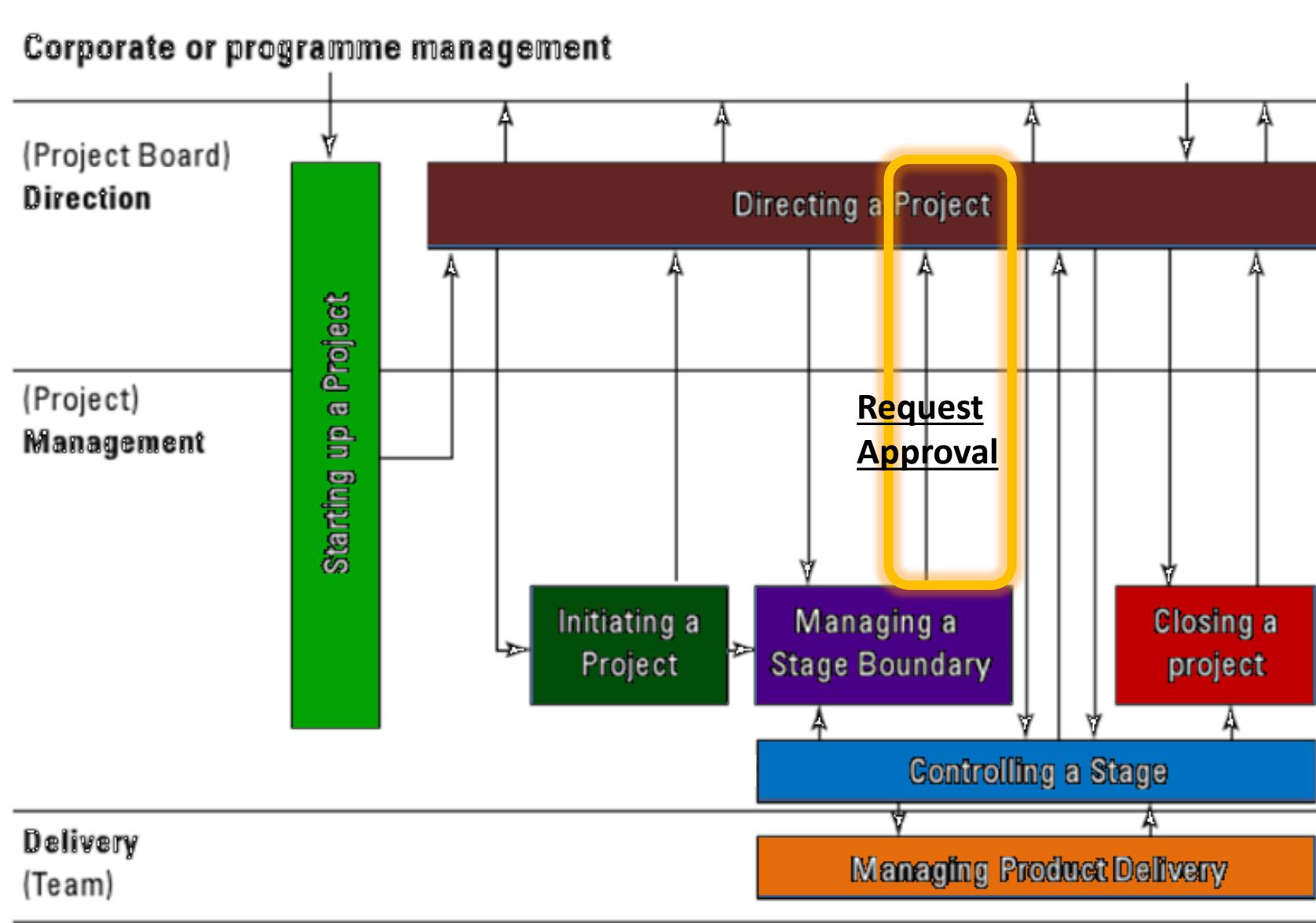
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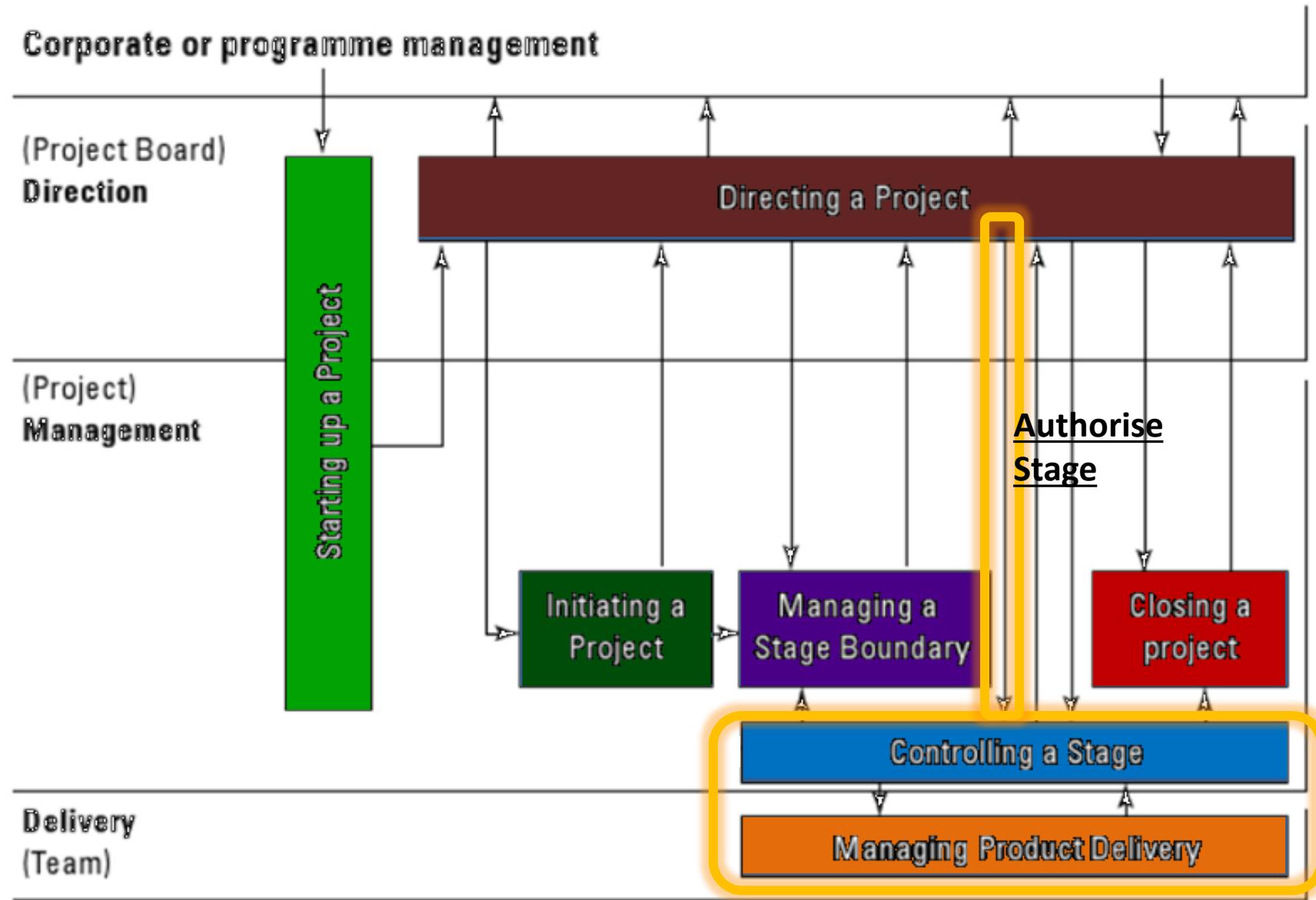
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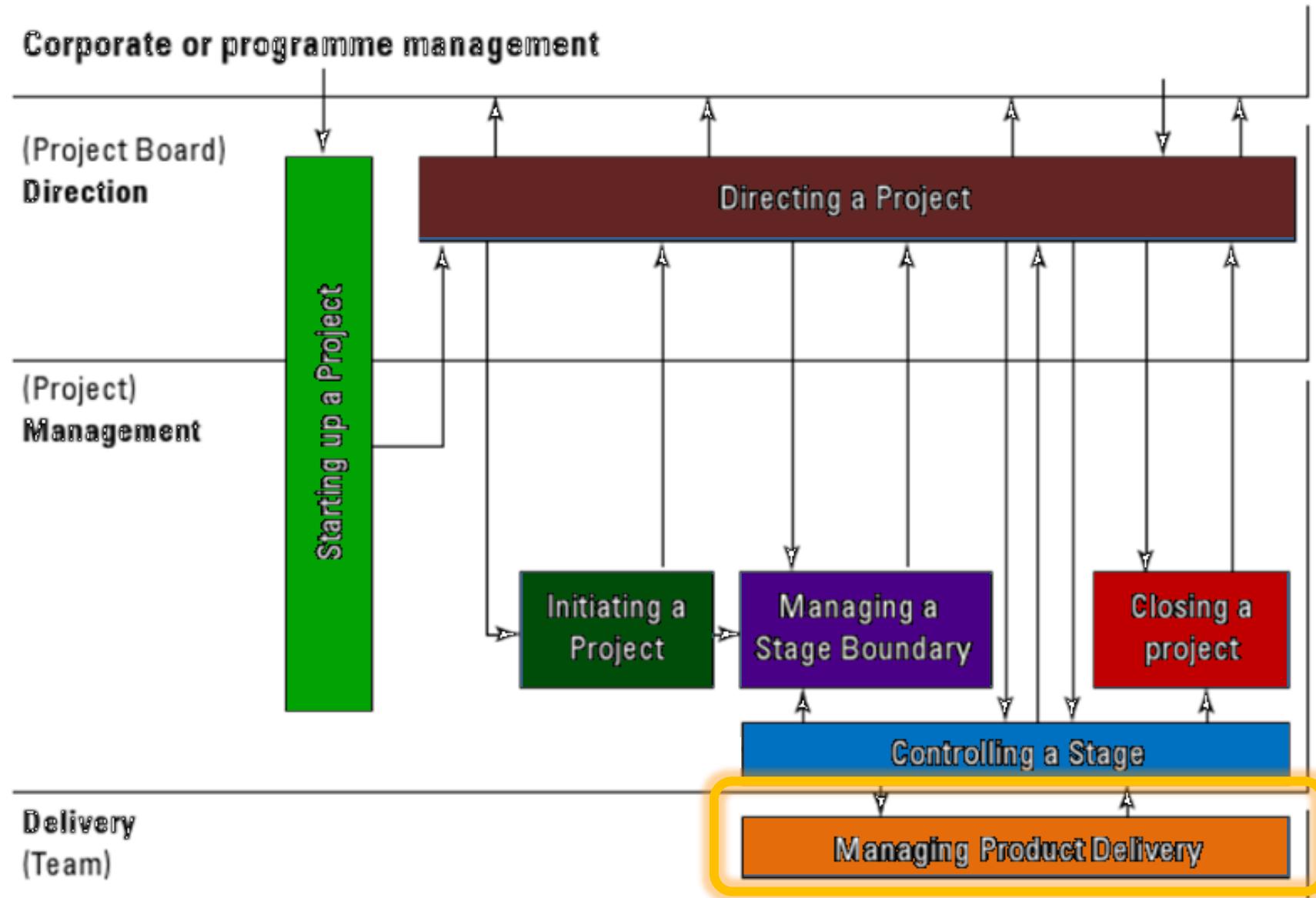
PRINCE2® Processes



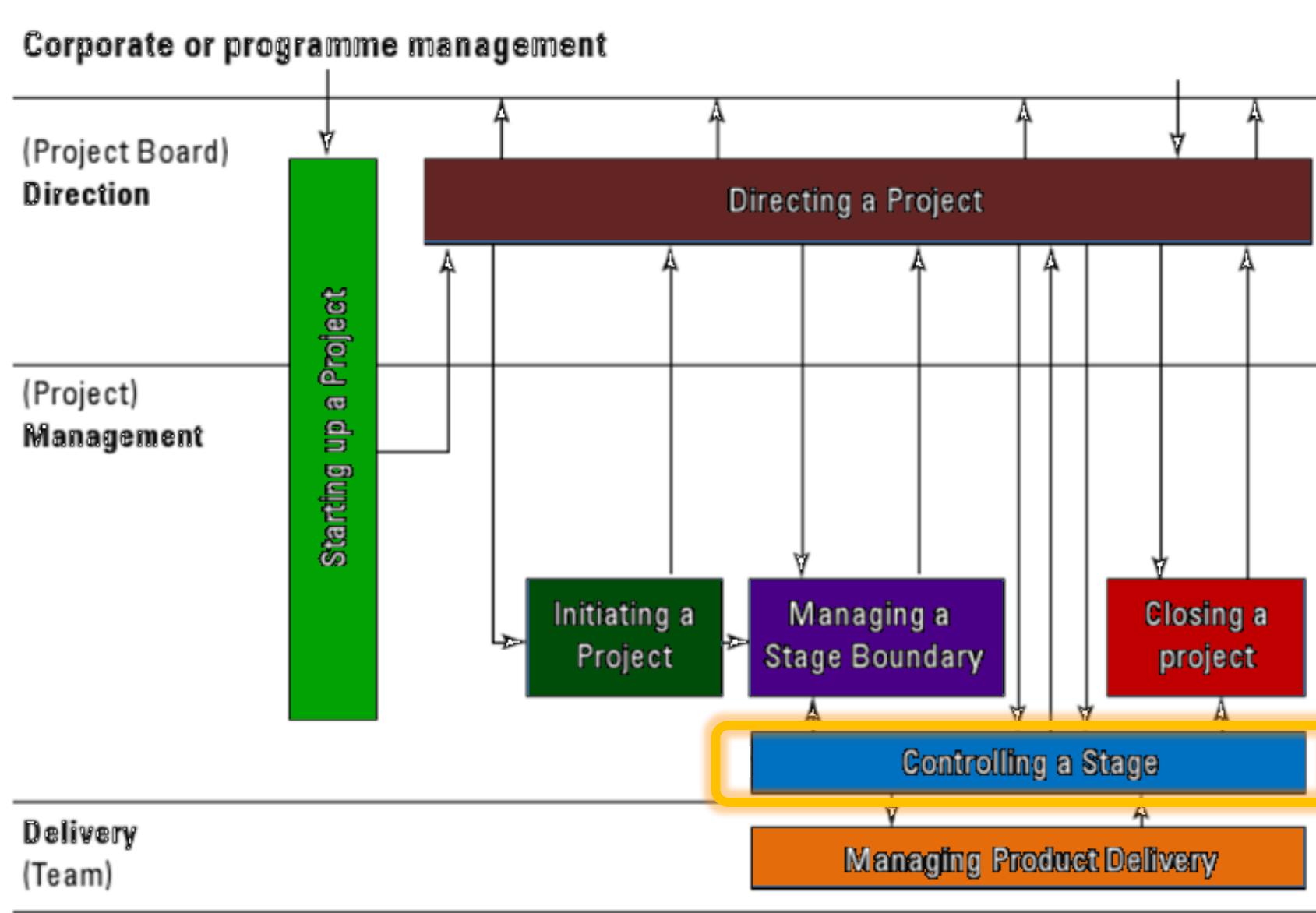
PRINCE2® Processes



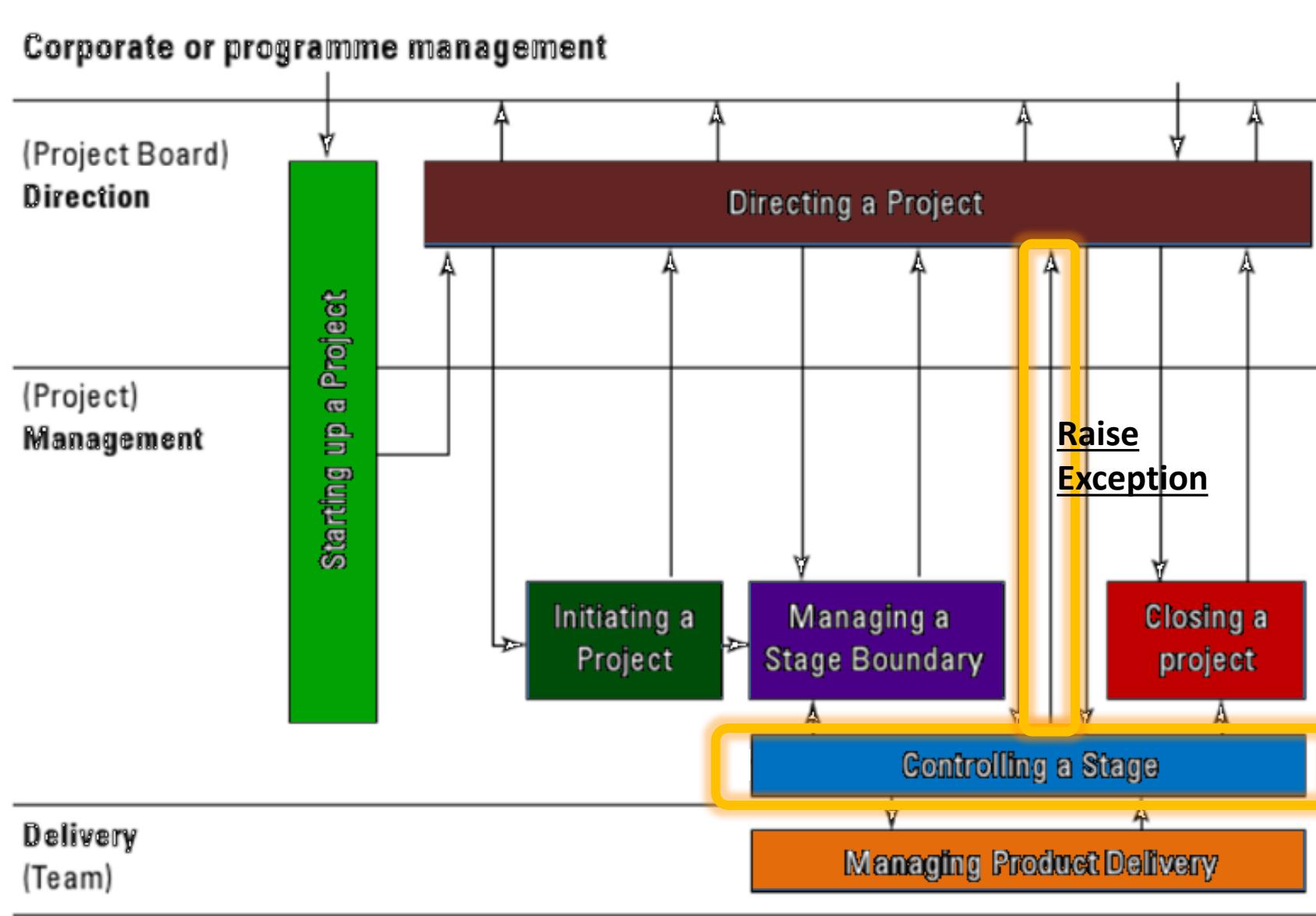
PRINCE2® Processes



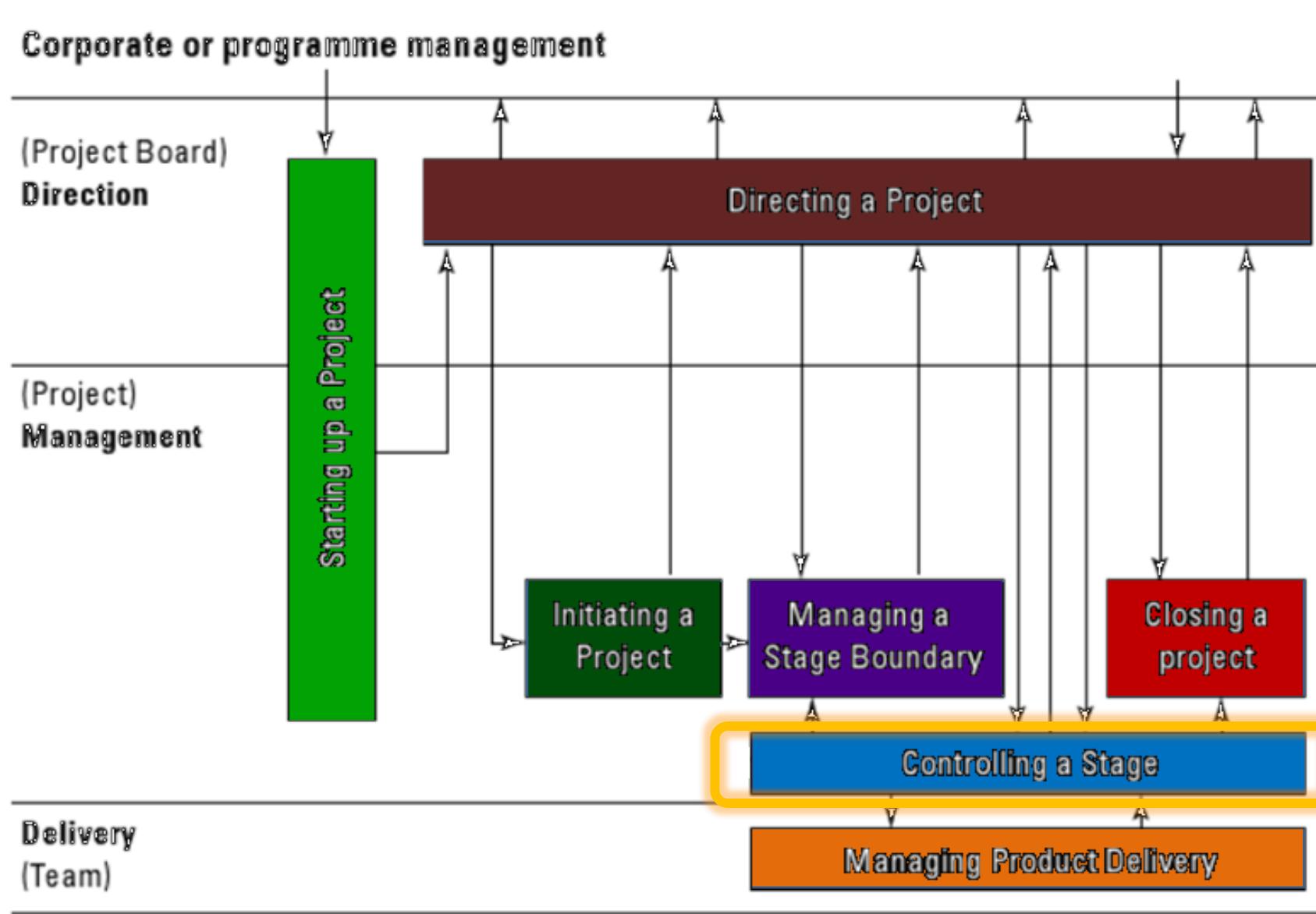
PRINCE2® Processes



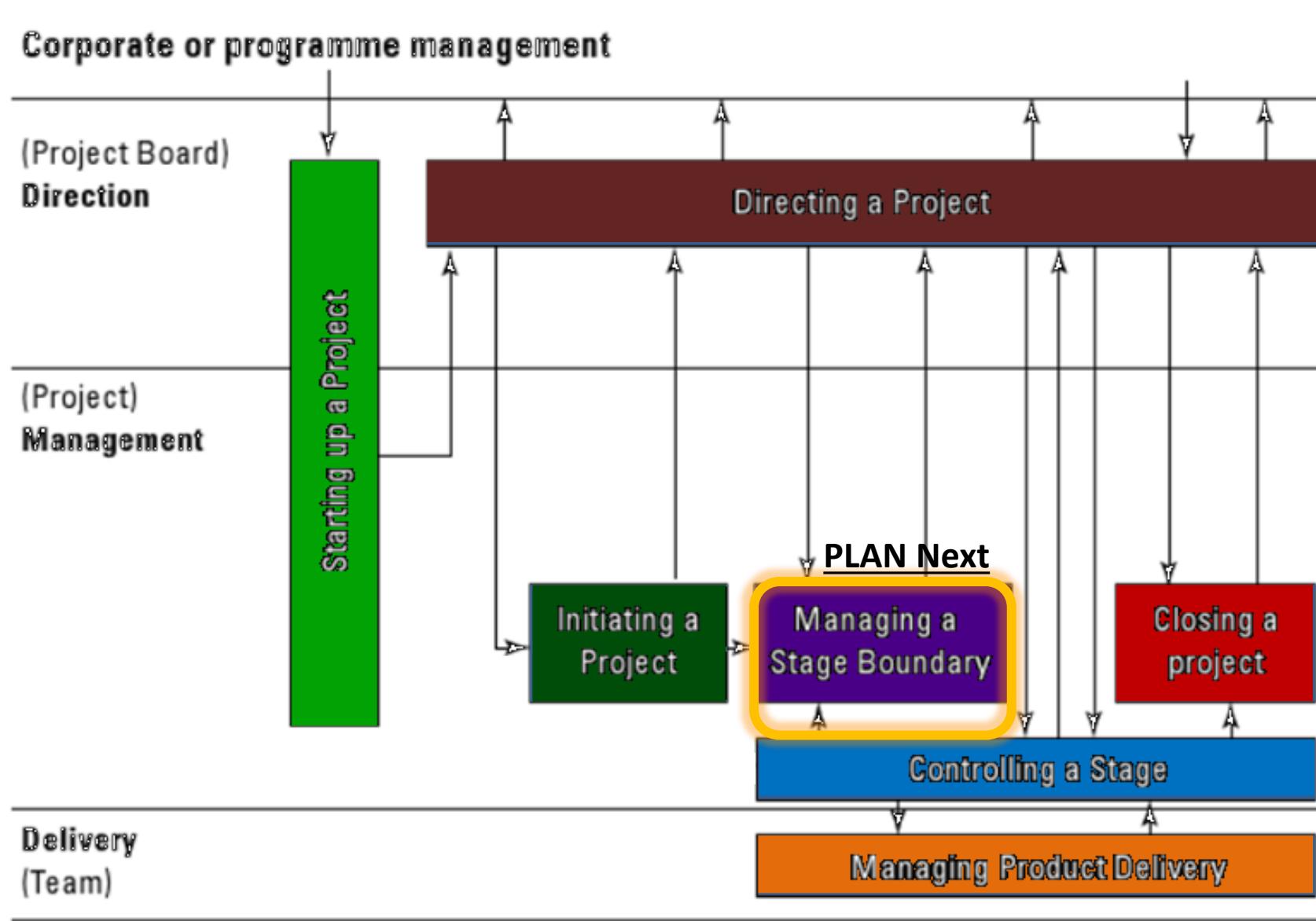
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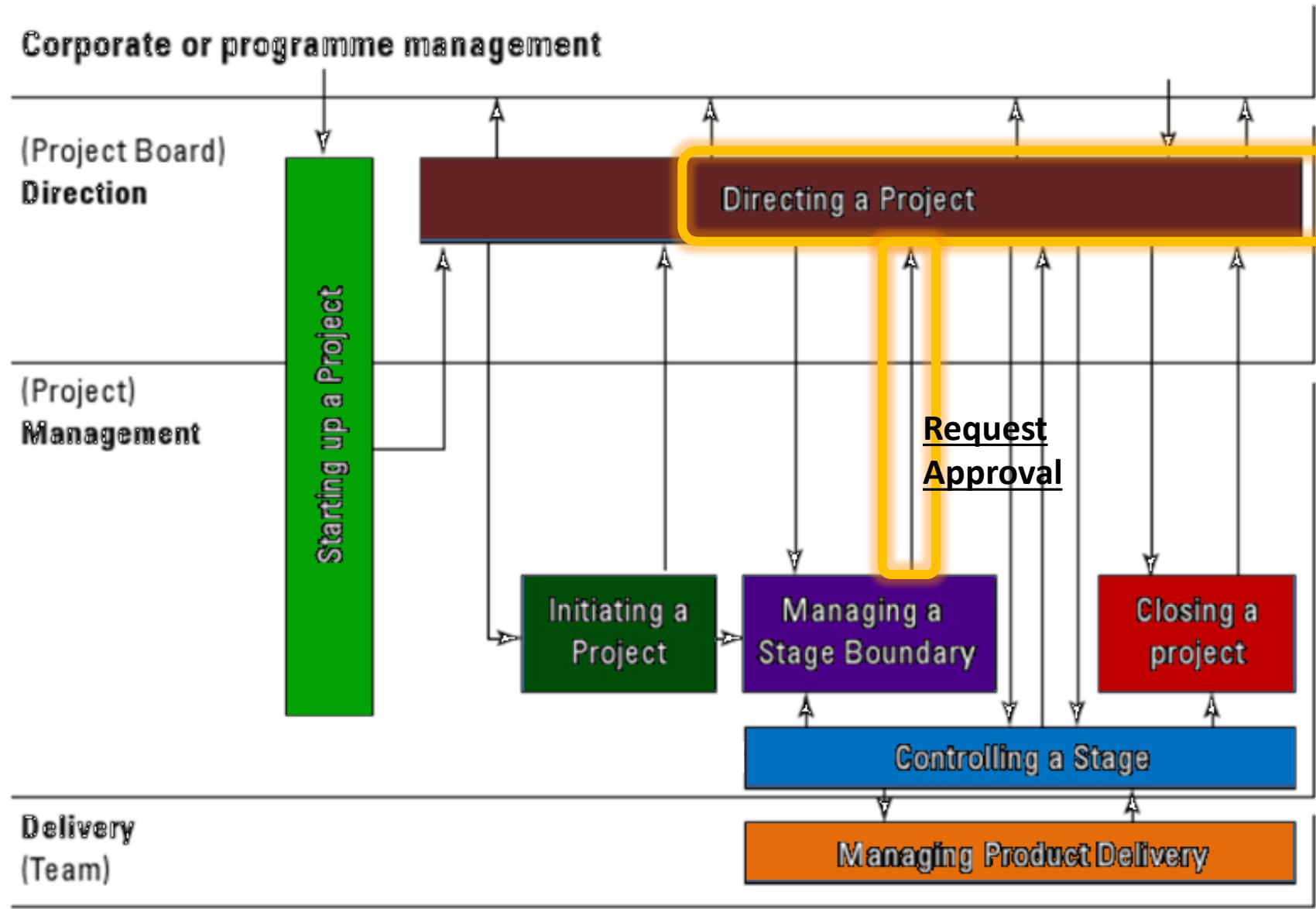
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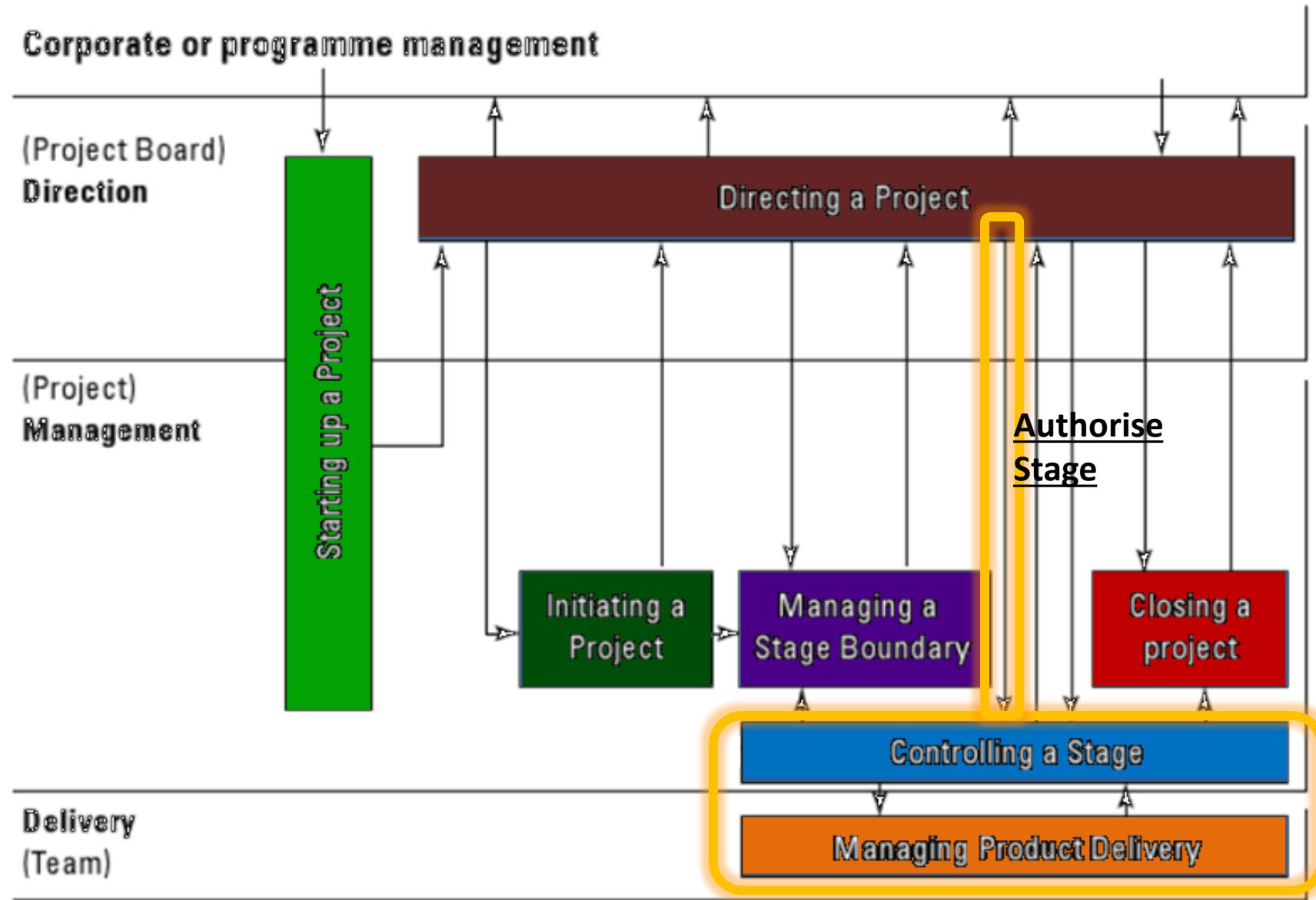
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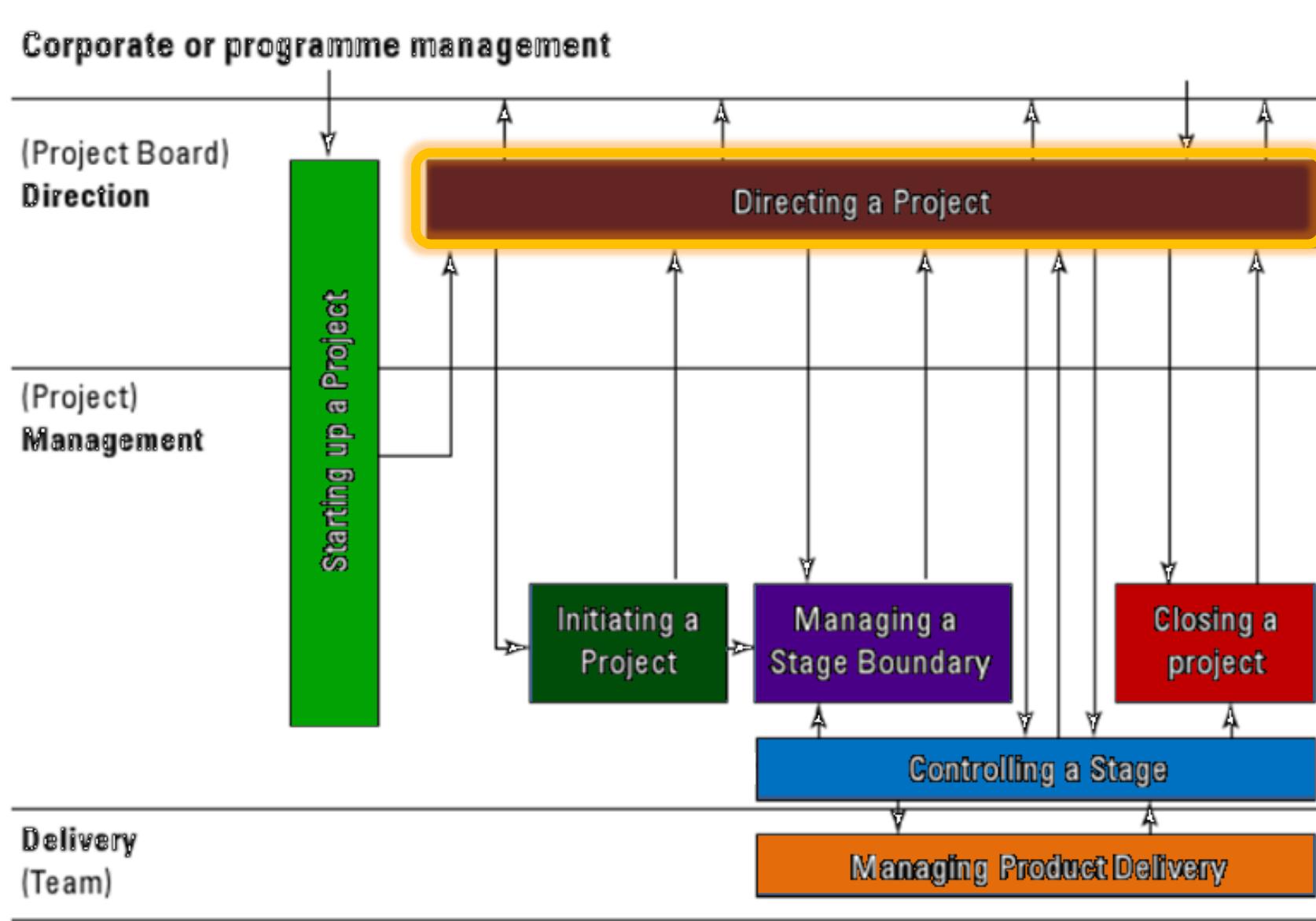
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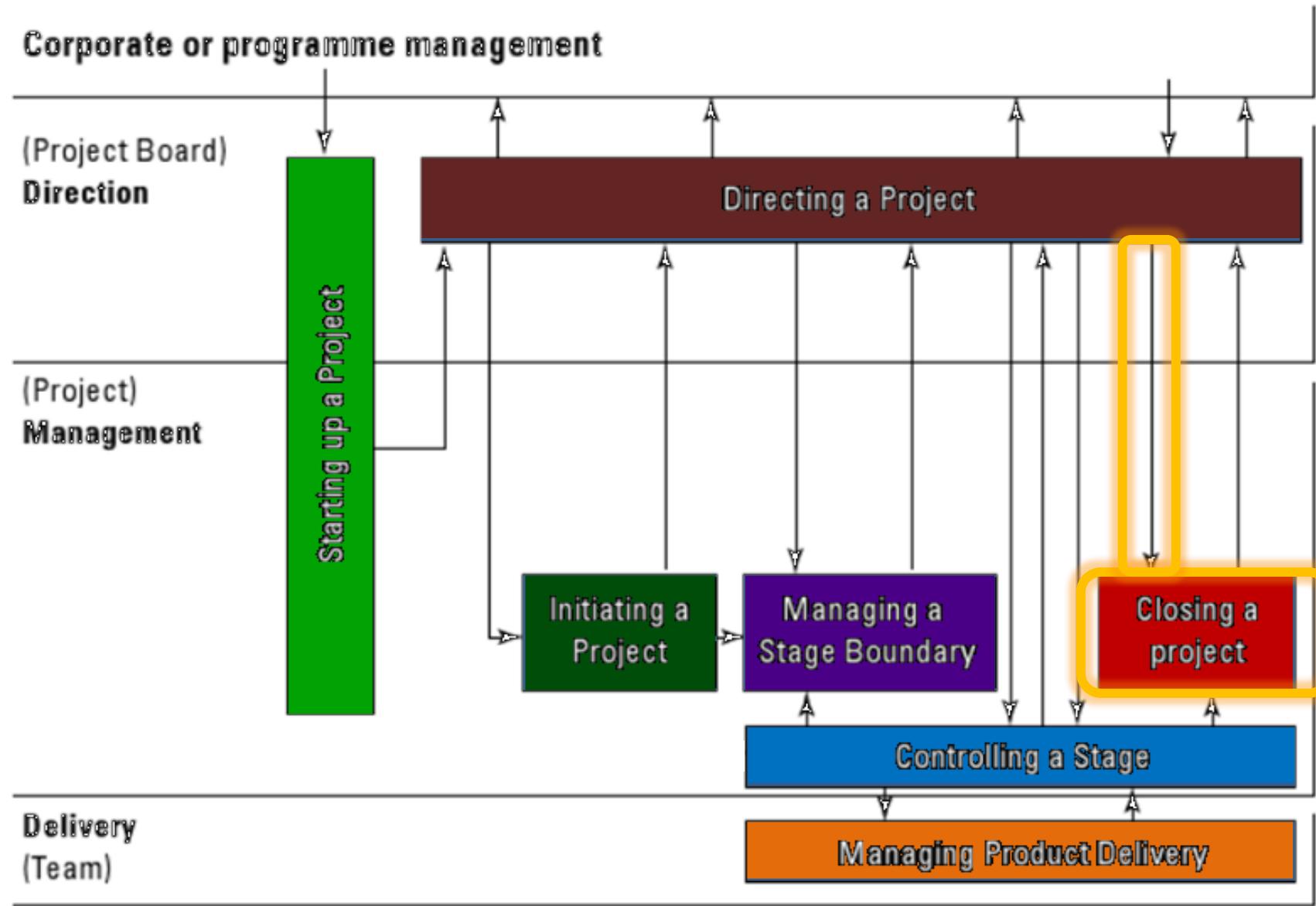
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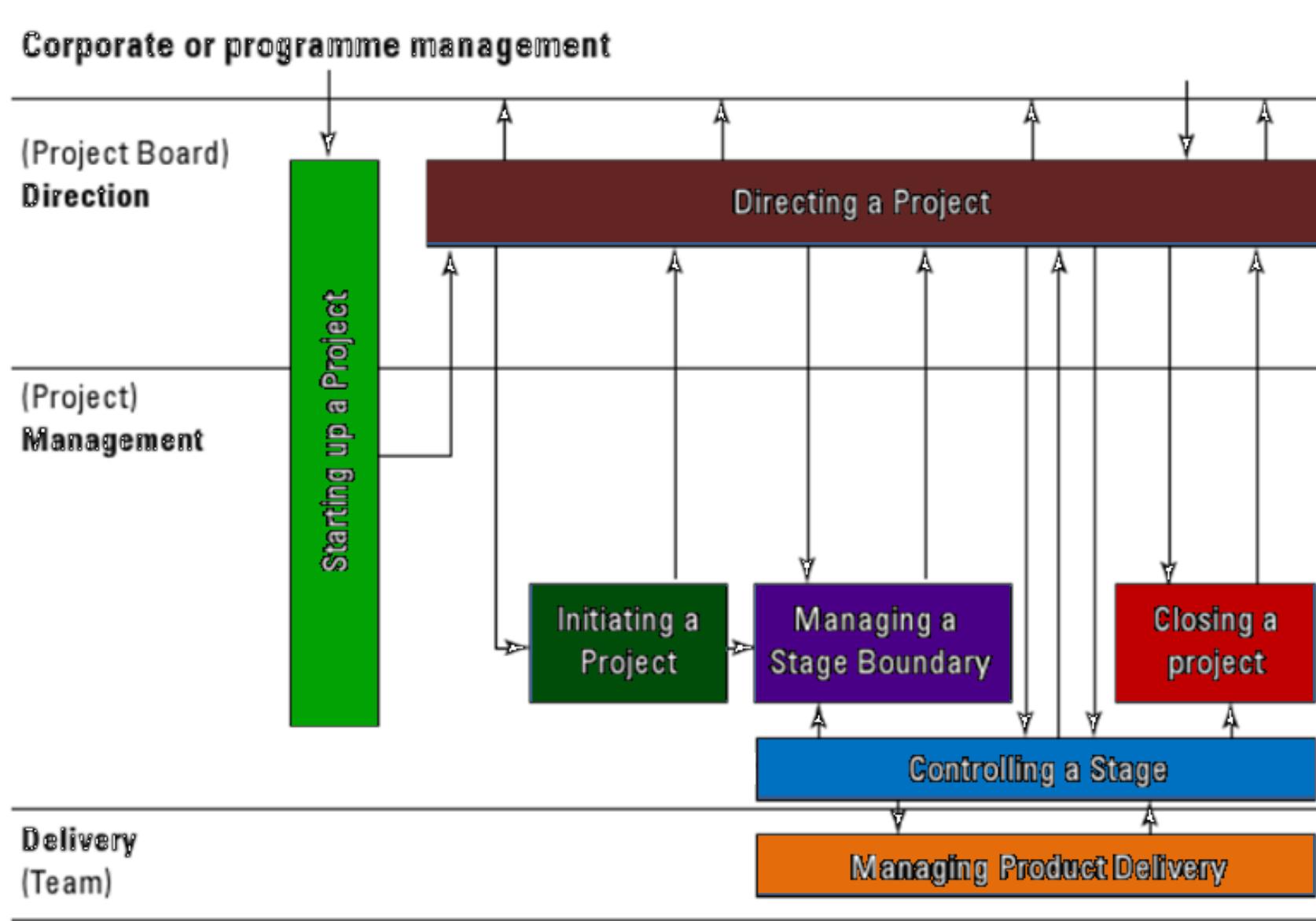
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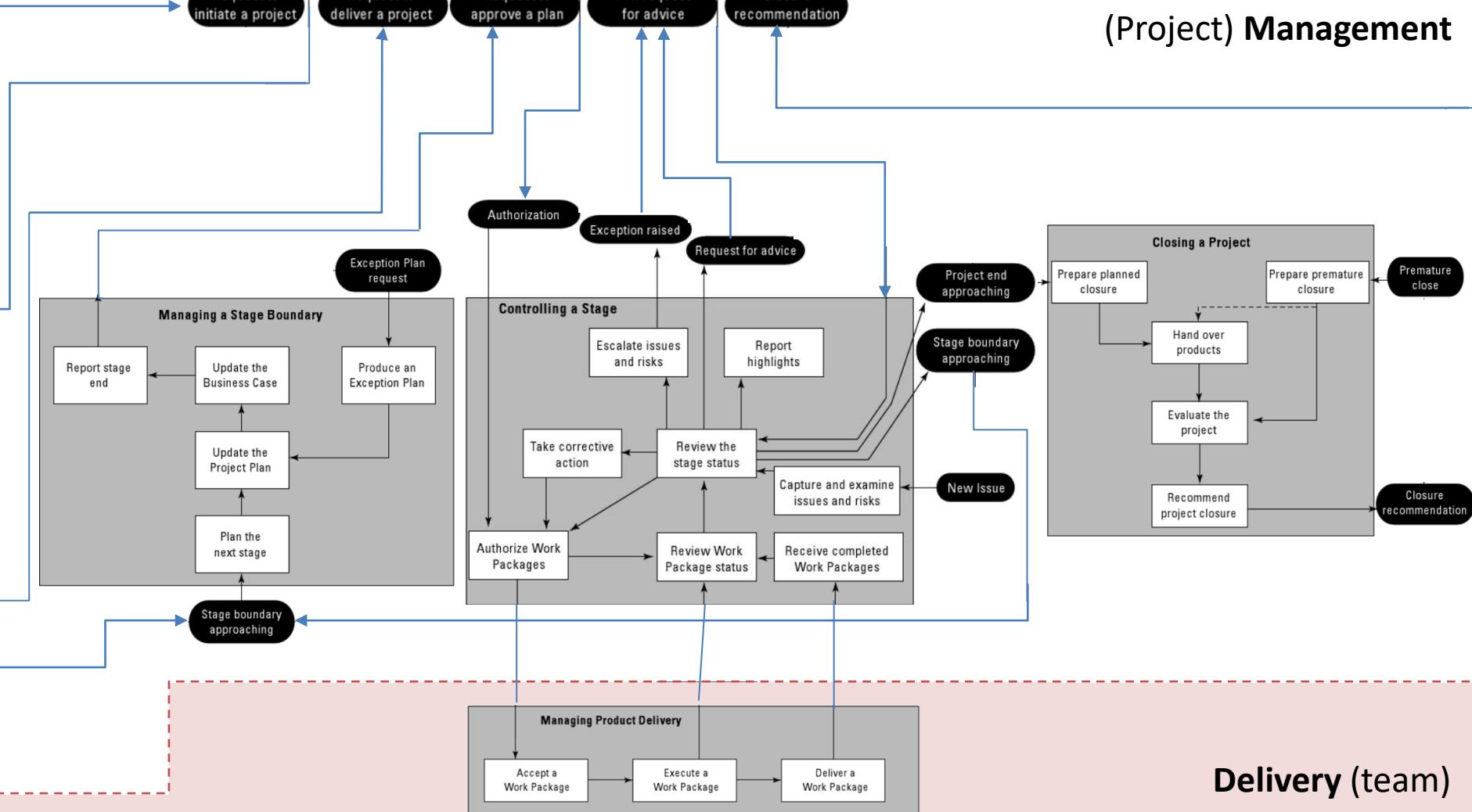
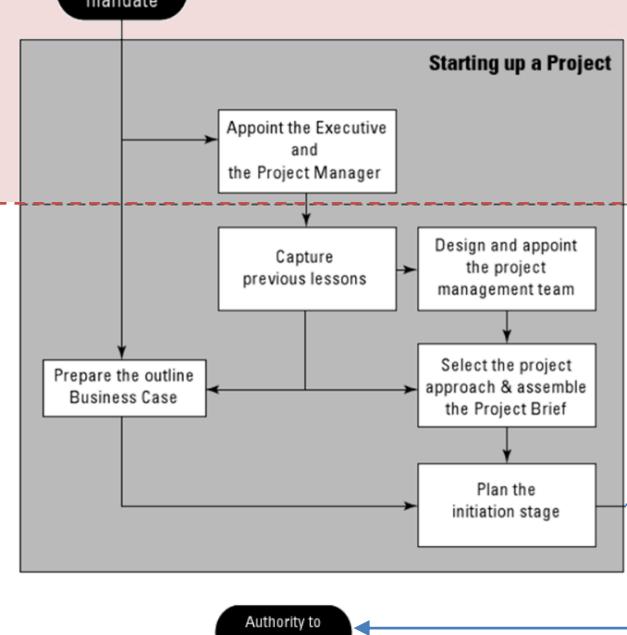
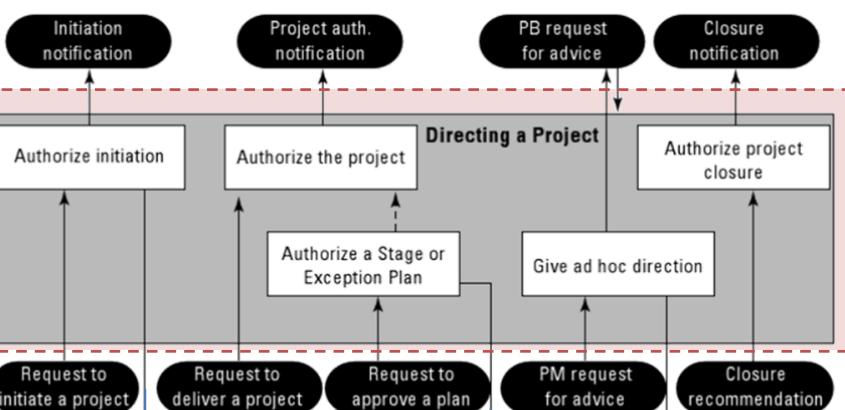
PRINCE2® Processes



PRINCE2® Processes



(Project Board) Direction



Delivery (team)

Today

Part 1: PRINCE2® In Theory



PRINCE2®

Projects IN
Controlled
Environments



Obey
7 Principles

The beliefs
underlying all of
PRINCE2®



Follow
7 Processes

like Process Groups
in PMBOK®



Structured
Roles

Project Manager
and Project Board



Apply
7 Themes

like Knowledge
Areas in PMBOK®



Products

“Product-based”
planning



Silver Bullet

Does PRINCE2®
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Part 2: PRINCE2® In Practice - Why do projects fail?

- Guest Lecture by Thibault Williams, Consultant, TMW Management



PRINCE2® Roles

Project Team comprises (at least):

- Project Board
 - A panel to represent **stakeholders**
 - E.g. **business, end-user** and people **doing the work**
 - **Responsible** and held **accountable** for project's success
- Project Manager
 - day-to-day management
 - **authorisation** from the board
 - Requires board **approval** to change the plan beyond agreed limits

The Board

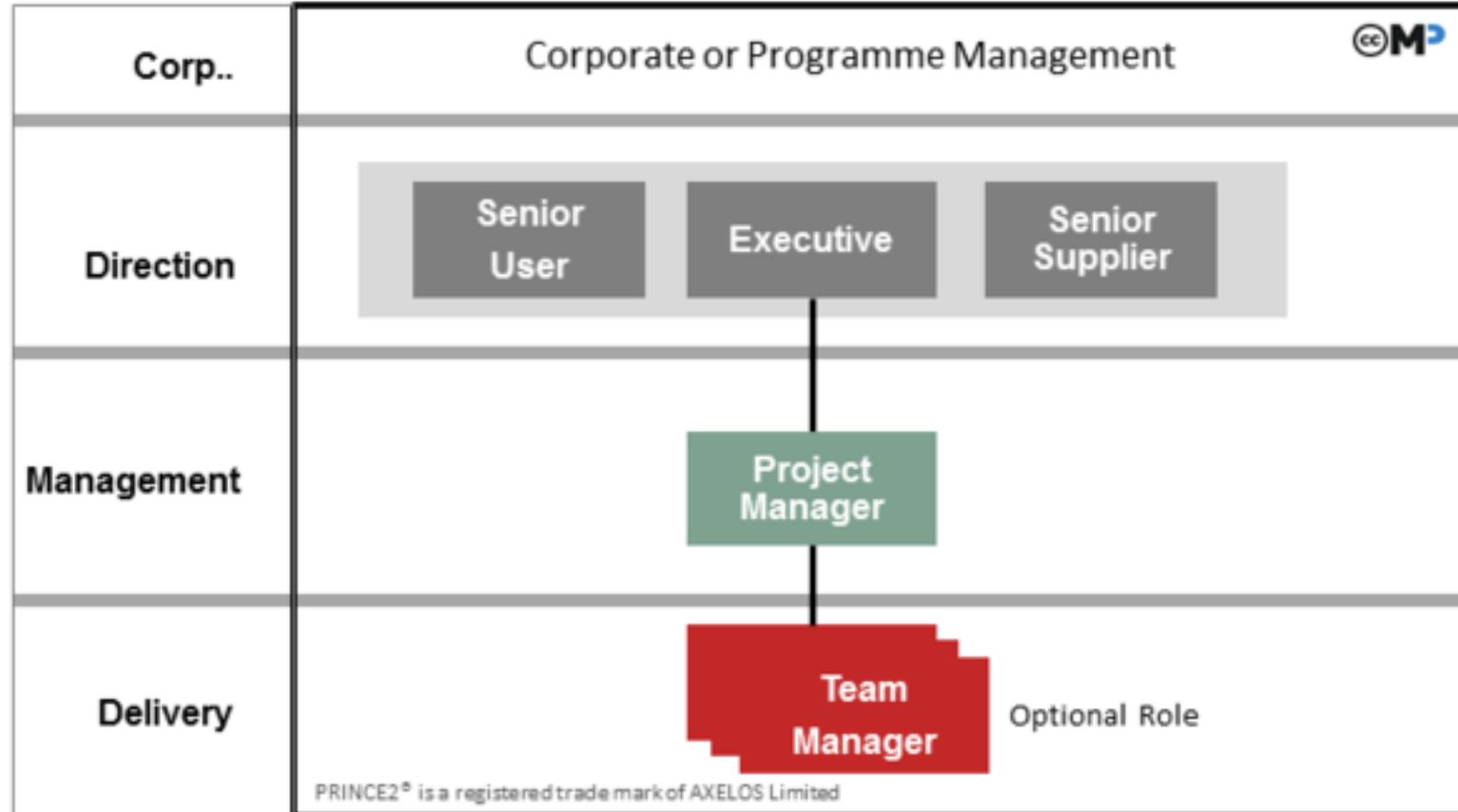




Why do we need a project board?

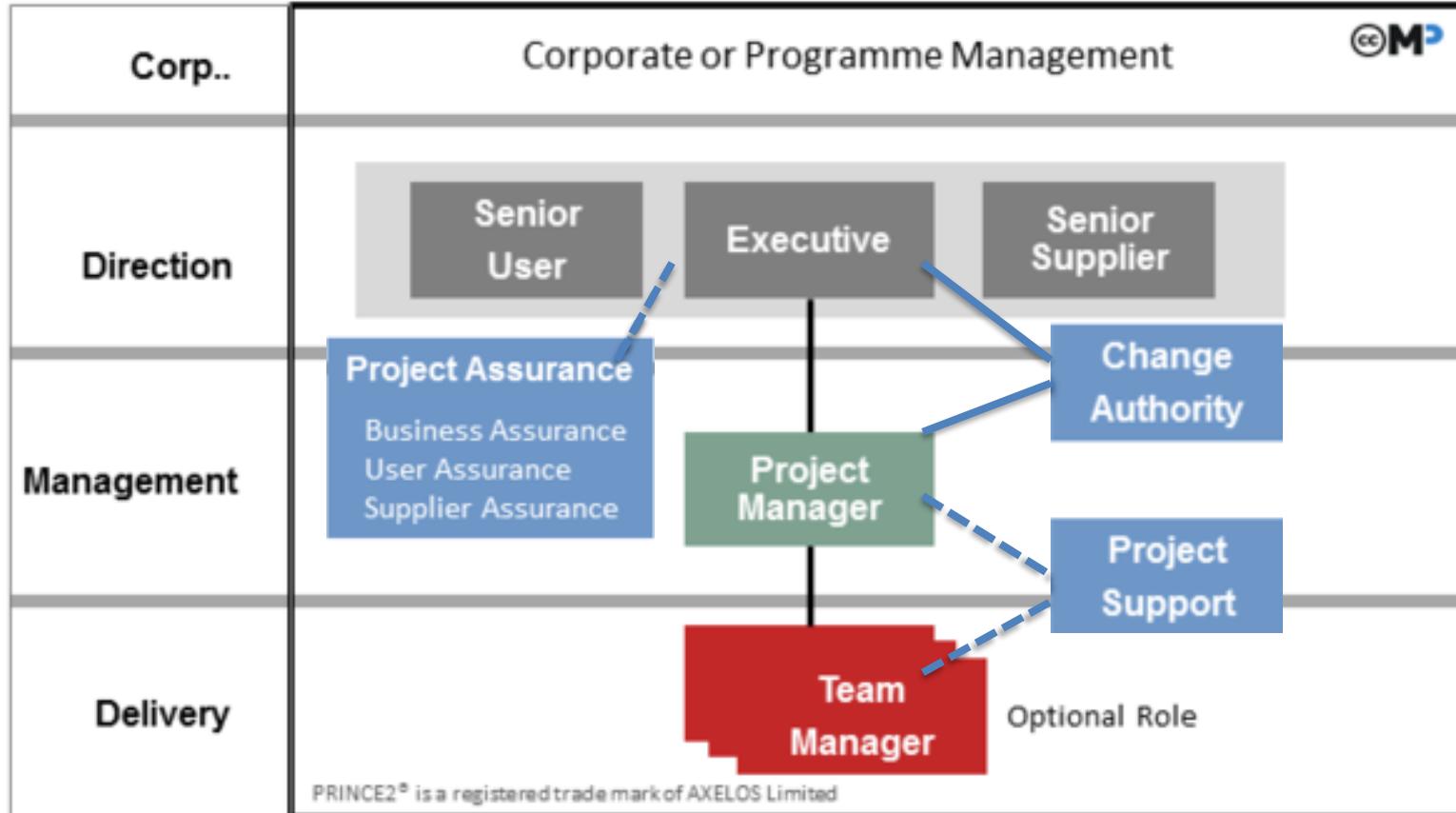


PRINCE2® Roles





PRINCE2® Roles





PRINCE2® Roles

Outside the project – *The sponsor. Could be a charity, a business or a programme of projects.*

- **Corporate/Programme Management** - Commissioning, Mandate
- **Quality Assurance** – Auditing (on behalf of Corporate Management) , Assures interests of Business

Project Board - *Authority and responsibility for whole project*

- **Executive** – Ultimately responsible, business-oriented, focuses on objectives and business case
- **Senior User** - Specifying and monitoring needs of users
- **Senior Supplier** - Implementation, technical integrity

Project Management Team - *Day-to-day planning, monitoring and control*

- **Project Manager** – Given authority by the project board
- **Team Manager** – Managing teams / developers and production quality

Additional Roles

- **Project Assurance** – Auditing (on behalf of the Project Board), Assures interests of Board
- **Change Authority** – Makes some decisions on behalf of the board
- **Project Support** – Helps project manager in management activities (admin role)

Today

Part 1: PRINCE2® In Theory



PRINCE2®

Projects IN
Controlled
Environments



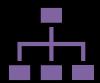
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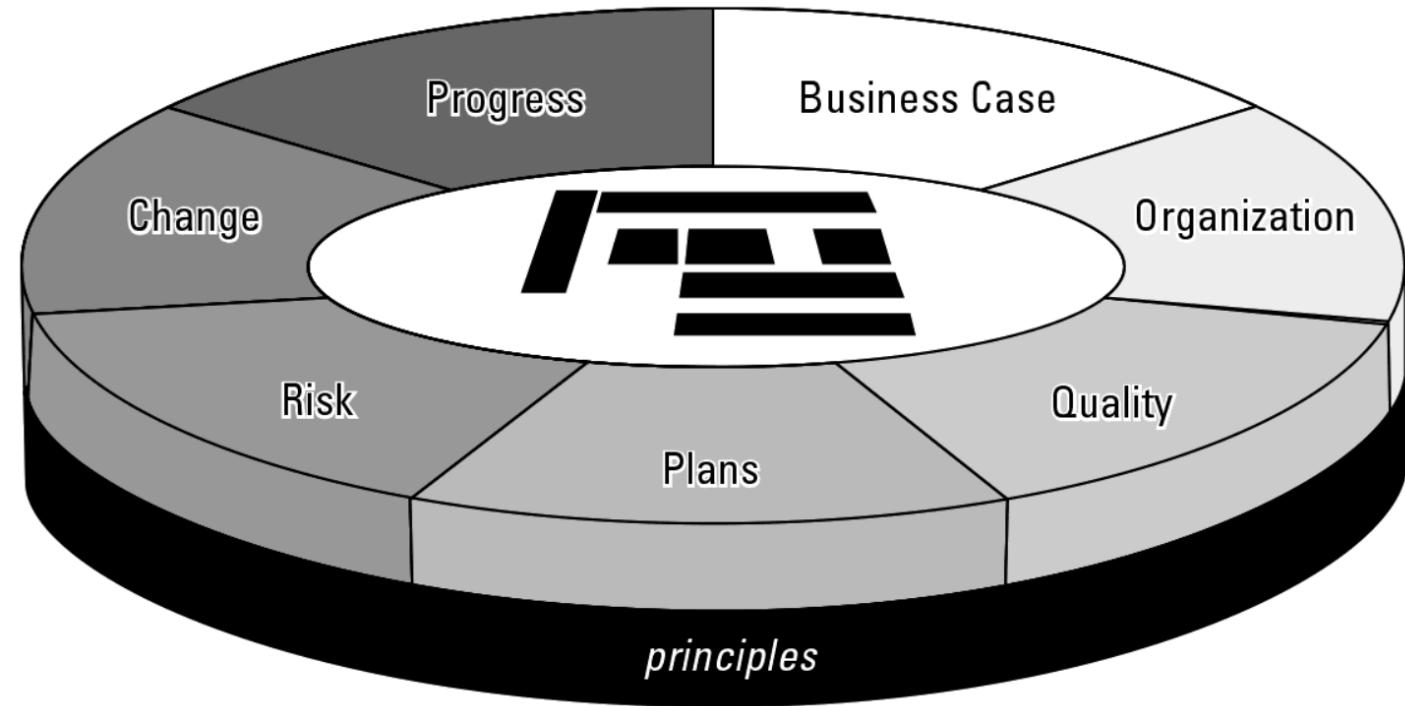
PRINCE2® Themes

- **Business case**
 - feasible, desirable, achievable?
- **Organisation**
 - responsibilities, accountabilities
- **Quality**
 - meeting requirements
- **Risks**
 - Identify, assess and control risks
- **Plan**
 - *What, when, how, who*
- **Change**
 - reacting and adapting
- **Progress**
 - Is it going to plan?



PRINCE2® Themes

- **Business case**
 - feasible, desirable, achievable?
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Themes

Business case

Organisation

Quality

Risks

Plan

Change

Progress

Principles

Cont. business justification

Learn from experience

Defined roles/responsibilities

Manage by stages

Manage by exception

Focus on products

Tailor to environment

Themes

Principles

Business case

Cont. business justification

Organisation

Learn from experience

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Defined roles/responsibilities

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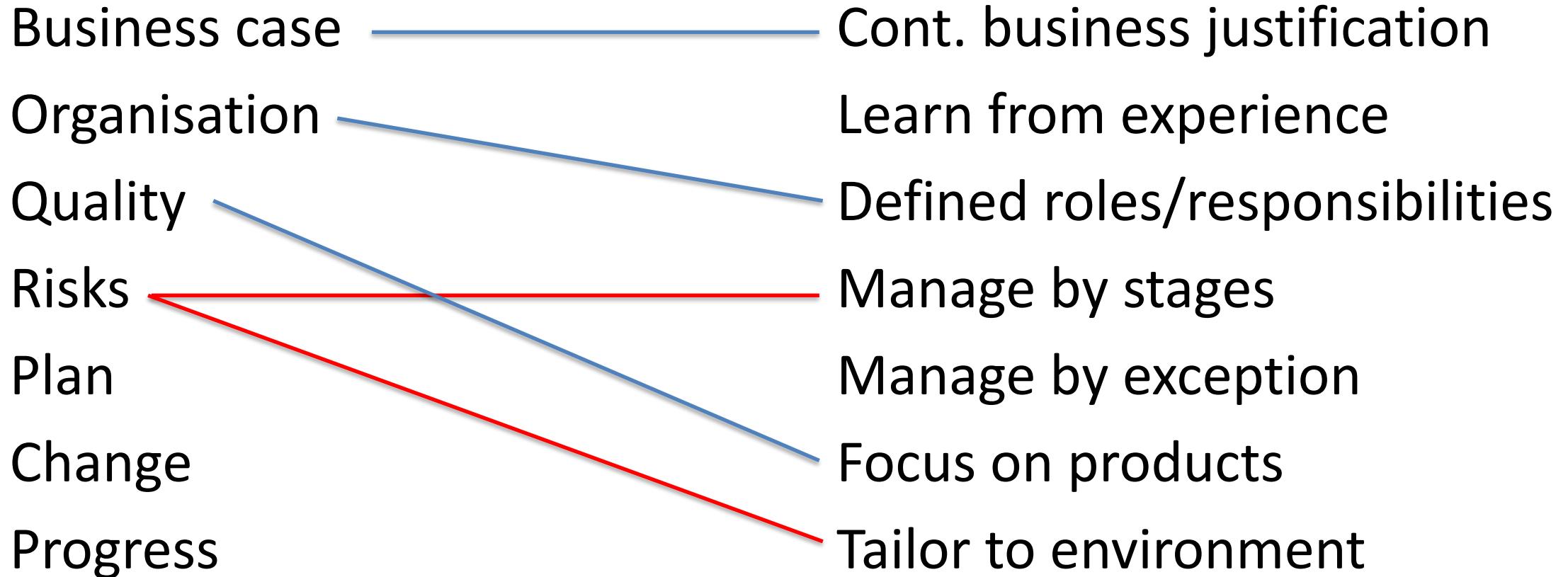
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Themes

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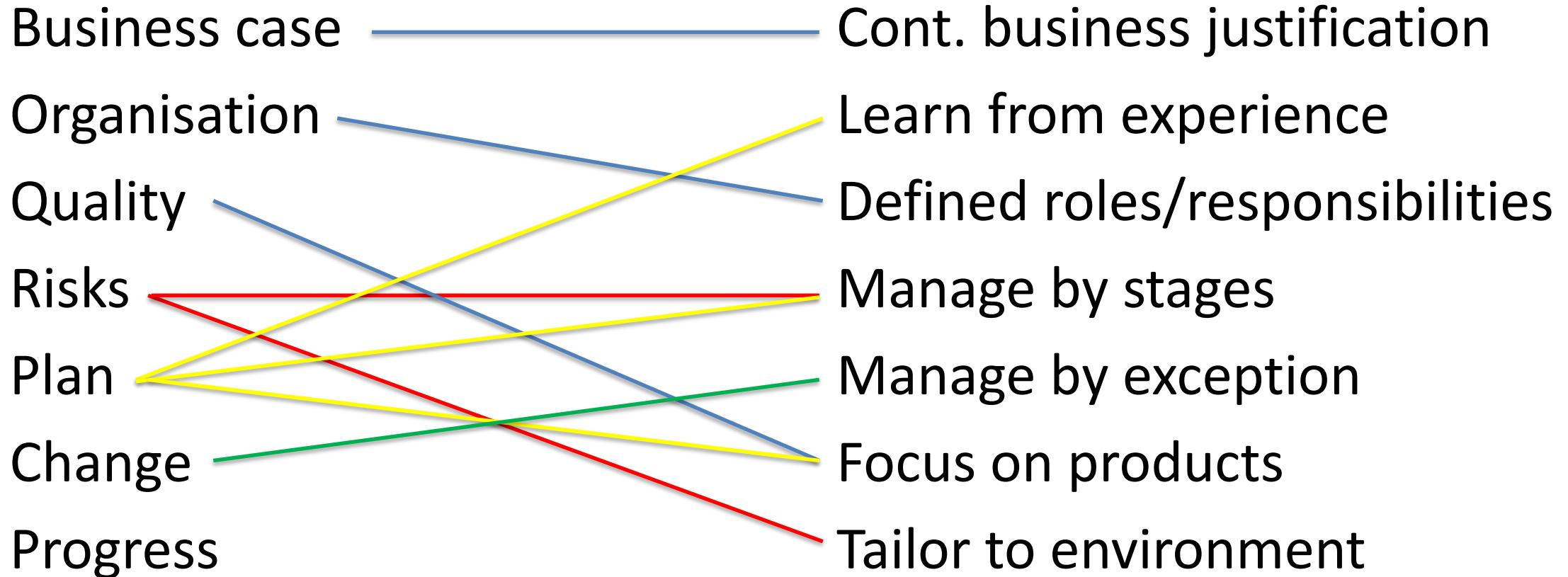
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Progress

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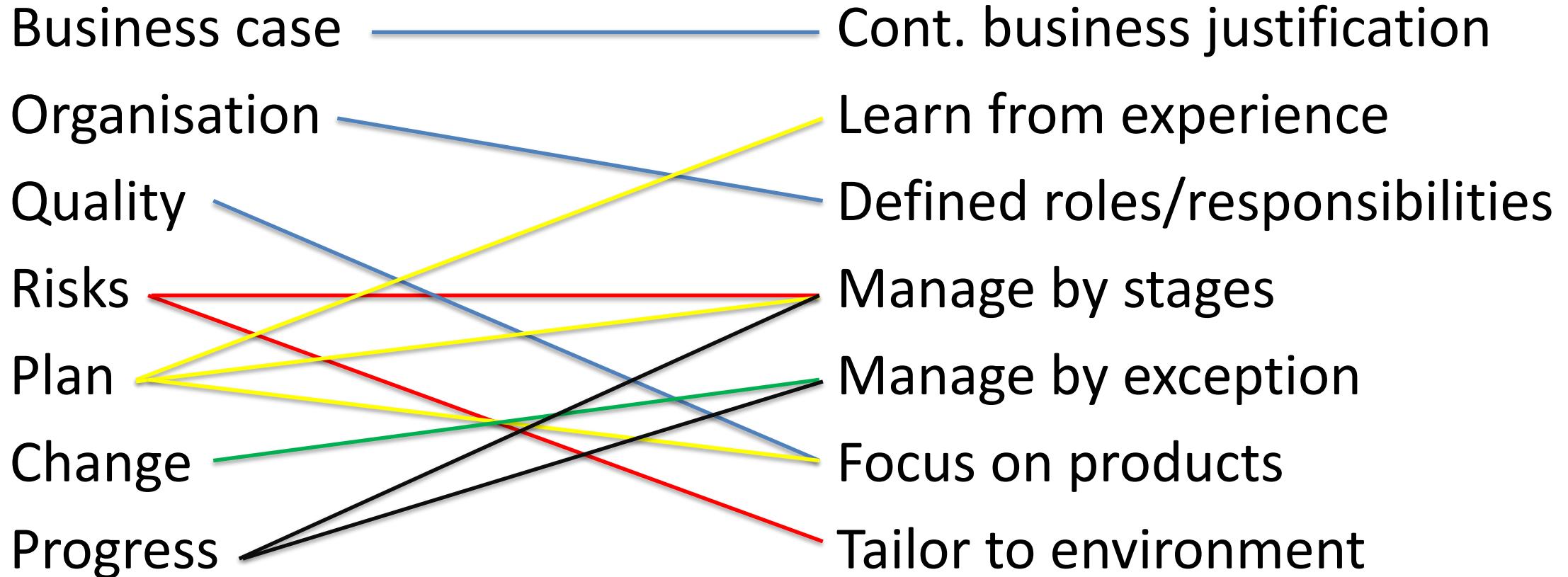
Themes

Principles



Themes

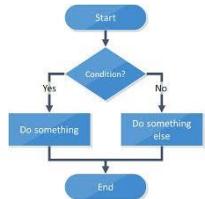
Principles



PRINCE2® Overview



- Structured Roles
 - a *Project Manager* and a *Project Board*



- Follow 7 Processes
 - like the *Process Groups* in PMBOK®



- Apply 7 Themes
 - think *Knowledge Areas* in PMBOK®



- Obey 7 Principles
 - The *beliefs* underlying all of PRINCE2®

Today

Part 1: PRINCE2® In Theory



PRINCE2®

Projects IN
Controlled
Environments



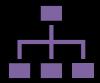
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Products

“Product-based”
planning



Silver Bullet

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Product-Based Planning

Why?

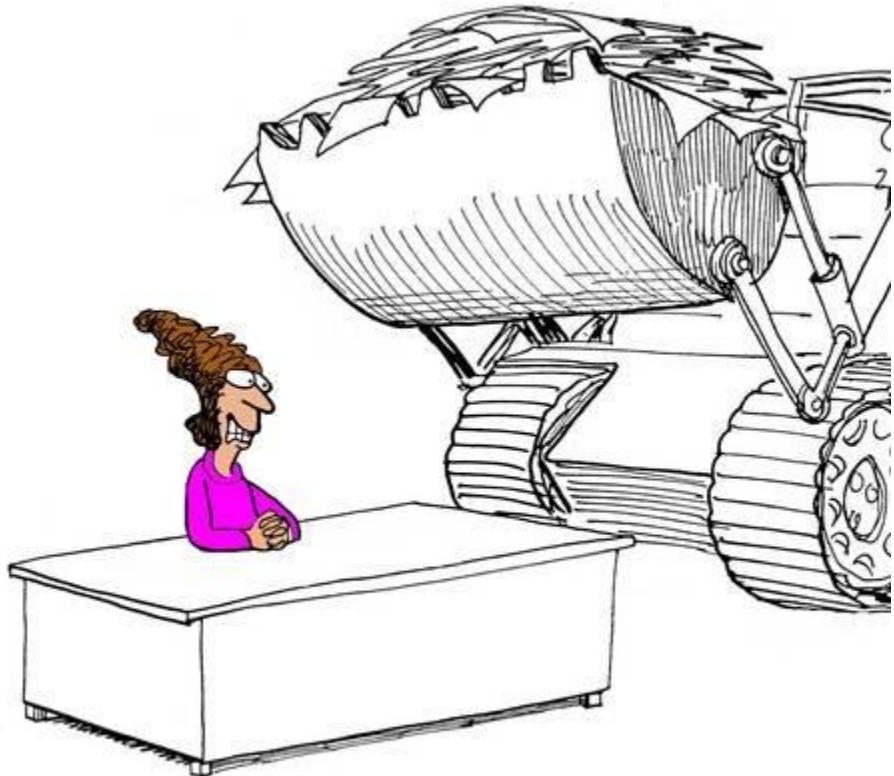
- A project delivers **products**, not **activities**
- We can write a product **specification**
- We can measure the **quality** of a product

How?

- Product Breakdown Structure – a *deliverable-oriented WBS*
- Product Descriptions – a *specification* (especially *quality* criteria)
- Product Flow Diagram – a *network diagram* of product dependencies

“Management Products”

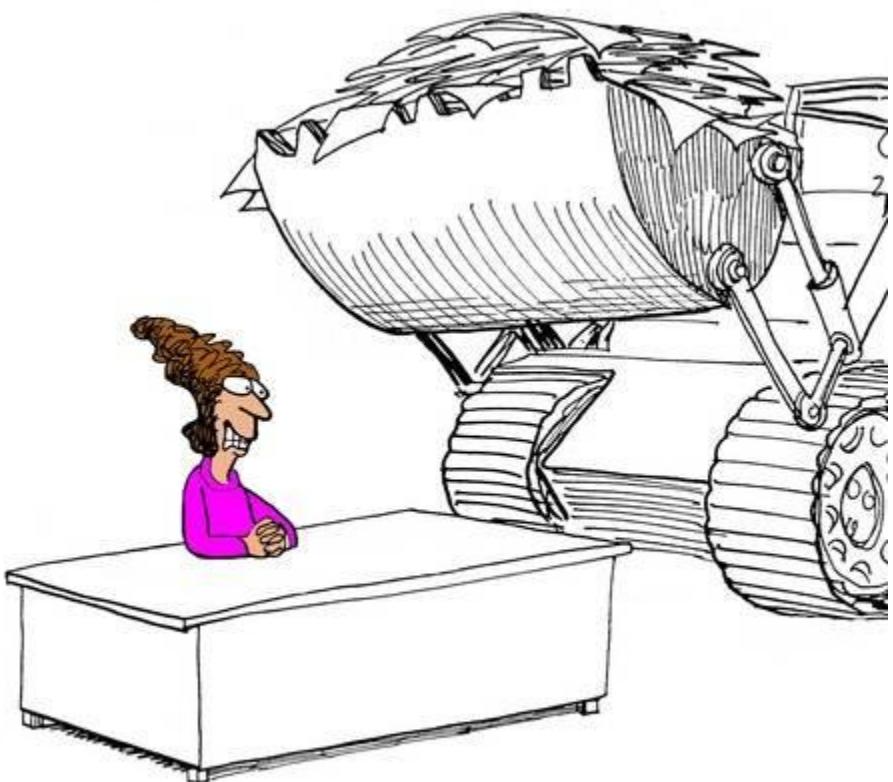
= documents? (or a spreadsheet row or a presentation or a video or a stand-up-meeting)



Time for more paperwork.

“Management Products”

= documents? (or a spreadsheet row or a presentation or a video or a stand-up-meeting)



Time for more paperwork.

Records:

- **Logs:** Daily, Lessons
- **Registers:** Issue, Quality, Risk, Configuration Item

Baselines (versioned):

- **Approval:** Project Brief, Project Initiation (PID), Project Product Description (PPD), Business Case, Benefits Review Plan
- **Management Strategies:** Quality, Risk, Config, Comms
- **Plans:** Project Plan, Stage Plan, Team Plan, Work Package

Reports:

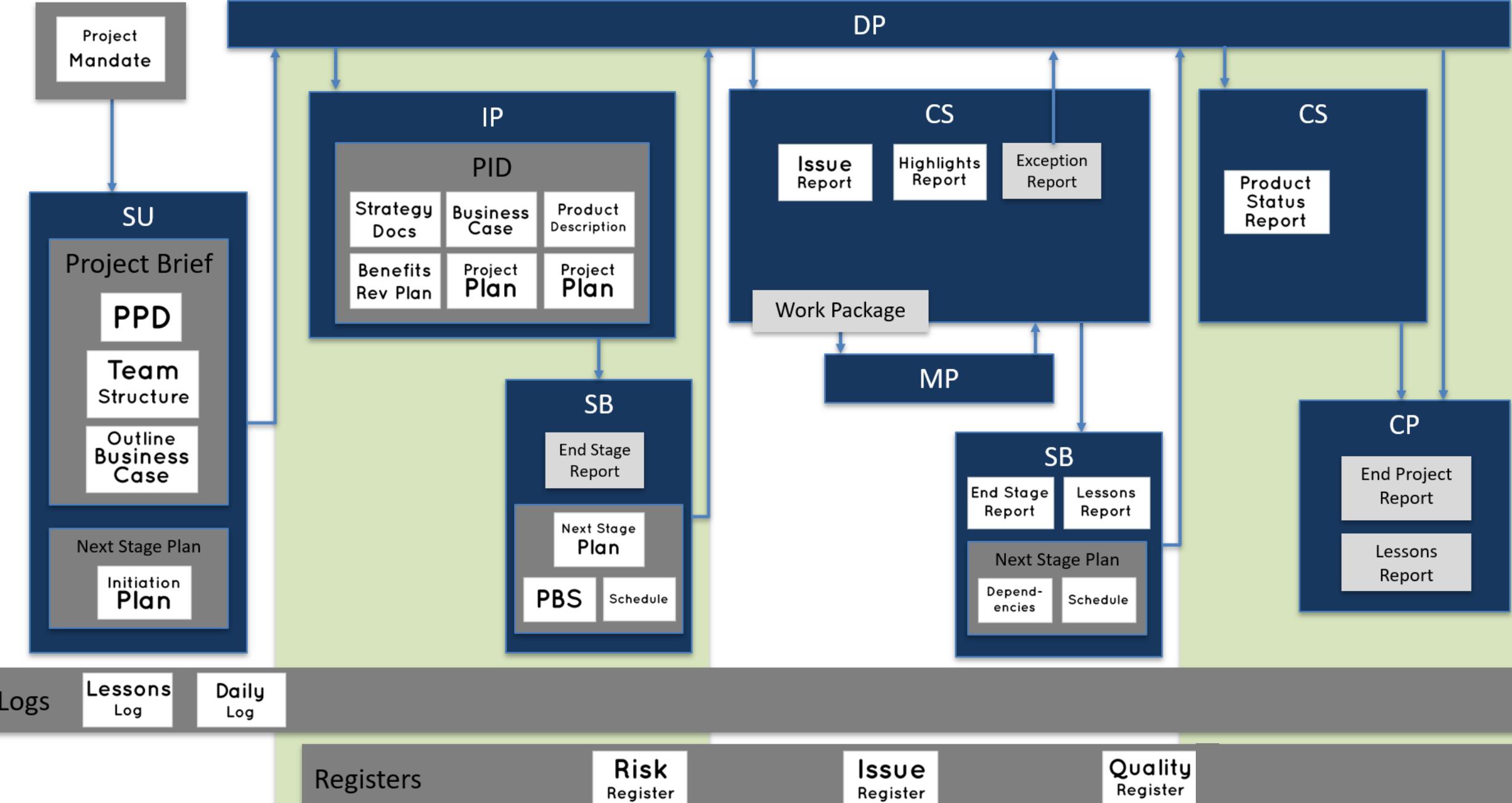
- **Stage boundary:** End Stage, End Project, Lessons
- **Change:** Highlights, Issues, Exception

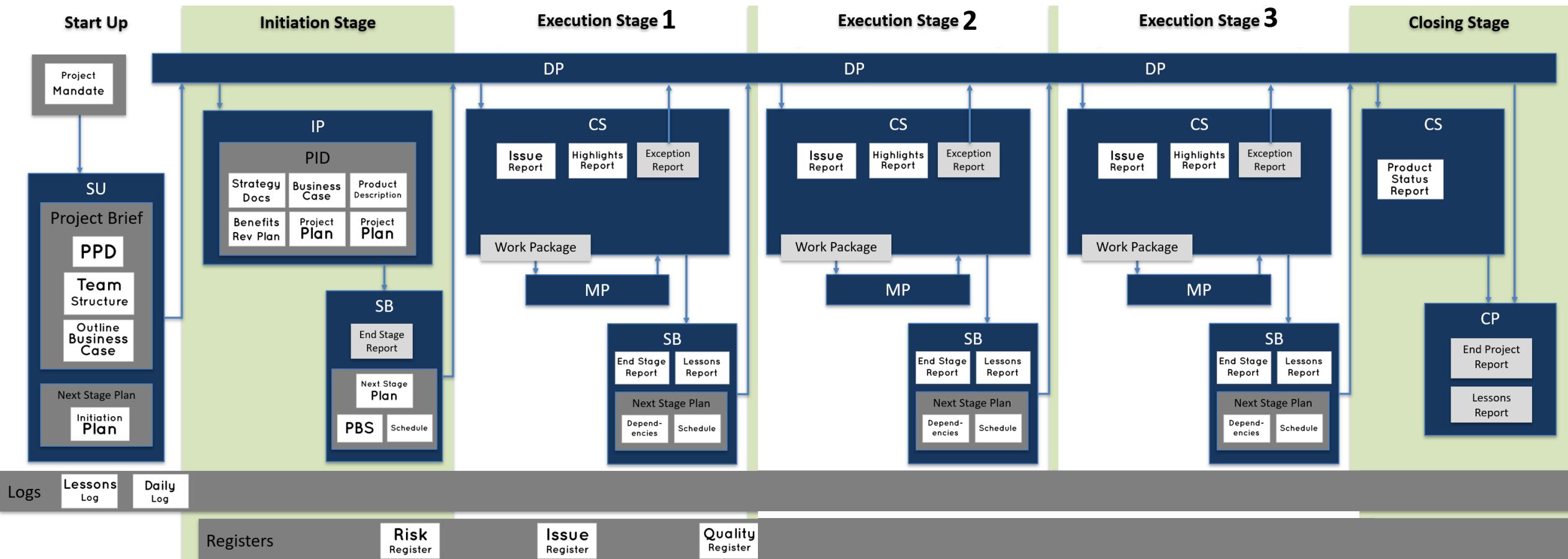
Start Up

Initiation Stage

Execution Stage 1

Closing Stage





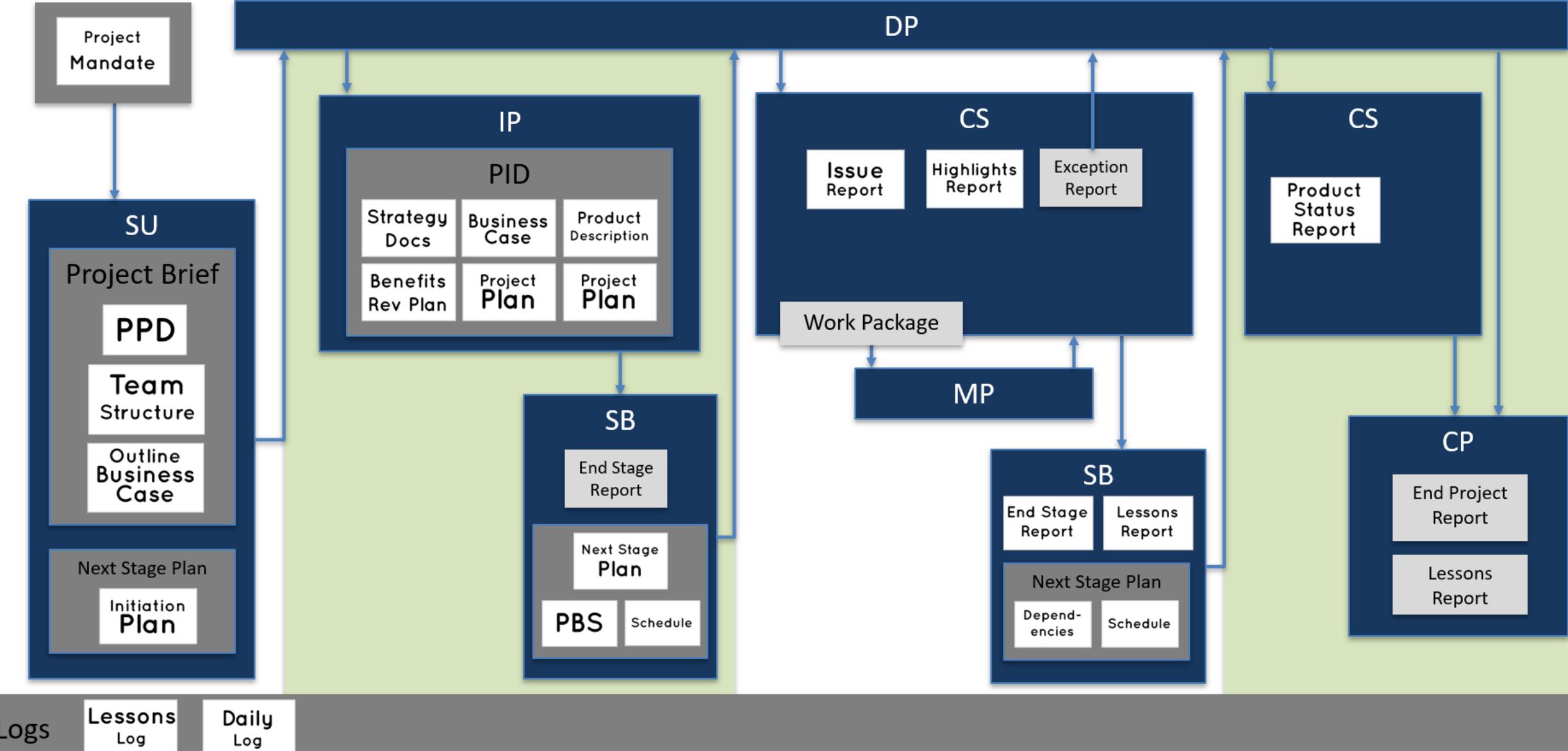
Start Up

Initiation Stage

Execution Stage

Closing Stage

(there could be more than one of these)



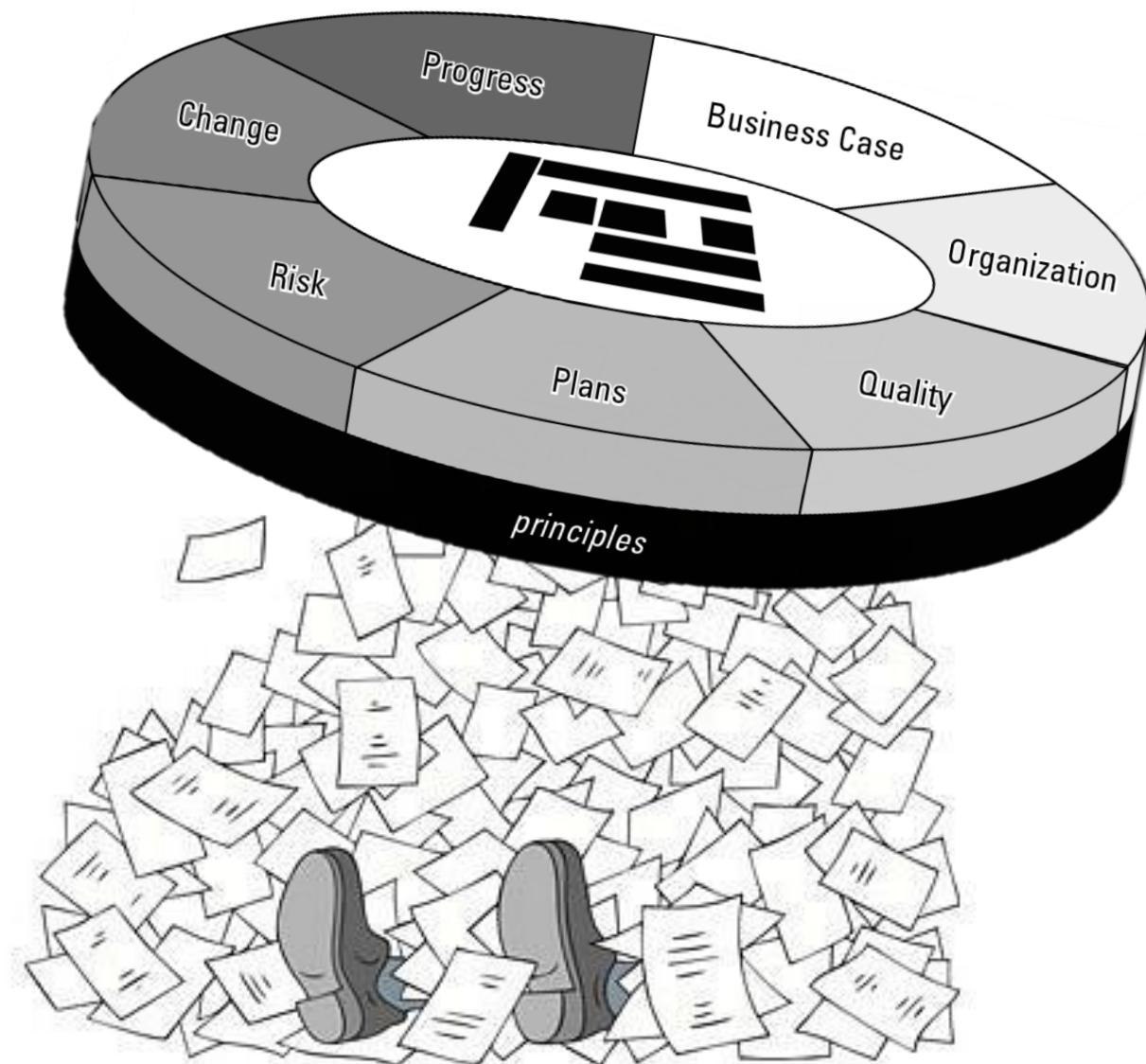
Registers

Risk
Register

Issue
Register

Quality
Register

Too Much Paperwork?



Business Case *Theme*

Principle: Continued business justification



Outline Business Case



Business Case

- Formally verified by Project Board at each key decision point.
- Centre of impact assessment of risks, benefits, issues and changes.
- If project no longer justified, shut it down!

Organisation *Theme*

Principle: Defined Roles and Responsibilities



Project Management Team Structure

- Clear roles, responsibilities and accountabilities

Plans Theme

Principles: Manage by Stages, Focus on Products, Learn from Experience

-  **Project Plan** – overall project plan
-  **Initiation Stage Plan** – plan the planning stage!
-  **Next Stage Plan** – plan each stage in turn
-  **Team Plan** – for Work Packages
-  **Exception Plan** – to recover from the effect of a tolerance deviation

Quality *Theme*

Principle: Focus on products

-  **Project Product Description (PPD)** - deliverables, customer's quality expectations, acceptance criteria.
-  **Quality Management Strategy** - standards, techniques, procedures and tools to be used.
-  **Product Description** - for each major product
-  **Quality Register** - holding details of all quality **events** planned and undertaken.

Progress Theme

Principles: Manage by Stages, Manage by Exception

Steps:

- **Measure** progress against plan
- Raise **exception** to Project Board if **tolerances** exceeded



Progress reports



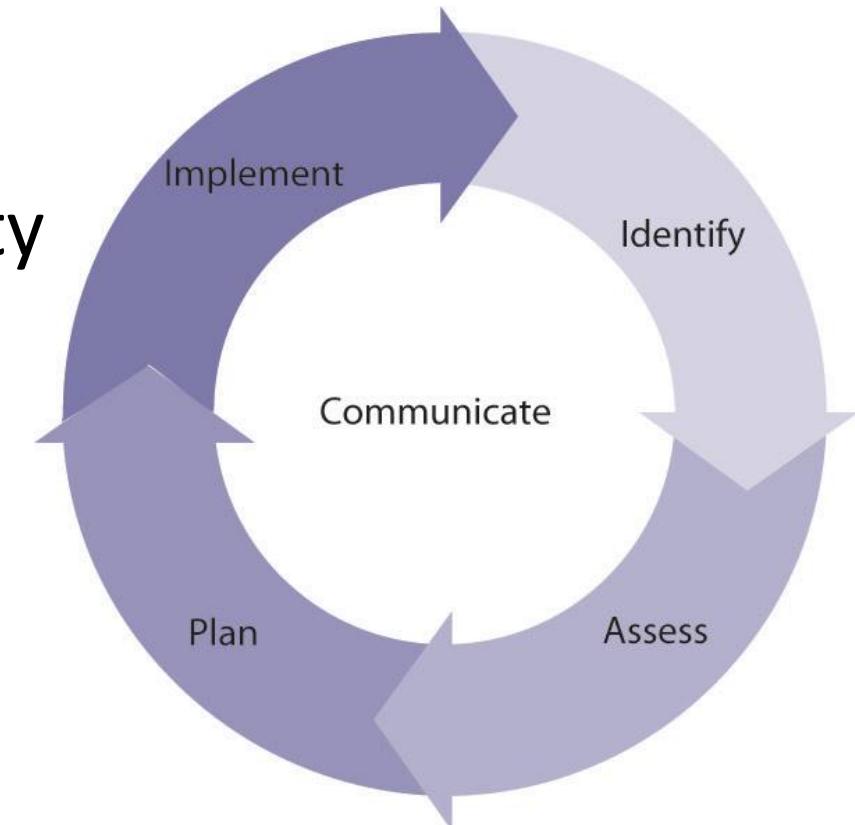
Exception reports

Risk Theme

Principles: Manage by Stages, Manage by Exception

Steps:

1. **Identify** threats and opportunities
2. **Assess** probability, impact and proximity
3. **Plan** appropriate responses.
4. **Implement** the planned responses
5. **Communicate** to interested parties

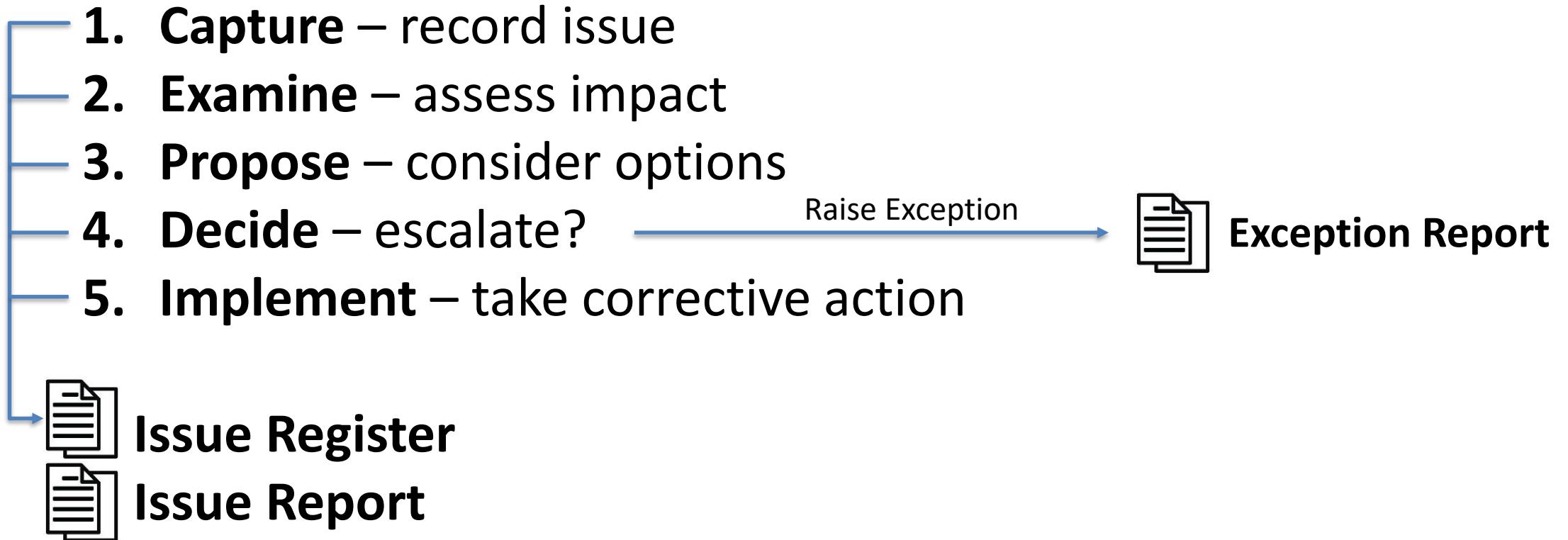


Risk Register

Change Theme

Principles: Manage by Exception, Learn from Experience

Steps:



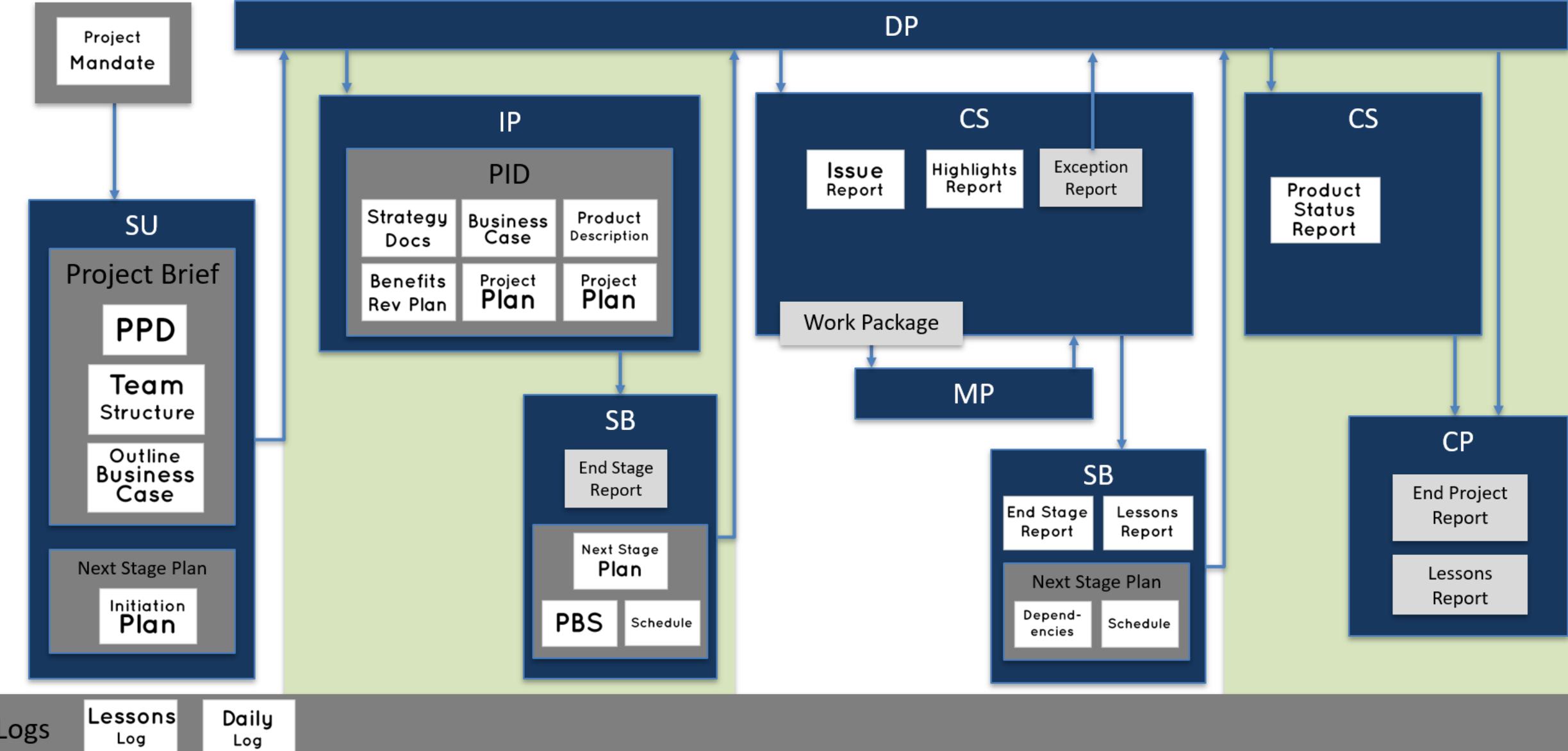
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Initiation Stage

Execution Stage

Closing Stage

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Registers

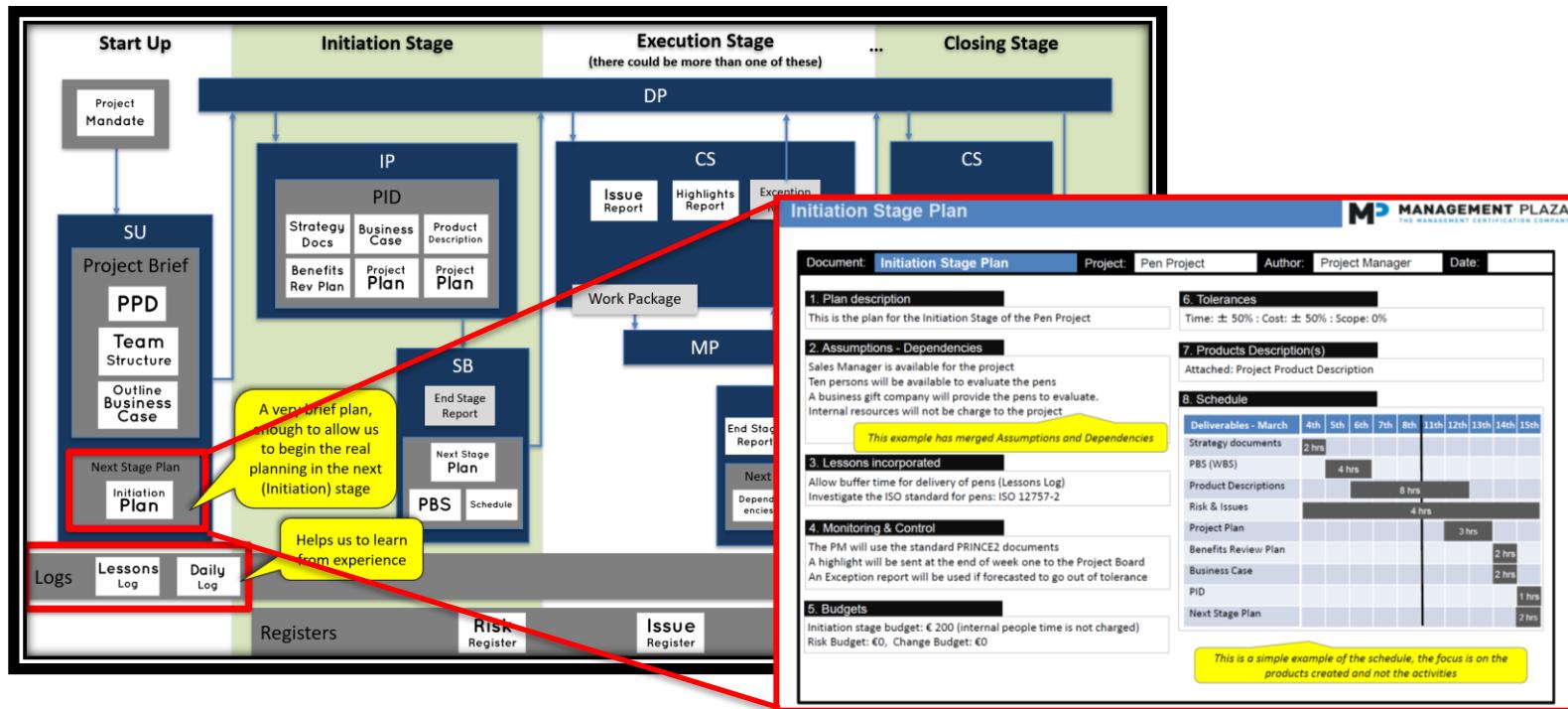
Risk
Register

Issue
Register

Quality
Register

The Pen Project

- The Project: Giving out pens to clients!
- <https://mplaza.pm/> © Management Plaza
- A fully documented sample PRINCE2® project



Homework:
Explore the Pen
Project on Moodle

Today

Part 1: PRINCE2® In Theory



PRINCE2®

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Controlled
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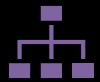
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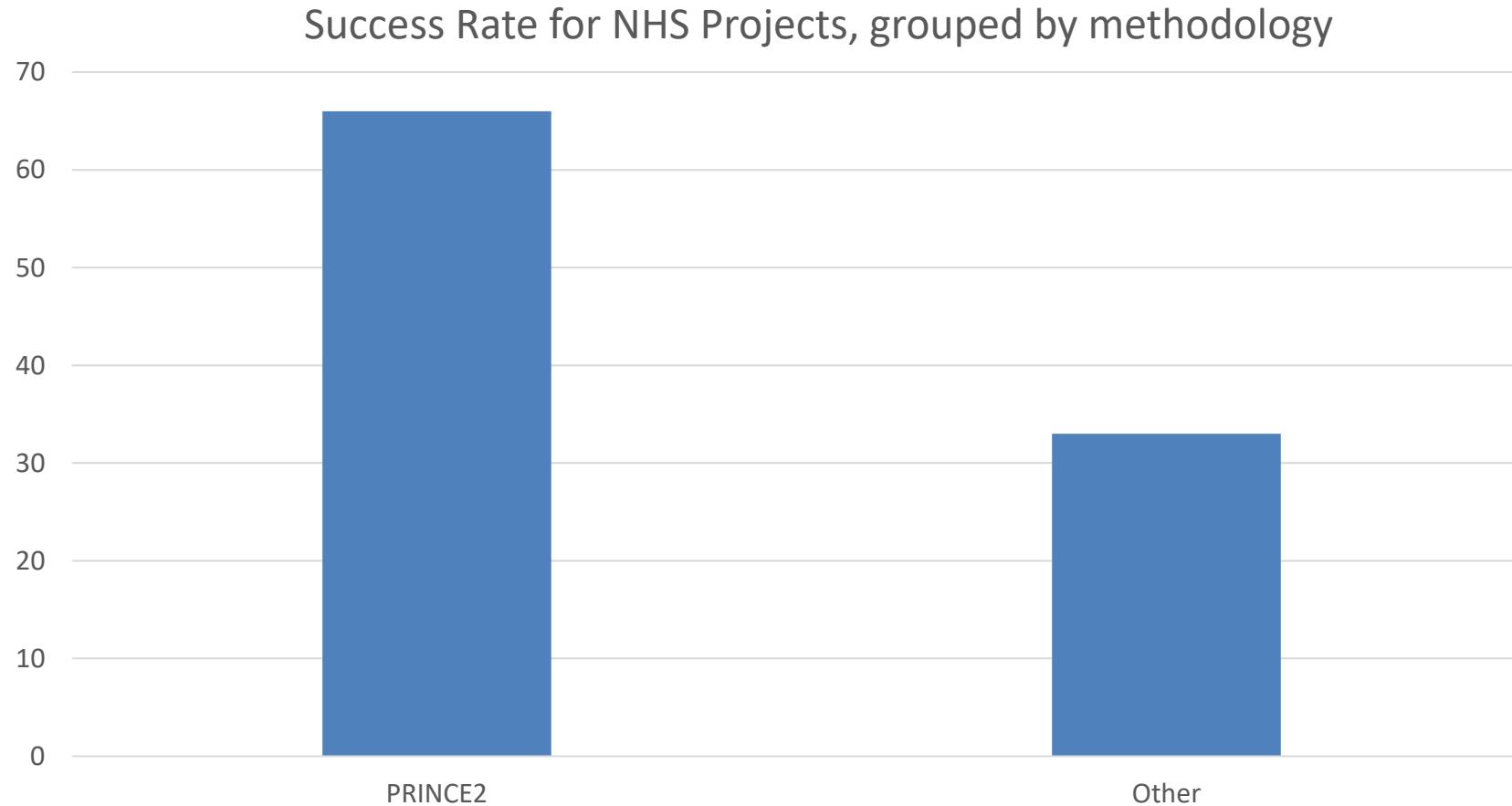
Silver Bullet

Does PRINCE2®
help projects to
succeed?

Part 2: PRINCE2® In Practice - Why do projects fail?

- Guest Lecture by Thibault Williams, Consultant, TMW Management

Does PRINCE2® increase chance of success?



<http://www.inspiringprojects.com.au/project-management-statistics.html>

Opponents say

- Only for large projects
- Constrained approach
- Inflexible, not “agile”
- Mountains of paperwork
- Not solution-oriented
- Bureaucratic

PRINCE2®

Opponents say

- Only for large projects → Fully scalable, *tailored*
- Constrained approach → Step-by-step, *by stages*
- Inflexible, not “agile” → Iterative *stages, change theme*
- Mountains of paperwork → Needn’t be, audit trail useful
- Not solution-oriented → *Product oriented*
- Bureaucratic → Maintains control, *by exception*



“PRINCE2 is an versatile, scalable methodology that allows teams to work effectively, whilst ensuring the project is kept under control, increasing the overall probability of project success.”

1 Strongly Agree

2 Agree

3 Disagree

4 Strongly Disagree

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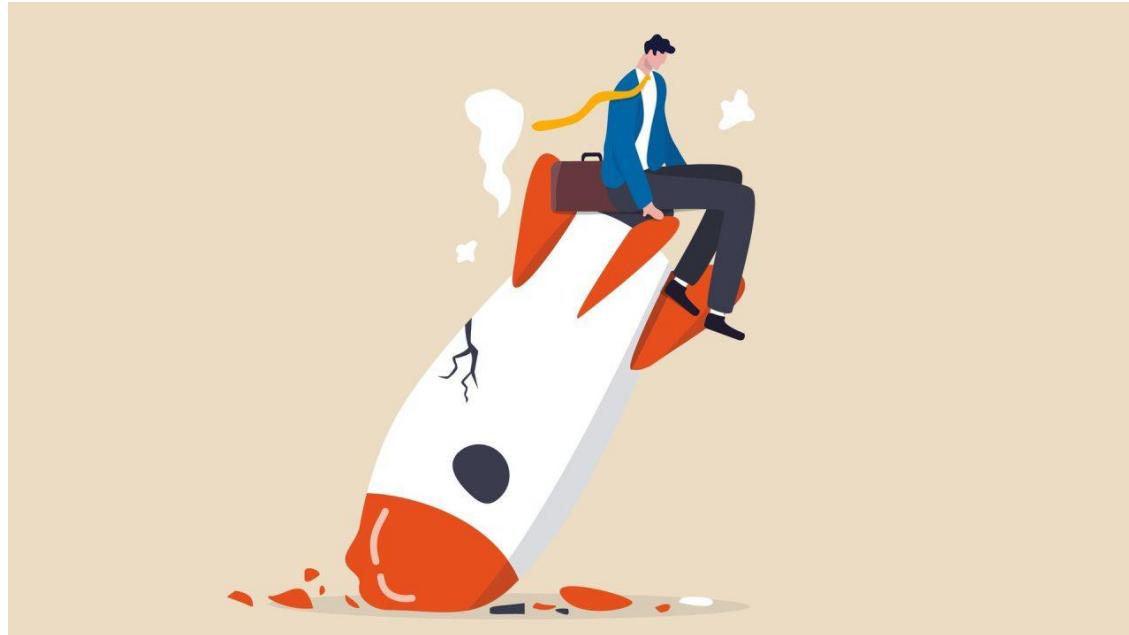
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Prince 2 – Why do projects fail?



Thibault Williams
Consultant, TMW Management Ltd

What is Project Management

				
Agile	Kanban	Lean	Waterfall	Six Sigma
Agile project management methodology provides flexible, iterative design and build process.	Tasks are represented visually on a board, allowing team members to see the state of every piece of work at any time.	Lean is a problem-solving tool for eliminating wastes and removing wasteful activities that don't add value to the process.	Waterfall provides a simple framework for planning projects. Tasks are in sequential order. The team completes one task or step then performs the next step.	Six Sigma is a method that provides organizations tools to improve the capability of their business processes.

Project Management: The act of initiating, planning, executing, controlling, and closing a project to achieve a specific goal within a specified time

Project Management: Project management is a skill that can be learned in a weekend.

Project Management: Project management is the art of getting things done on time, on budget, and within scope.

Project Management: Project management is the art of turning chaos into order.

Project Management: Project management is a fancy term for "making lists and checking them twice."

But is it art?



Department for Transport Shared Services Centre:

This IT project aimed to consolidate the Department for Transport's HR and financial services to save £57 million but ended up costing £81 million due to management issues, rushing to meet overly optimistic deadlines, and lack of thorough testing before implementation¹.



Common Agricultural Policy Delivery Programme:

Initially estimated at £155 million, this IT scheme designed to distribute subsidies to farms ended up costing over £215 million. Problems arose from ineffective collaboration among key bodies, changes in leadership, and a digital front-end that wasn't suitable for farmers due to poor rural broadband connectivity¹.



Libra System for Magistrates:

The cost for this national system for magistrates escalated from the initial bid of £146 million to a renegotiated amount of £319 million, facing further price increases as forecasted deficits arose. Ultimately, the contract was switched to another provider, but substantial payments were still made to the original contractor, Fujitsu¹.

Why do projects fail?



Why do they fail?

D'oh!



A failure to understand the
'Why'

A failure to understand the
'What?'

A failure in the use of common
sense

Someone's Ego has got in the
way

How do we avoid project failure?

- Balance your tools with your own experience and intuition
- Challenge stakeholders
- Manage your risks practically
- Avoid the dogma trap



Case Study 1:

Case Study

- A project has been established to roll out an all-staff Information Security training at a business.
- A project manager has been identified and a project has been set up using Prince2 methodology and governance.
- The project board consists of the Director of IT (Chair) Senior Users from the Information Security team and a User from the senior management team.
- The project is in flow and has begun the delivery phase.
- When the training is rolled out there is an increase in calls of 250% to the IT service desk about the training. The calls to the service desk relate to the quality of the training, the difficulty level and accessibility.



When the training is rolled out there is a 250% increase in calls to the IT service desk about the training. The calls to the service desk relate to the quality of the training, the difficulty level and accessibility issues.



What went wrong?

Case Study 2

Case Study

- A project has been established to procure a new Finance system
- Prince2 methodology and governance.
- The Director of Finance is the chair of the board and consists of Senior Users and Users from across the organisation.
- The project has completed its procurement process and identified a preferred supplier.
- At the next board the PM presents the procurement scoring and recommends that supplier A is chosen.
- All members of the board agree, however, the chair disagrees and feels that supplier B should be chosen.
- The chair makes a case for choosing supplier B and a discussion follows.

Following the discussion, the chair decides to take chairs action and overrule the procurement decision and instructs the PM to go ahead with the procurement of supplier B.

What do you do now?

Bonus Case Study

Case Study

- You are the senior manager at a large data centre
- The data centre houses significant amounts highly critical data that is required for business function
- The data is paramount to the business function
- A fire breaks out in the Data Centre



What do you
do now?

Why do projects fail?

A failure to understand the
‘Why’

A failure to understand the
‘What?’

A failure in the use of common
sense

Someone's Ego has got in the
way

Regular review of BC

What is the problem you are
trying to resolve

“Use the force” – Trust your
instincts

Build rapport, build your senior
network, hold on to your ethics



Week	Lectures		Seminars			Individual Report		
	Topic	Guest	Case Study	Exercises	Submission	Chapter	Submission	Marking
1	Specification			Specification				
2	Initiation		Selection		Pitch			
3	Scope / Time			Scope/Time				
4	PRINCE2	PRINCE2	Initiation			Ch.1 Initiation		
5	Budgeting			Budgeting				Self-assess
6	Lean/Agile 1	Waterfall / Agile	Planning			Ch.2 Planning		
7	Lean/Agile 2	Lean		Scrum/Kanban			Ch.1-2	
8	Risk	Risk / Finance	Monitoring			Ch.3 Execution		Review Ch.1-2
9	Teamwork	Large Projects	Prepare Presentation	Risk		Ch.4 Monitoring		
10	Revision				Presentation		Ch.1-4	
11								
Term 2								Review Ch. 1-4