

PD06 – Project Management

PRINCE2®

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PRojects IN Controlled Environments

- A ‘...de facto standard used extensively by the UK Government and widely recognised and used in the private sector...’ (OGC, 2009)
 - Focus on business case
 - Defined organisation structure
 - Outcome based planning approach
 - Breaking the overall task into manageable ‘chunks’
 - Can be applied to small and large projects

Project Lifecycle

A well-run project is one that has:

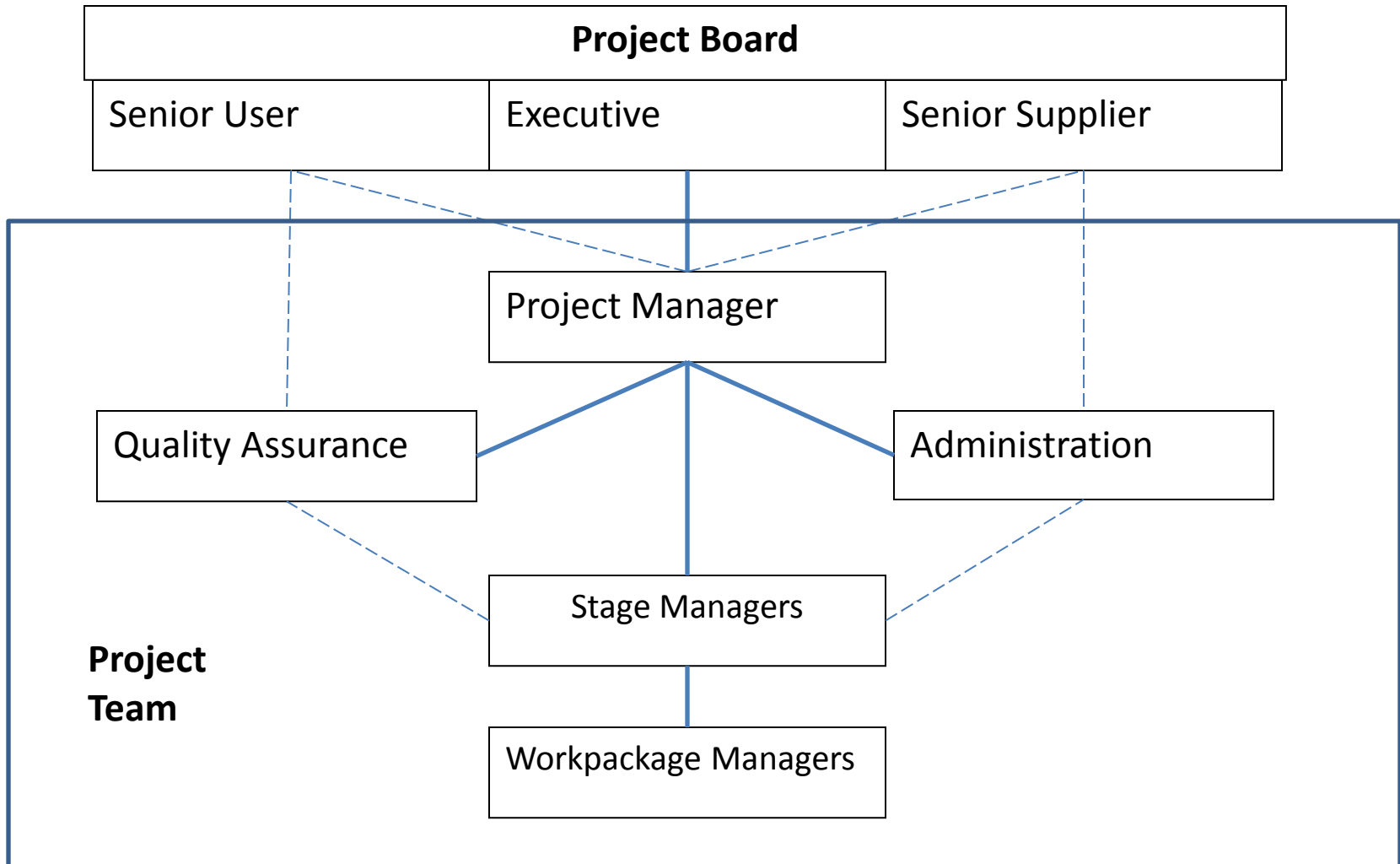
A well defined business case (Interpretation)

A defined set of objectives and success criteria
(Specification)

Project Board

- A well-run project has:
 - an Owner (representing the business),
 - a Supplier (delivering the project objective)
 - a User (the ultimate customer)
- PRINCE2 methodology requires the following organisational setup to ensure that the management of the project remains firmly fixed to the benchmark – the Business Case:

Project Board and Project Team



Project Manager

The Project Manager reports to the Board and specifically works directly for the Executive

It is the Project manager who:

- Plans and monitors the project
- Manages any risks identified during the implementation of the plan(s)
- Reports success or failure to the Project Board
- Manages the Project Team

Quality Assurance

- Work for the Project Manager
- Have a reporting role to the User
- In a software project:
 - Develop a set of test data
 - Test all software to destruction
- In a construction project
 - Arrange for testing of materials
 - Arrange load testing

Administration

- Maintain project documentation:
 - Gantt charts
 - PERT charts
 - Finance
 - CPM calculations
 - Support Stage and Workpackage managers

Stage Managers

- Mini-me projects
- Act as Project Managers for a specific part of the project (programme)
- May have a separate Board
- May have a separate QA and Admin setup
- May have a separate budget

Workpackage Managers

- See Stage Managers and write it smaller

Planning

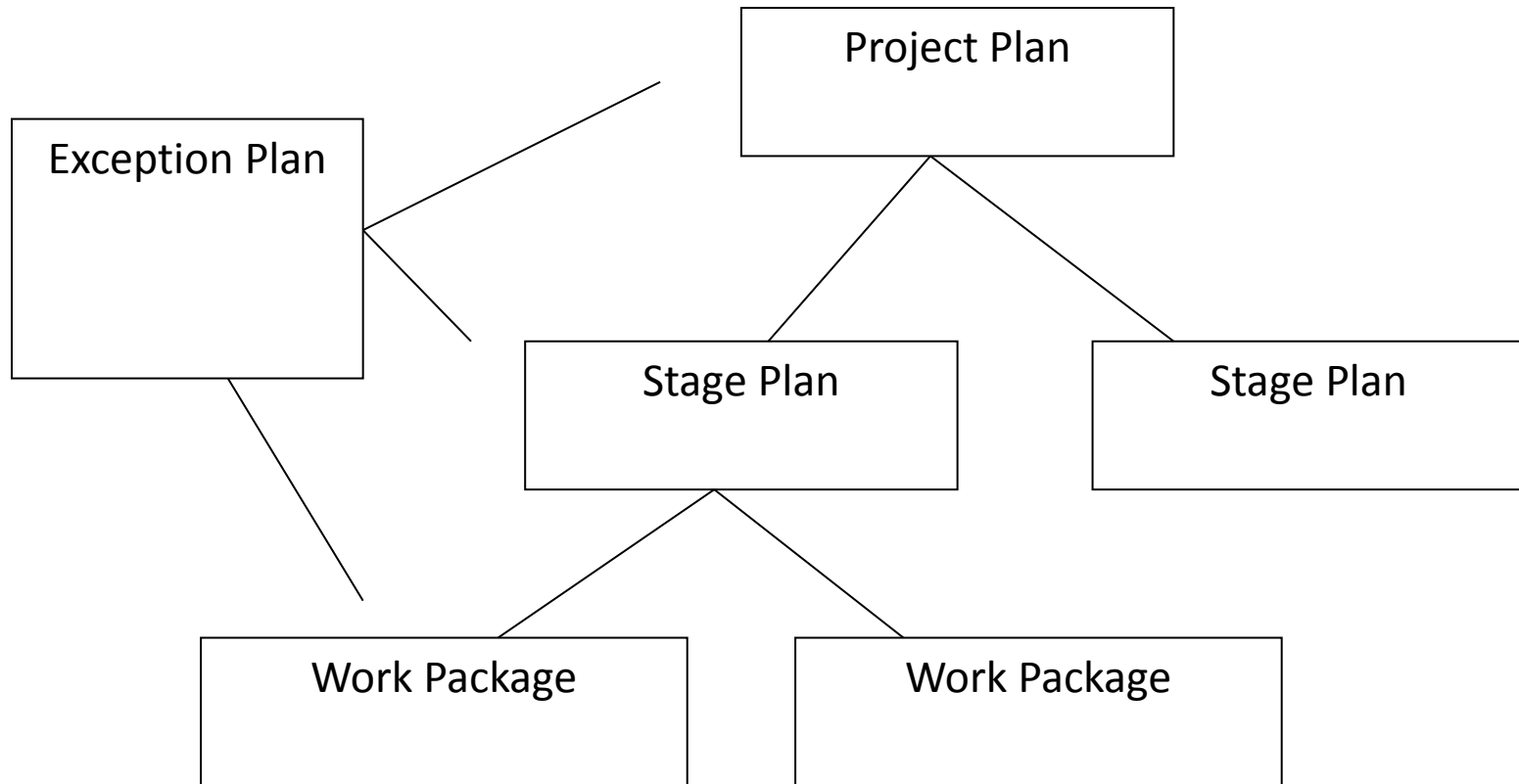
It is seldom possible or practical to plan an entire project for the following reasons:

- Uncertainty about the nature of later work
- Changes to the environment
- Risk
- Future resource availability
- Future business conditions

Planning

- A project is often split into a series of stages and work packages within the stages under the umbrella of a provisional overall project plan

Planning



Planning

- Project Plan is the baseline against which the rest of the project is assessed for compliance with the Business Case.
- The Project Plan is reassessed after every Stage and adjustments made where necessary.
- If significant alteration to the plan is required the Business Case may have to be revised.
 - but this is to be avoided if at all possible.

Planning

- Stage Plans are mini me projects.
- They have all of the attributes of a project but none of the authority to spend money save that agreed with the project manager.
- As each preceding Stage is completed the Stage Plan should be reassessed and the costs and tolerances allowable altered as necessary.

Planning

- Work Packages are the products of a Stage.
- There may be one or more packages to be delivered
- Each will have a named supplier responsible for the delivery on time and to the cost parameters agreed.

Planning

- EXCEPTION PLAN is what happens when things go wrong
- The Exception Plan is used to replace the Stage Plan or Work Package.
- In very extreme circumstances the whole Project plan may need to be replaced, along with the Project Manager!