

The PRINCE2™ ~ PMBOK® Bridge



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PROJECTWORLD™

BUSINESS ANALYST WORLD™

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What we'll cover...

- Why a Methodology?
- The key elements of PRINCE2™
- A comparison of PRINCE2™ and the PMBOK®
- The relative strengths of the PMBOK® and PRINCE2™



What Will You Take Away From This Session?

- The equivalent elements of PRINCE2™ and the PMBOK®
- How the strengths of PRINCE2™ and the PMBOK® complement each other
- Why you need *both* when managing a project

What the PMBOK® *is...*

PMI says:

“...the *PMBOK® Guide* is intended to help practitioners recognize the **general process** of project management practice and the associated input and outputs.”

PMI Today, Feb. 2006



And what the PMBOK® is *not*...

“Due to its general nature and generic application, the *PMBOK® Guide* is neither a textbook, nor a step-by-step or “how-to” type of reference.”

PMI Today, Feb.2006

The PMBOK® is Not a Methodology !

“A project management methodology defines a set of Project Management Process Groups, their related processes and the related control functions that are consolidated and combined into a functioning unified whole.”

PMBOK, 3rd Edition

The PMBOK® specifically indicates
that a Project Management
Methodology has to be provided by
the Practitioner !



Why do you *need* a methodology?

- PMBOK® is *descriptive*, & the processes are very *generalized*
- Practitioners need – and need to provide to others – *prescriptive guidance* (where to start, how to proceed, what to do and when)
- ***Critical tools needed by Practitioners are outside the scope of the PMBOK®***

A methodology (like PRINCE2™) provides...

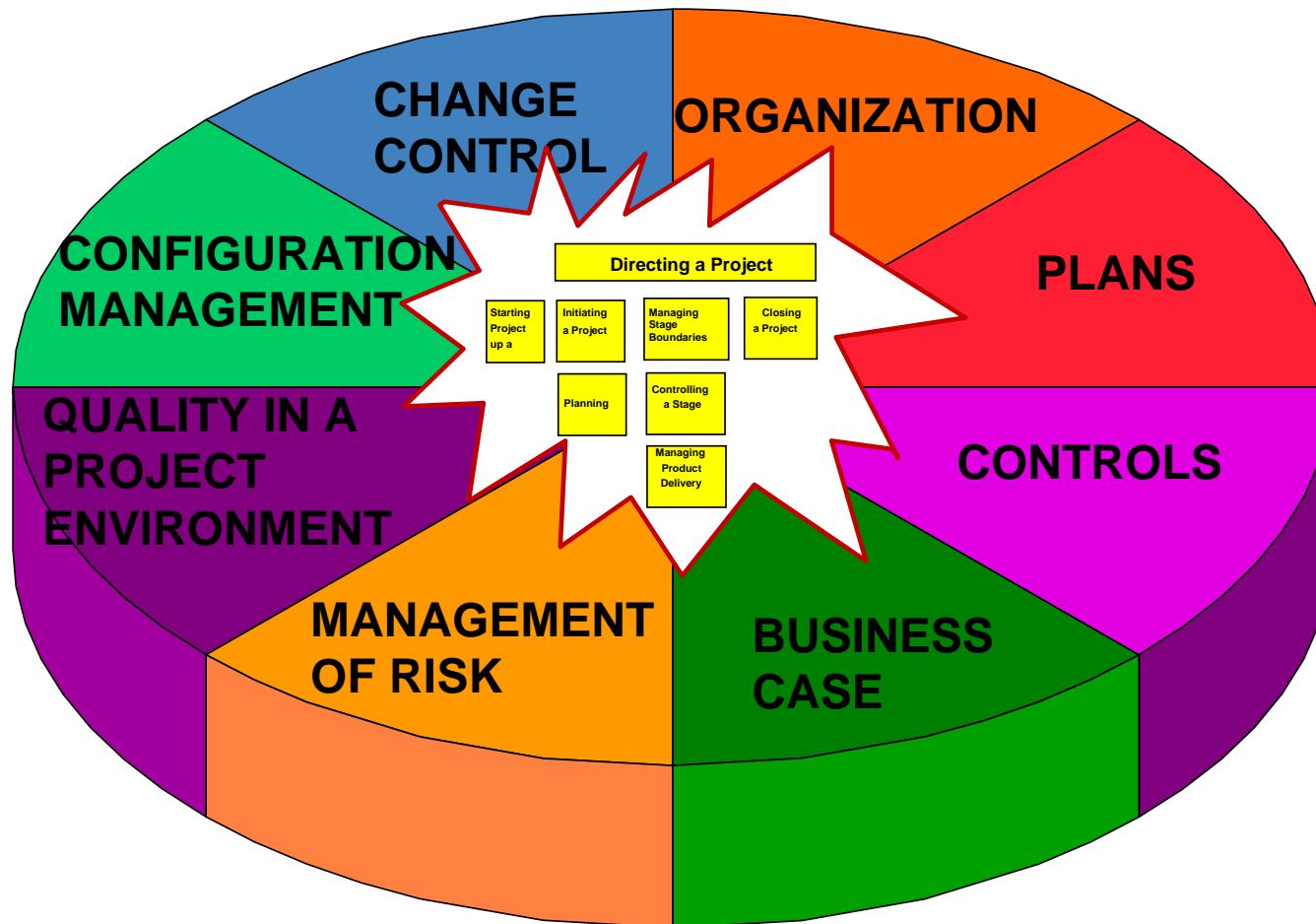
- Identification of key processes and controls
- A unified structure & flow
- Guidance and direction on *critical tools* needed to manage the project

PRINCE2™ offers PMBOK® users...

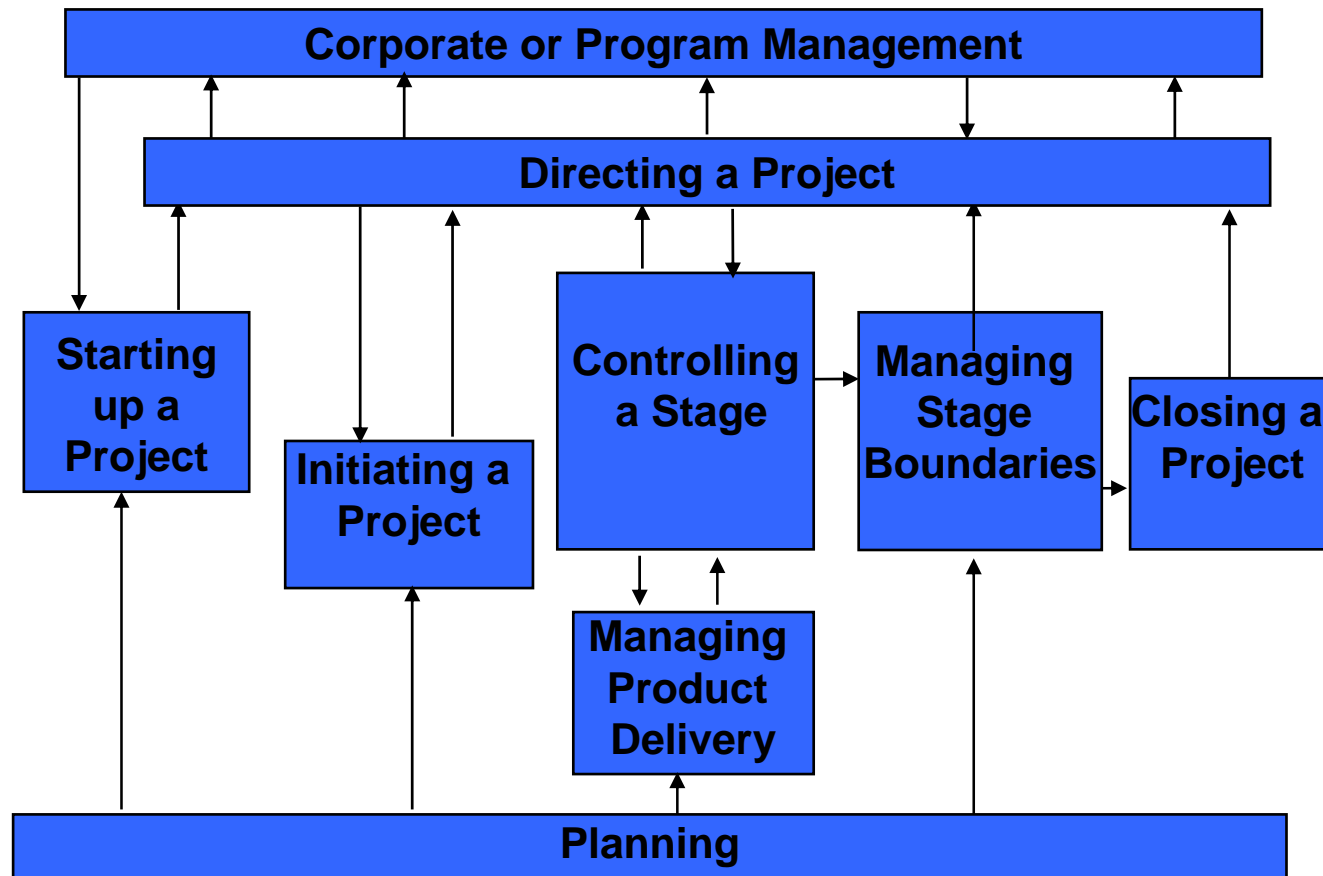
- Recognized, internationally used methodology
- Focus on major project risk areas
- Unified elements (many of which can also be used outside of PRINCE2™)
- Open method - no license fee
- Consistent with ISO 9000 and Maturity models
- Over 90,000 accredited Practitioners worldwide



PRINCE2™ – Overview



PRINCE2™: Process Model



Comparable to PMBOK® Processes

PRINCE2™: Components

- ◆ Organization
- ◆ Management of Risk
- ◆ Plans
- ◆ Quality
- ◆ Controls
- ◆ Configuration Management
- ◆ Business Case
- ◆ Change Control

Comparable to PMBOK® Knowledge Areas



PRINCE2™: Key Techniques

- ◆ ***Product-Based Planning*** (identify what you're producing before defining activities; includes Product Descriptions)
- ◆ ***Quality Review*** (quality control technique for text-based deliverables)
- ◆ ***Change Control*** (how to do it)

Comparing PMBOK® and PRINCE2™

PMBOK®	PRINCE2™
Encyclopedic, comprehensive	Methodology ; structured focus on key risk areas
Descriptive	Practical, prescriptive guidance
“Needs” driven	Business case driven
Sponsor (vaguely defined) and stakeholders	Clear project ownership and direction by senior management
US/International Standard	UK/EMEA Standard

Both need to be scaled to the needs of each project



PMBOK® & PRINCE2™: *Component Mapping...*

PMBOK® Knowledge Areas	PRINCE2™ Comparable Components
Integration	Combined Processes, Change Control
Scope, Time, Cost	Plans, Business Case
Quality	Quality, Configuration Mgmt
Risk	Risk
Communications	Controls
HR	Organization (<i>limited</i>)
Procurement	<i>Not covered</i>

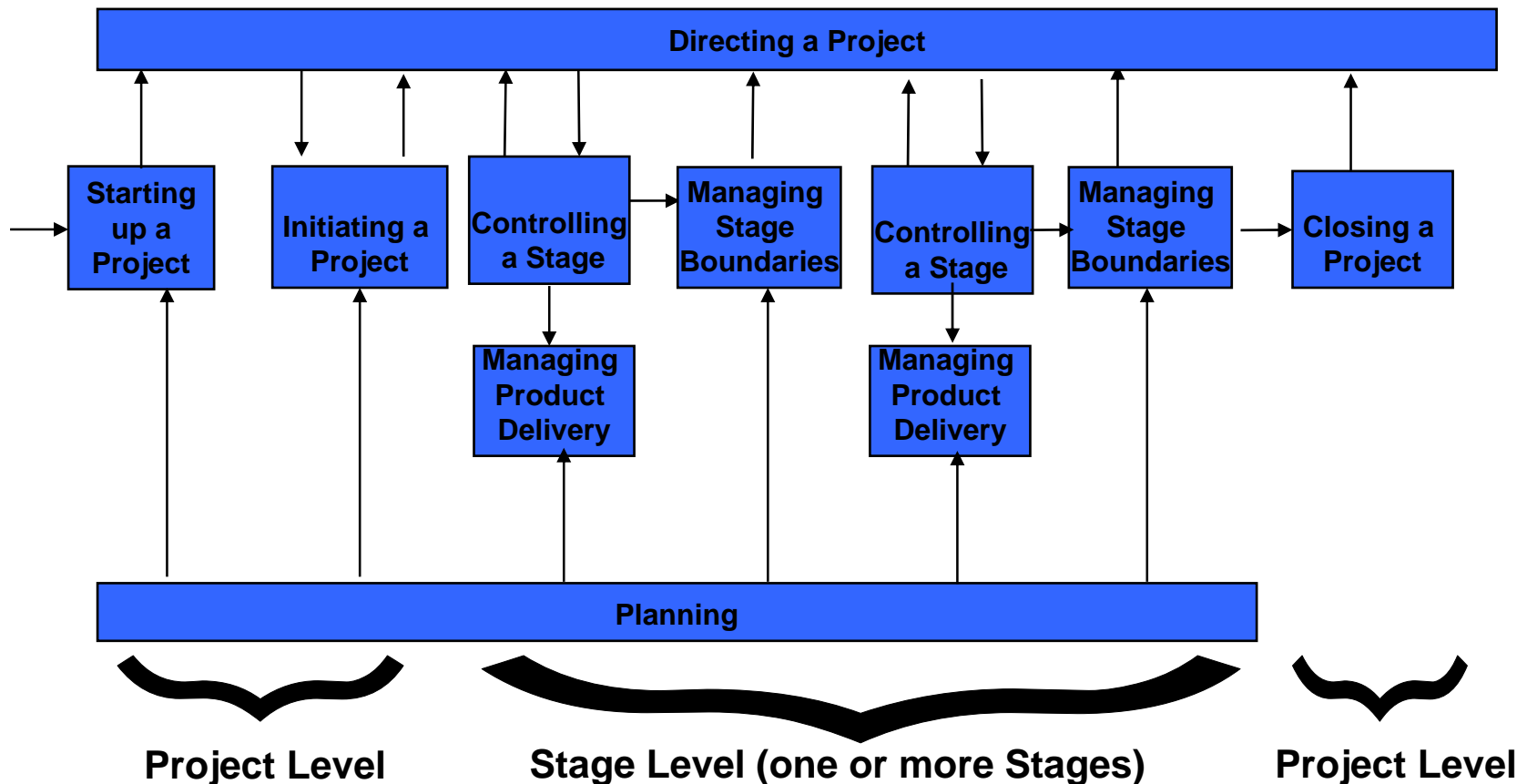
PMBOK® & PRINCE2™ *Process Mapping...*

	PRINCE2™	
	<i>Project Level</i>	<i>Stage Level</i>
PMBOK®	“Project Life Cycle”	“Project Phase”
Initiating	Starting Up; Directing	Managing Stage Boundaries; Directing
Planning	Initiating, Planning	Managing Stage Boundaries; Planning
Executing/ Controlling	[managed on a stage- by-stage basis]	Controlling a Stage; Managing Product Delivery; Planning; Directing
Closing	Closing	Managing Stage Boundaries



PRINCE2™ *Processes*

At the Project and Stage Levels



PMBOK® & PRINCE2™ *Major Deliverables*

How they match up...

PMBOK® Project Deliverables	PRINCE2™ Comparable Management Products
Project Charter	Project Mandate; Project Brief; Outline Business Case
Preliminary Scope Statement	Project Brief; Outline Business Case
Project Scope Statement	Project Initiation Document; Business Case
Project Management Plan	Project Initiation Document
Administrative Closure	End Stage Report; End Project Report



Where PRINCE2™ Adds Value to the PMBOK®

- ◆ **Organization** (Project Boards; well-defined roles and responsibilities; ownership & accountability)
- ◆ **Business Case driven** (ongoing appraisal of project viability, flexibly defined)
- ◆ **Product-Based Planning** (deliverable-oriented planning to support scope, quality and EV)

PRINCE2™ Adds Value to the PMBOK® ... (more...)

- ◆ **Work Authorization System** *explicitly defined*
(Work Packages handling)
- ◆ **Configuration Management** – *built in*
- ◆ **Quality Reviews** (Quality Control for text-based deliverables, and more)

PRINCE2™ Adds Value to the PMBOK® ... (and more...)

- ◆ **Issue Management** – *built into processes*
- ◆ Straightforward **Scope Change Control** technique
- ◆ Consistent with rigorous **ISO 9000**, Quality Management System and **Project Maturity Model** standards



Where the PMBOK® Adds Value to PRINCE2™

- ◆ **Human Resource Management** (Resource Planning, Team Management, Conflict Management, etc.)
- ◆ **Procurement Management** (robust!)
- ◆ **Cost and Time Scheduling details** (PRINCE2™ covers this only in outline)
- ◆ **Earned Value Analysis** (not in PRINCE2™ at all – but *Product Based Planning* sets up the groundwork)

The PMBOK® Adds Value to PRINCE2™ ... (more...)

- ◆ **Risk Management** (Risk Management Planning and Quantitative Risk Analysis)
 - ◆ **Broader Quality Control** (standard quality checking, plus some specific coverage of Quality Assurance)
- plus
- ◆ *the PMBOK® adds depth (and Tools and Techniques) in many other areas...*

*PRINCE2™ has these Critical Elements that the PMBOK® doesn't include...**

- ◆ *Work Package Authorization*
- ◆ *Identification and Management of Issues*
- ◆ *Defining and Handling Exception Situations*
- ◆ *Configuration Management*
- ◆ *Quality Review Technique*

* The PMBOK® assumes most of these to be part of Enterprise Environmental Factors, Organizational Process Assets, Project Management Information Systems, or otherwise defined outside of the PMBOK®.

And...

PRINCE2™ is Consistent with ISO 9000

- ◆ Follows accepted quality management practices
- ◆ Fits with international quality management standards
- ◆ Important for multi-national companies and projects



Project Management Maturity Models

PRINCE2™ is consistent with these maturity models:

- ◆ OPM3 (from PMI)
- ◆ Capability Maturity Model (CMM)
- ◆ PRINCE2™ Maturity Model
- ◆ UK Project Management Maturity Model



Bridging PMBOK® and PRINCE2™ ...

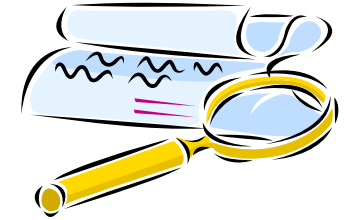


- ◆ Use PRINCE2™ to structure your methodology, and the PMBOK® for depth, tools and techniques

- ◆ Add value to the PMBOK® – learn and apply key elements from PRINCE2™ that are not in the PMBOK®:

Organization (“Project Board”), Product-Based Planning, Product Descriptions, Quality Review, Configuration Management, Issue Management, Work Package Authorization

For more information on PRINCE2™ ...



UK Government Website:

(they *own* PRINCE2™: general information, books, materials)

<http://www.ogc.gov.uk/prince2/>

APM Group:

(they *manage* PRINCE2™: sell manuals, accredit training organizations, trainers, practitioners, consultants, etc)

<http://www.apmgroup.co.uk/>

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Any questions?

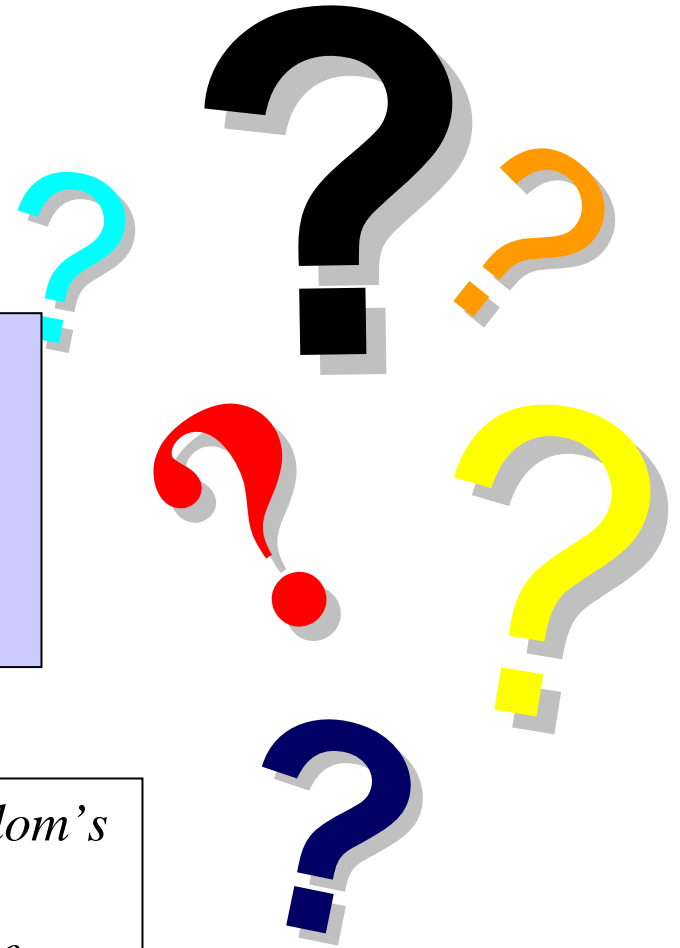
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