

# Approaches to Project Management

# Project Management

- \* Why is it important to manage projects well?
  - \* Outcome
    - \* Can have a major impact on success of a project
  - \* Structure
    - \* Can allow smooth running of project, improve time management
  - \* Relationships
    - \* Gain employees trust and respect

# Selection of Project Management Style

- \* Dependant on the following:
  - \* Scale of the project
    - \* Duration, effort required
  - \* Number of people involved
    - \* Usually dependant on scale of the project
  - \* Likelihood of changes occurring
    - \* Including likelihood of possible stumbling blocks

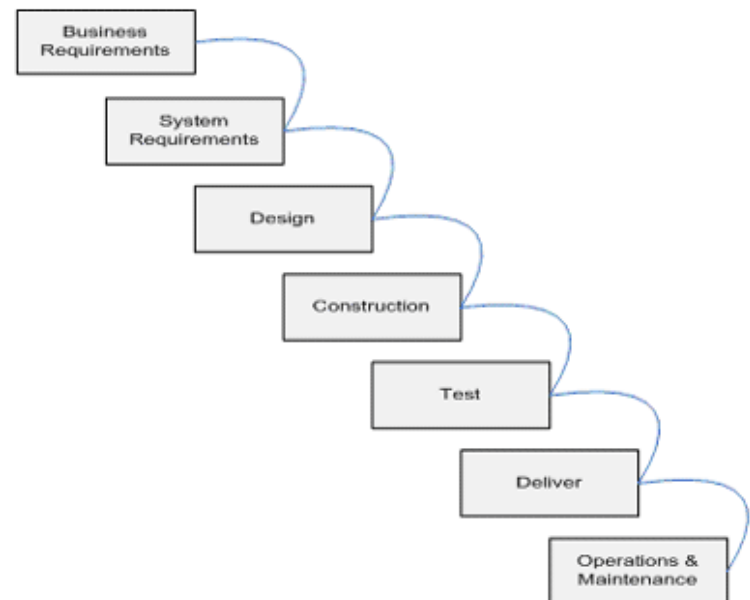
# Level of Control

- \* Level of control over various aspects of a project must be decided
  - \* Too much
    - \* Time consuming
  - \* Too little
    - \* Risk of not producing good results
  - \* How this is evaluated in the end
    - \* Number of errors, fixes and costs of these faults. Compromise should have been reached

# Waterfall Approach

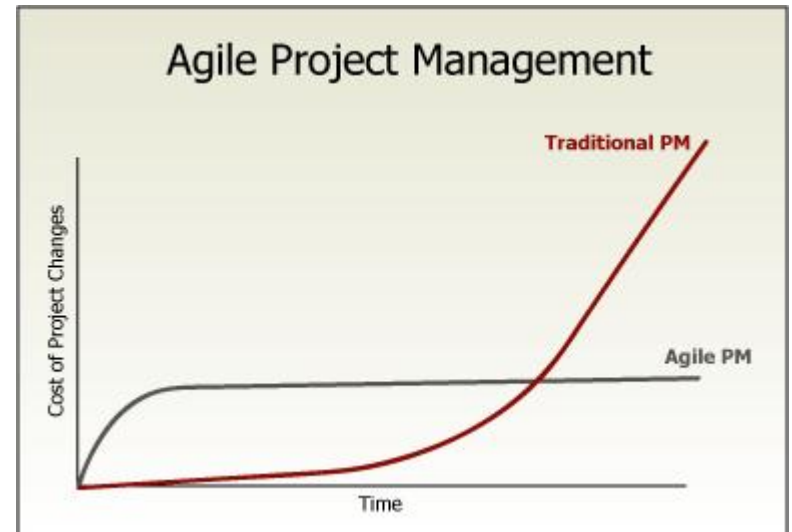
- \* Waterfall method key features:
  - \* Sequential form of project management
  - \* Suitable when project requirements are constant
  - \* Unsuitable when large changes have to be made throughout a project
  - \* Suited to construction projects for example

## Waterfall Model



# Agile Approach

- \* Agile method key features:
  - \* Delivered in flexible manner
  - \* Deliverables submitted in stages
  - \* Useful when there is a chance of changes or errors occurring throughout a project
  - \* Reduces cost of changes greatly in some cases



# Scrum Approach

- \* Scrum method key features:
  - \* Differing levels of commitment
  - \* The chicken and the pig analogy
  - \* “Pig” roles include delivery team and product owner
  - \* “Chicken” roles are held by stakeholders and managers



# PMBOK

- \* Project Management Book Of Knowledge
- \* Presents terminology and guidelines for project management
- \* Content is structured in 5 “Process Groups”
- \* Split into 9 “Knowledge Areas”
- \* Adopted by PRINCE2 approach

# Process Groups

- \* Initiating
- \* Planning
- \* Executing
- \* Controlling & Monitoring
- \* Closing

# Knowledge Areas

- \* Project Integration Management
- \* Project Scope Management
- \* Project Time Management
- \* Project Cost Management
- \* Project Quality Management
- \* Project Human Resource Management
- \* Project Communication Management
- \* Project Risk Management
- \* Project Procurement Management

# PRINCE2

- \* What is PRINCE2?
  - \* **P**rojects **I**N **C**ontrolled **E**nvironments
  - \* Process based method for effective project management
  - \* Established in 1996
  - \* Used as a project management structure for companies worldwide



# PRINCE2 Key Features

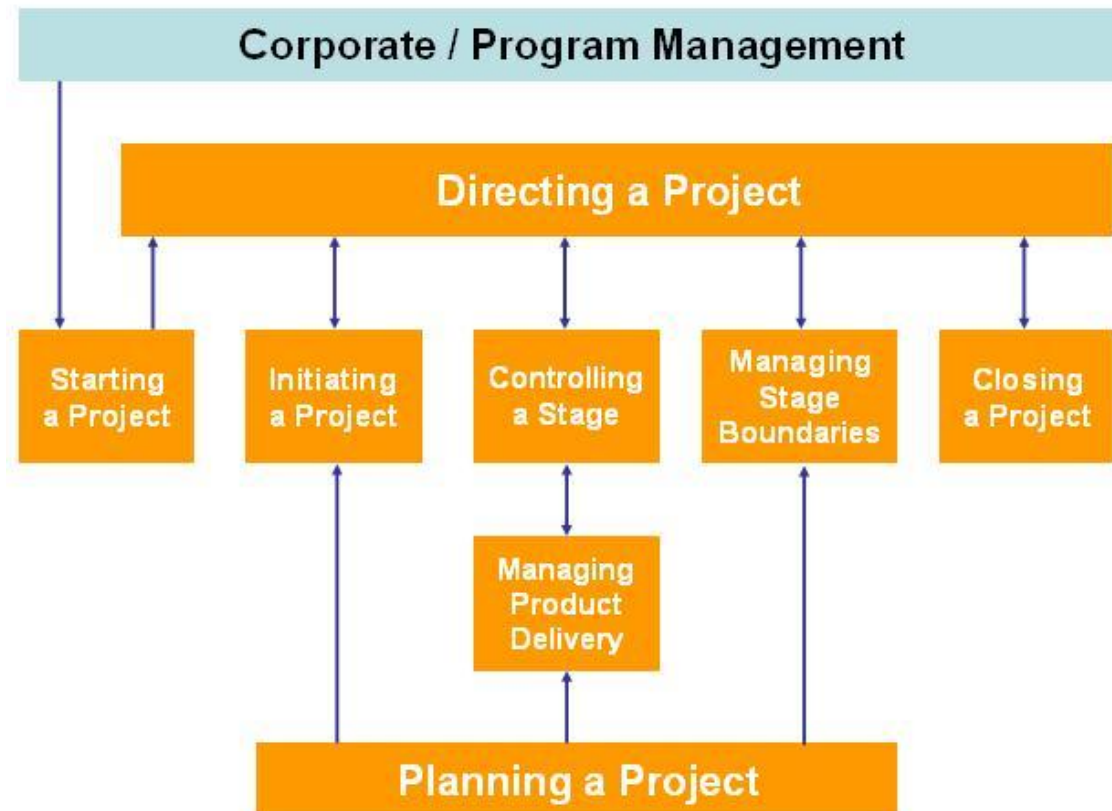
- \* Key feature of PRINCE2 include:
  - \* Focuses on business justification
  - \* Organised structure for management team
  - \* A product-based planning approach
  - \* Divides the project into manageable stages
  - \* Has flexibility to be applied to a level appropriate to the project



# PRINCE2 Framework

- \* Designed to provide a common framework for all concerned in a project
- \* Companies fit this framework to suit their project requirements

# PRINCE2 Model



# Critical Chain

- \* Alternative method of project management
- \* More emphasis given to resources required to execute a task
- \* Incorporates a more agile approach to project management



# Comparison with Critical Path

## \* Critical Chain

- \* Keeps resources levelly loaded
- \* Flexible in start times
- \* Switch between tasks to keep the whole project on schedule

## \* Critical Path

- \* Dependencies between tasks found
- \* Longest path for completion found
- \* Determines latest start dates for other tasks and allows floats to be found

# References

- \* <http://www.prince2.com/default.asp>
- \* <http://www.projex.com/prince2-case-studies>