



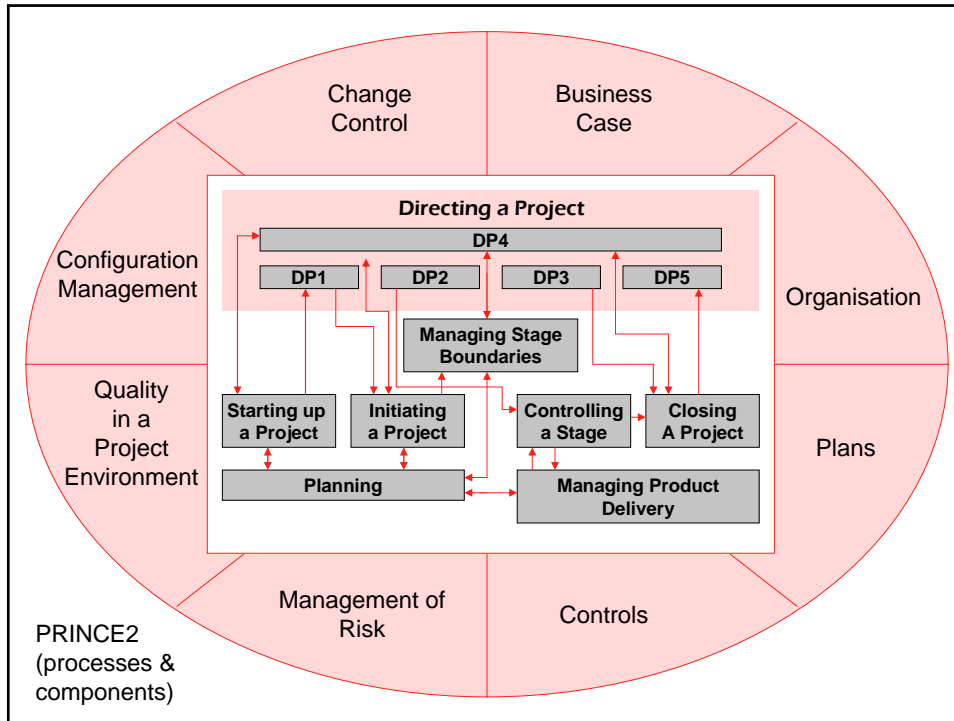
Managing by Projects


Brent Warren
Nottingham University



Prince & Prince 2

- PRINCE, stands for Projects in Controlled Environments.
- PRINCE is designed to be used on any type of project in any environment.
- PRINCE projects are always focused on delivering specified products to meet a specified Business Case.



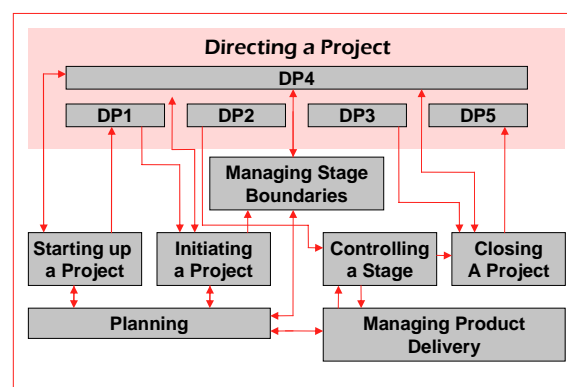
executive development 

Process based method

- The PRINCE process model consists of eight distinctive management processes, covering the activities from setting the project off on the right track, through controlling and managing the project's progress, to the completion of the project.

Components

- These components are the basic requirements of a properly managed project which cover:-
 - Planning
 - Organisation
 - Controls
 - Stages
 - Management of Risk
 - Quality in a project environment
 - Configuration Management
 - Change Control

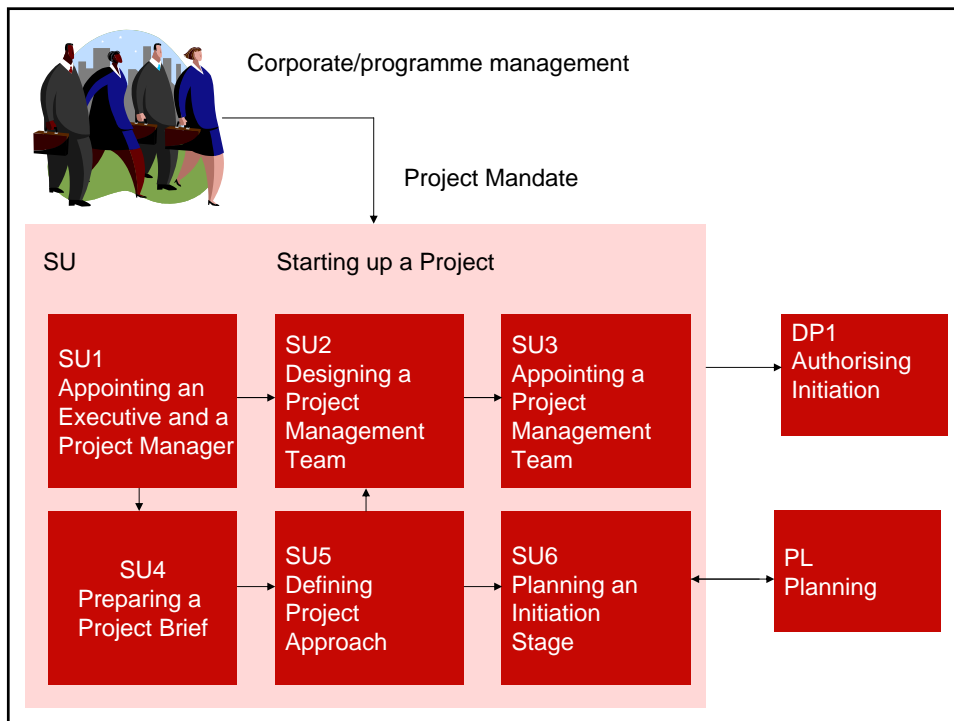


The PRINCE2 process model

Processes

- **SU 'Starting Up' a Project.**

This covers the pre-project work: the appointment of the Project Board and Project Manager, preparation of the Project Brief and Initiation Stage Plan. A "Project Mandate".

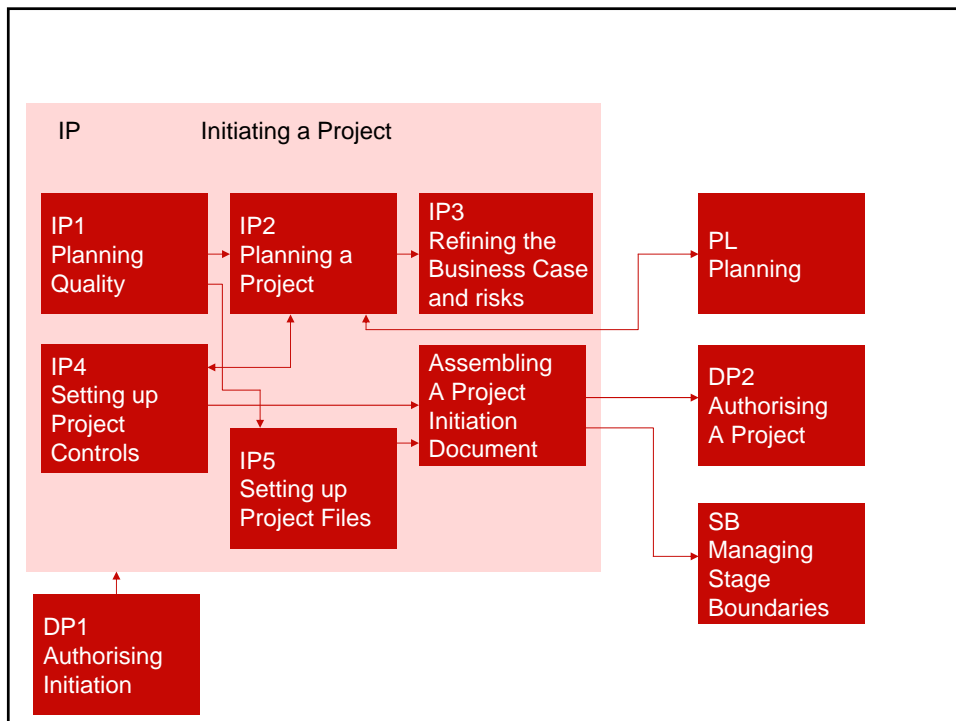




Processes

- **IP 'Initiating a Project'.**

This is the first stage of every PRINCE project, and is pure management. It starts with a Project Initiation Meeting (PIM), based on the material provided by SU. It ends with the production of a Project Initiation Document (PID).

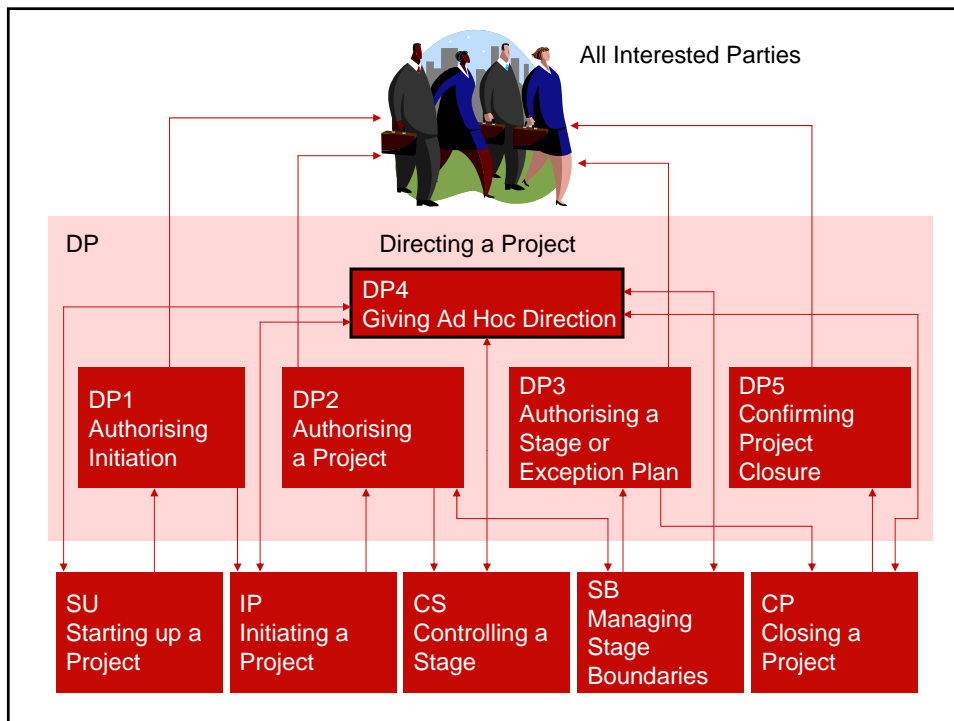




Processes

- **DP 'Directing a Project'.**

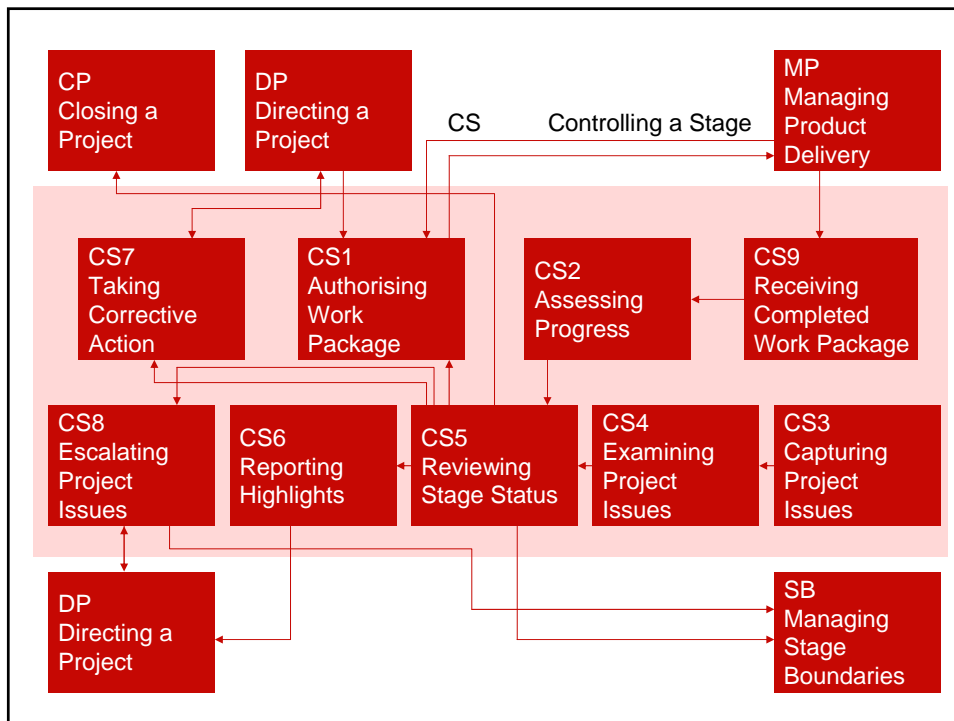
This covers the role of the Project Board. It has five lower processes: Authorising Initiation, Authorising a Project (approving the Project Initiation Document), Authorising a Stage or Exception Plan, Ad Hoc Direction and Authorising Project Closure.



Processes

- **CS 'Controlling a Stage'.**

Authorising work, tracking actuals, capturing and analysing issues, reviewing stage status & escalating exception situations.

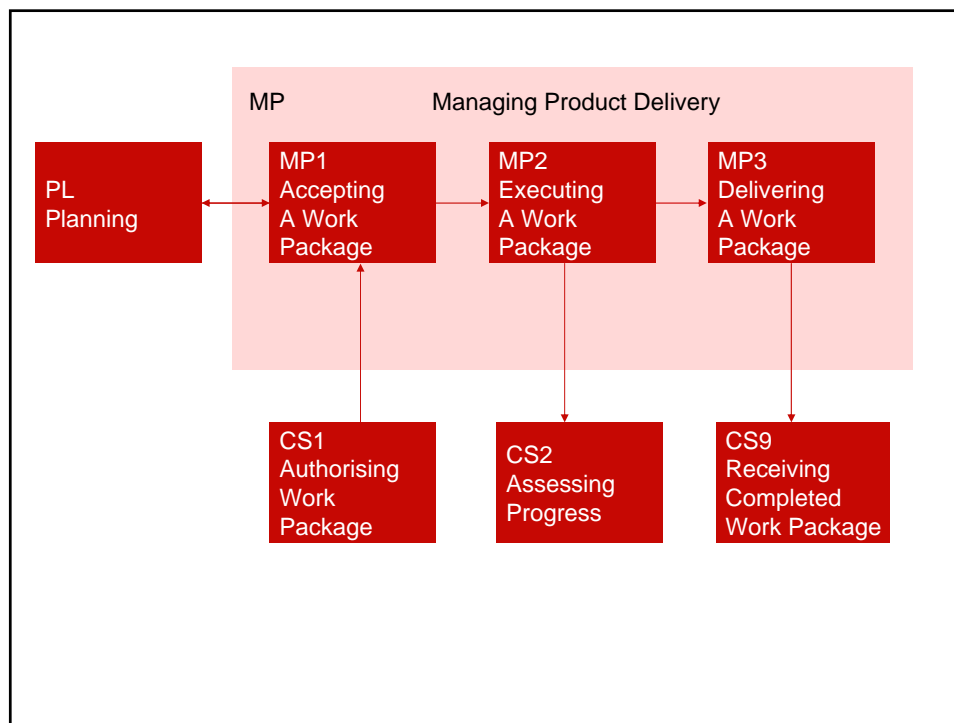




Processes

- **MP** *'Managing Product Delivery'*.

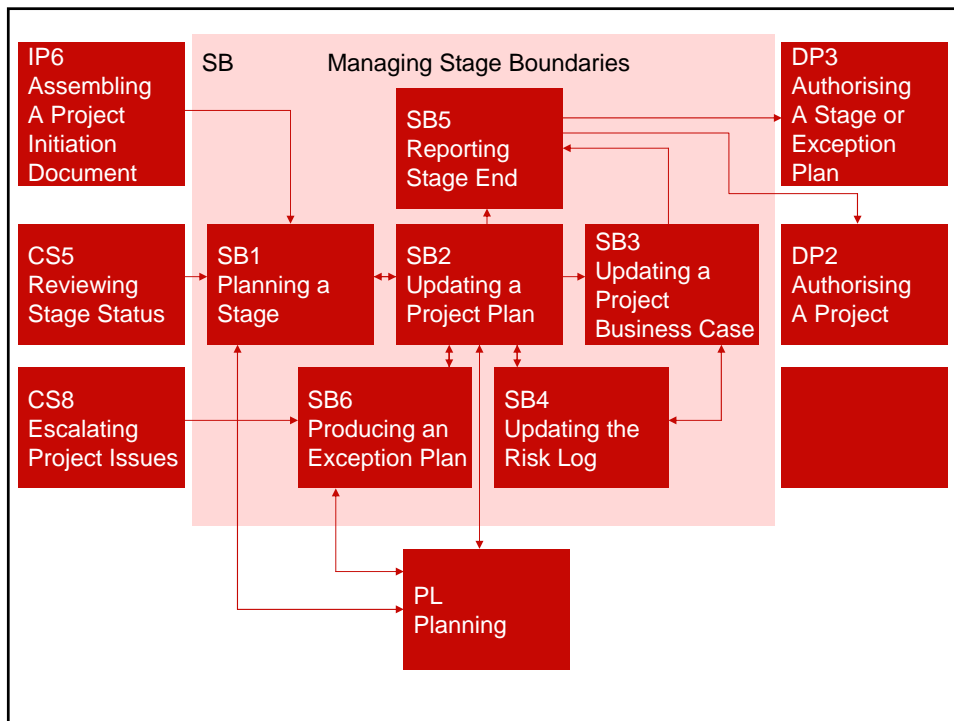
Allowing a controlled break between Project Manager & Team Leader. Allows work to be agreed, to be done and to be handed back.



Processes

- **SB 'Managing Stage Boundaries'**

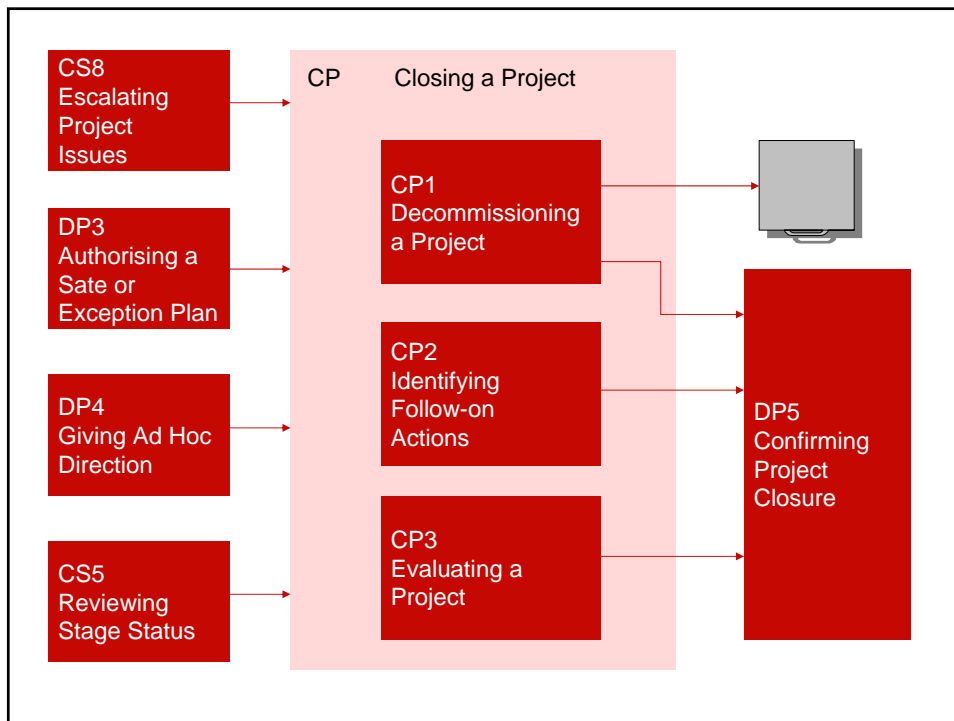
Ending one stage and starting another. It also includes the process of creating Exception Plans.
MP Managing Product Delivery The process of using of sub-contractors and specific work groups. It interfaces with CS. The interface is a Work Package which is authorised in CS. MP negotiates this with the Project Manager, handles execution of the work & delivery back to the Project Manager. It is a very useful way in helping to control any out-working.



Processes

- **CP 'Closing a Project'.**

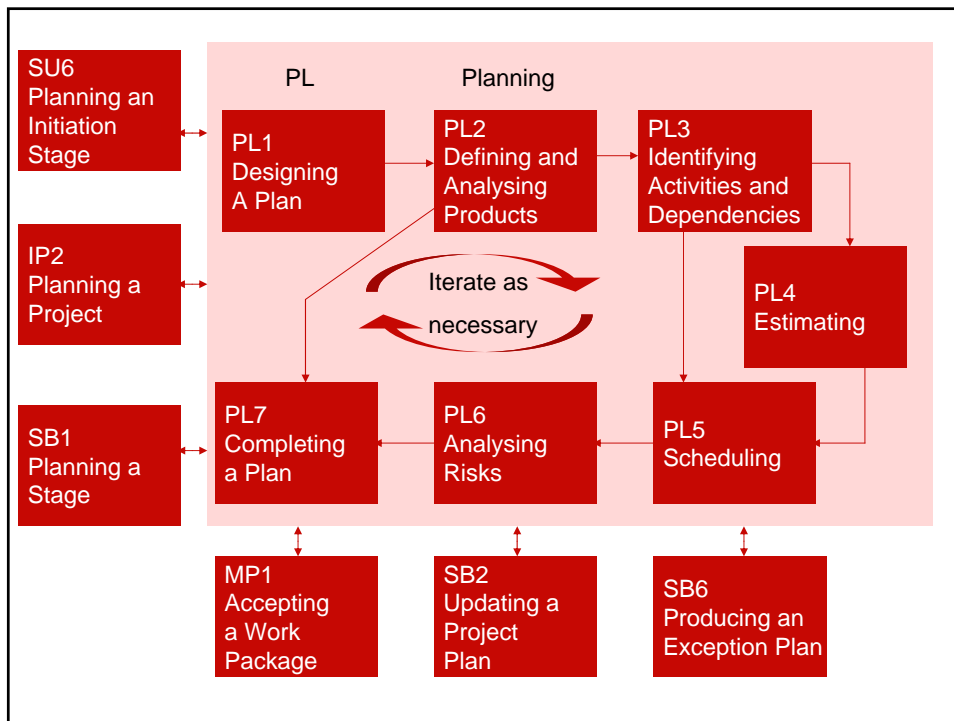
As the title suggests, this interfaces with the appropriate DP process. PRINCE 2 has an End Project Report, a Lessons Learned Report (the old PER) and Follow-on Action Recommendations.



Processes

- PL 'Planning'

This is a common planning process used by several of the other processes, namely SU, IP and SB. Each process is broken down into lower level processes. Each sub-process starts with a few lines on why it is done (Fundamental Principles), has a diagram of its interfaces, an overview of the steps needed, responsibilities, key criteria for effectively executing the process and hints and tips.





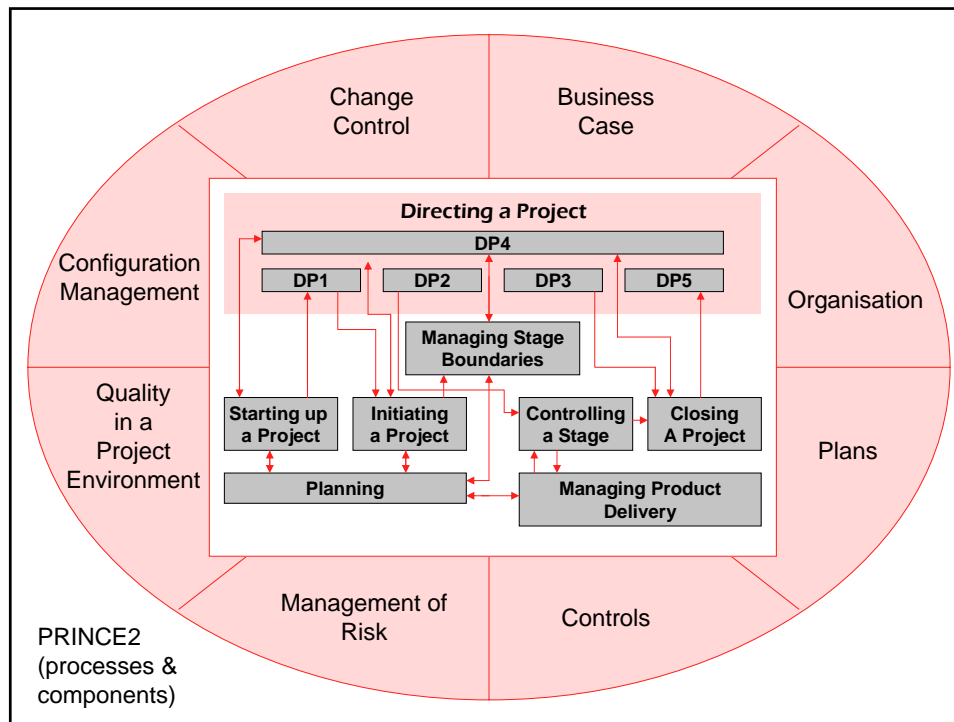
Organisation


- ⑩ The Project Board owns and directs the project.
- ⑩ The Project Manager is responsible for the day-to-day management of the project.
- ⑩ The Project Board is responsible for assuring the project is managed properly. They may choose to delegate assurance to a separate Project Assurance function.
- ⑩ The Project Manager may recruit the assistance of a Project Support team for project management.
- ⑩ The Project Manager may interact with one or more Team Managers for the delivery of Work Packages.



PRINCE 2 Components

An Introduction



executive development 

Business Case

- Description of the project
- The scope of changes
- Drives the decision making process
- Should contain, reasons for, options considered, benefits expected, risks, cost, timescale, investment appraisal and evaluation of all elements



Organisation

- Identifies a structure for the project
 - Corporate or programme management
 - Project Board
 - Project Manager
 - Project Team

- Project Board should represent business, users and suppliers



Organisation – Project Manager

- | | |
|---------------------------|--------------|
| ■ Line Management | ■ User needs |
| ■ Funding | ■ Monitoring |
| ■ Communications | ■ Planning |
| ■ Quality | ■ Team work |
| ■ Product Status | ■ Customer |
| ■ Product v project needs | ■ Strategy |
| ■ Changes | |



Plans

- Should contain
 - The products to be produced
 - Activities needed to produce products
 - Activities needed to validate quality
 - Resources and time needed
 - Dependencies between activities
 - External dependencies
 - When activities will occur
 - Monitoring points and agreed tolerances



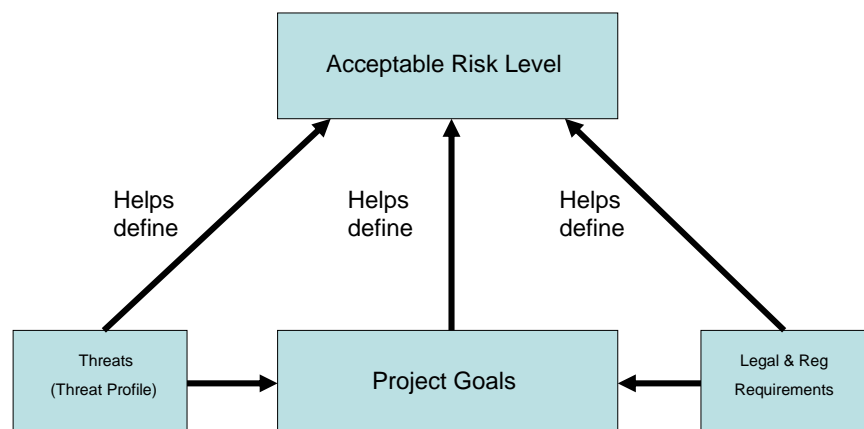
Controls

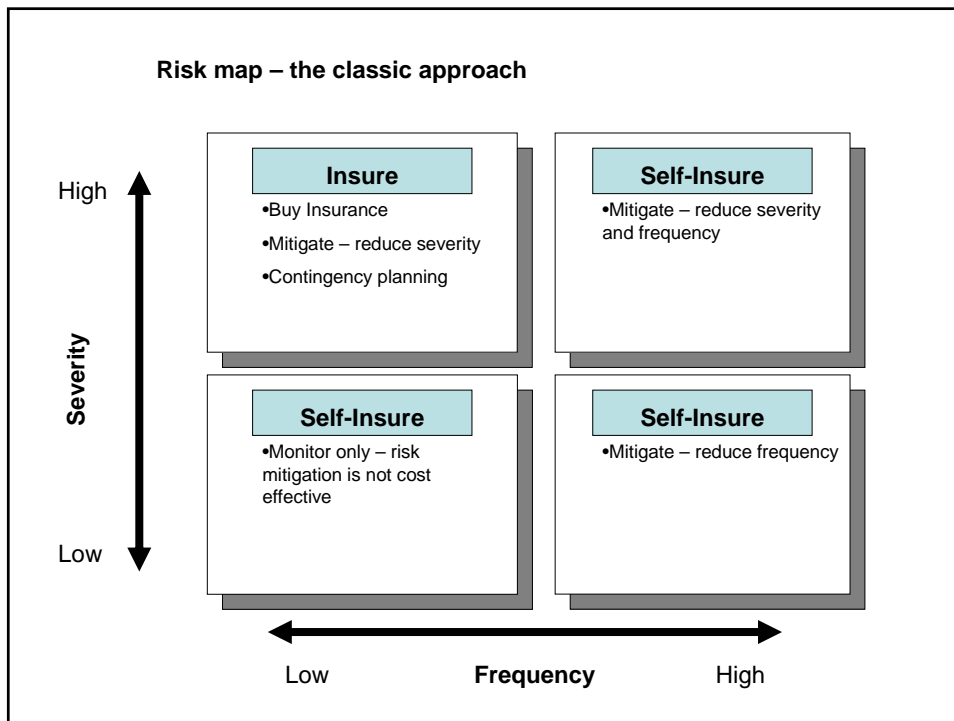
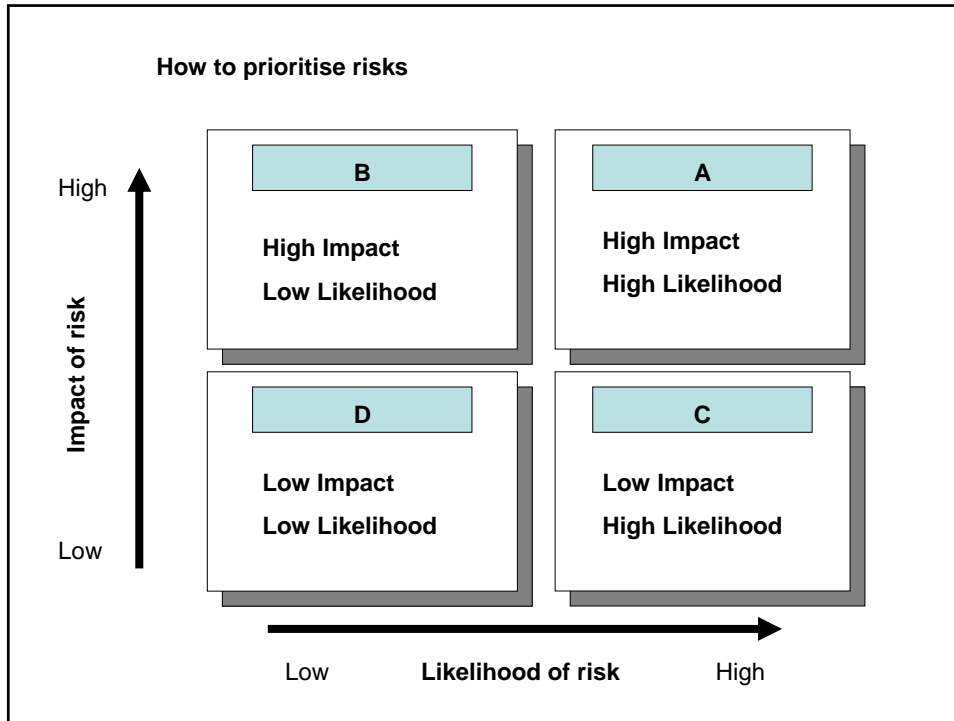
- To ensure that the project remains viable against the business case
- That the project is producing required products that meet defined quality standards
- That cost, time and other resources are in accordance with the plan

Risk

- Requires accurate, reliable and up-to-date information about risks
- Decision making process supported by evaluation and risk analysis
- Processes to monitor risks
- Controls to deal with risk

How to define acceptable risk







Quality

- Products fit for purpose
- Quality system
- Quality assurance
- Quality planning
- Quality control
- All consistent with standards such as ISO (International Organisation for Standards)



Configuration

- Asset or product control
- e.g. version being used
- Product status (live, ready for checking etc)
- Who owns what
- Maintains records
- Allows management of changes
- Audit trail



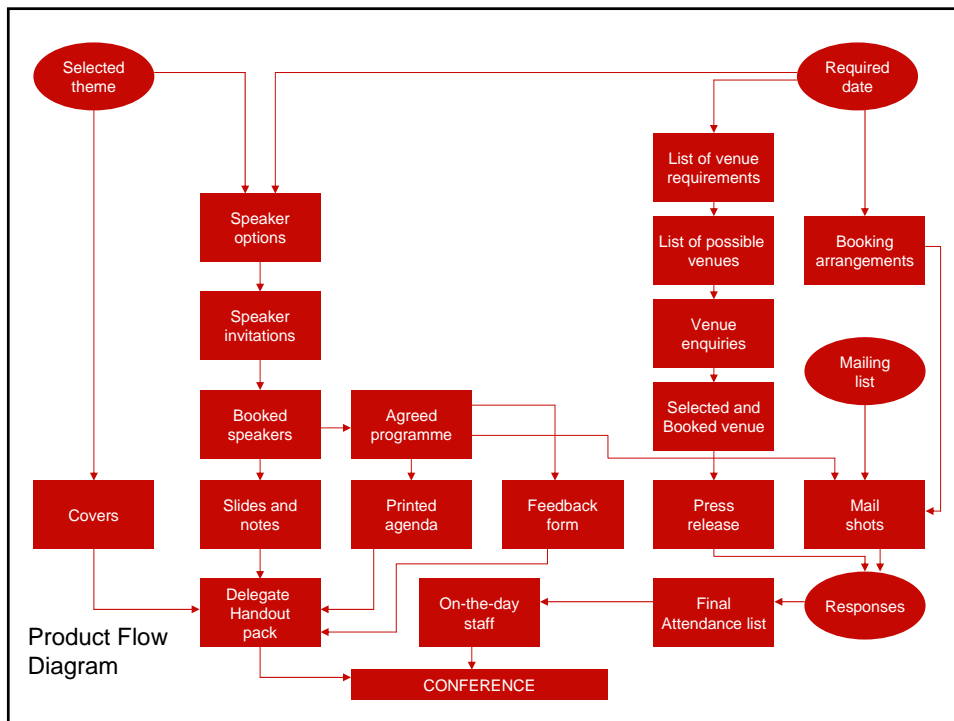
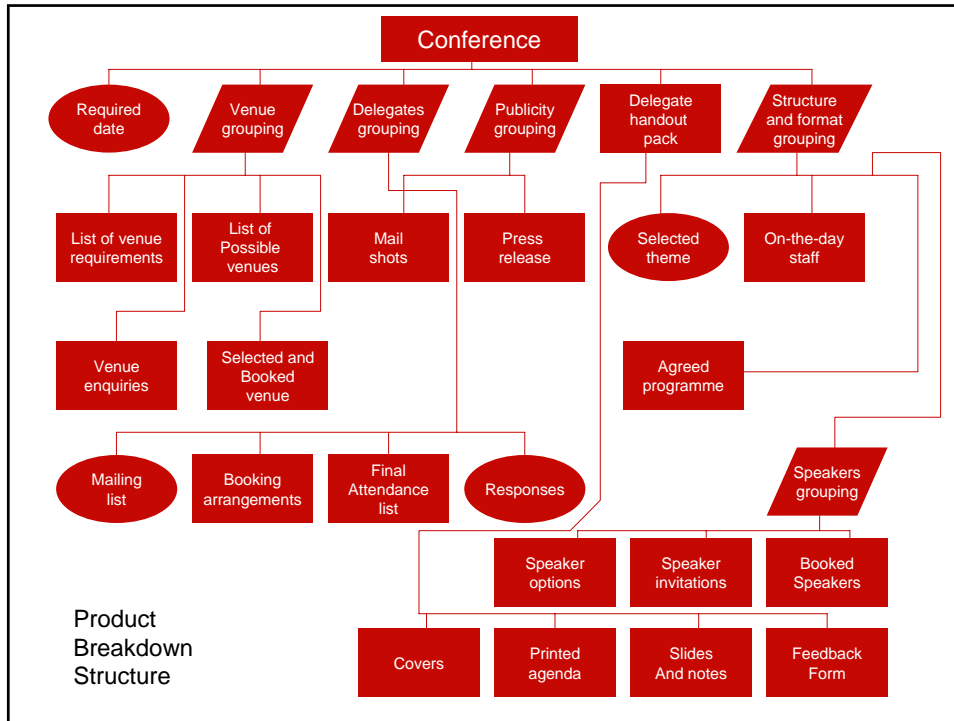
Change Control

- Revolves around project issues and captures, logs and categorises them
- Change can revolve around
 - Requirements
 - Environment (legislative, new customer, competitors, corporate changes etc)
 - Problems, errors, new risks or anticipated risk happening



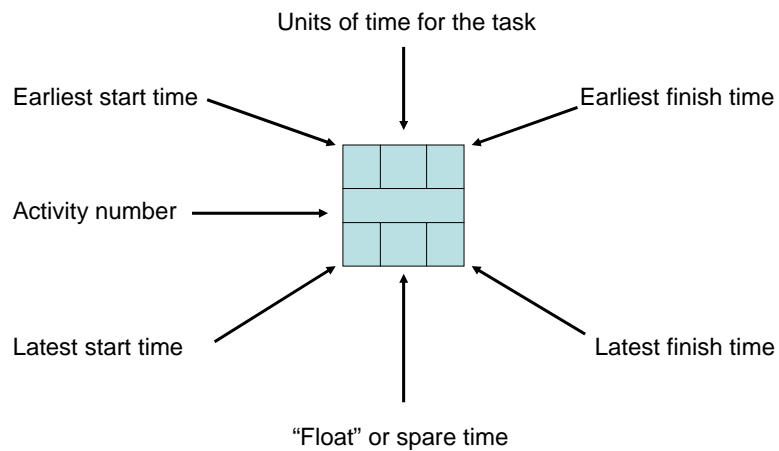
Product Based Planning

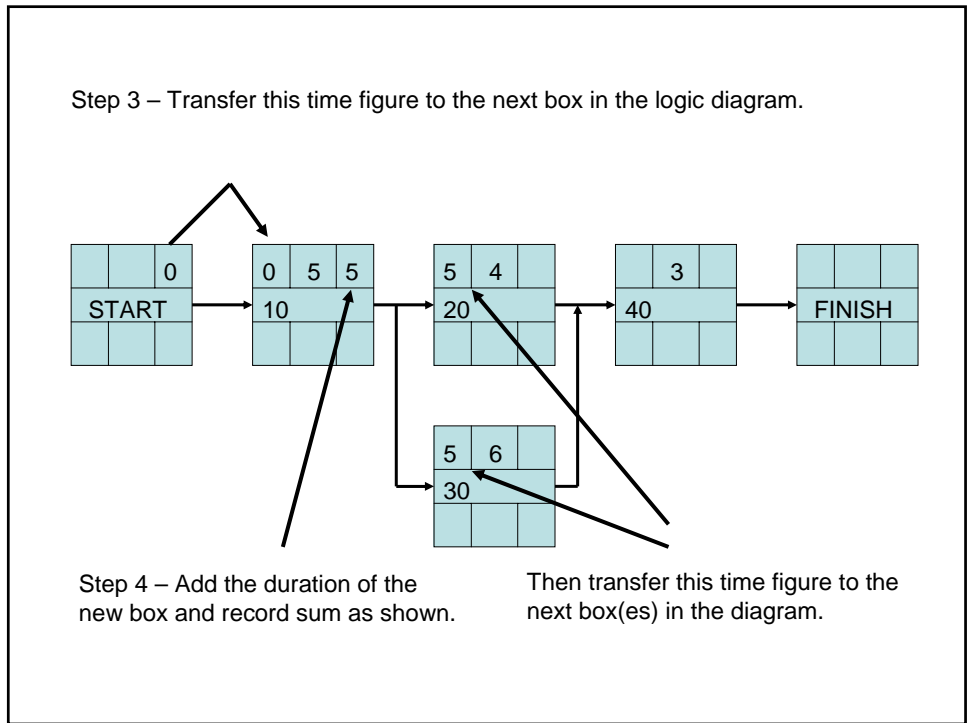
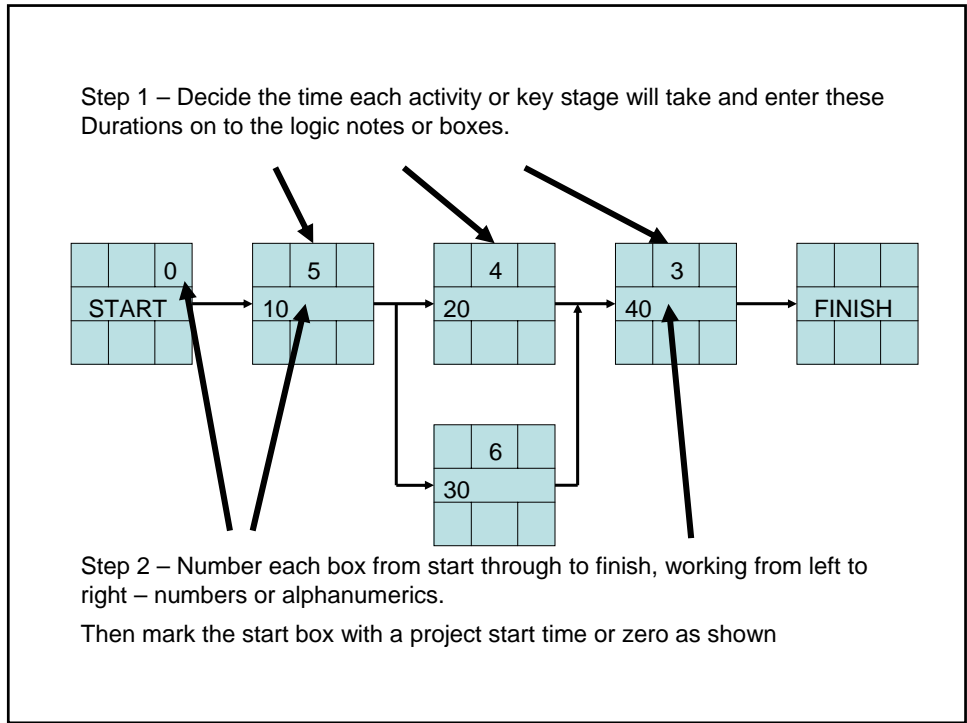
- Four “products” of product-based planning
 - A Product Description of the final product of the project
 - A Product Breakdown Structure
 - Product descriptions of each product
 - A Product Flow diagram



Project Logic Diagrams

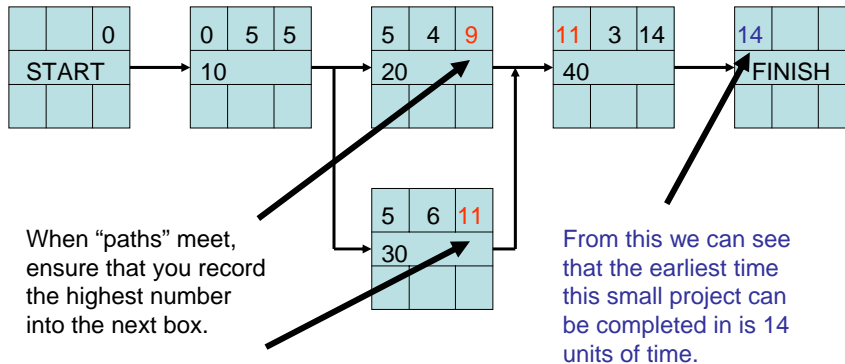
One method of planning projects and identifying the critical path is to use "logic boxes" and project logic diagrams.



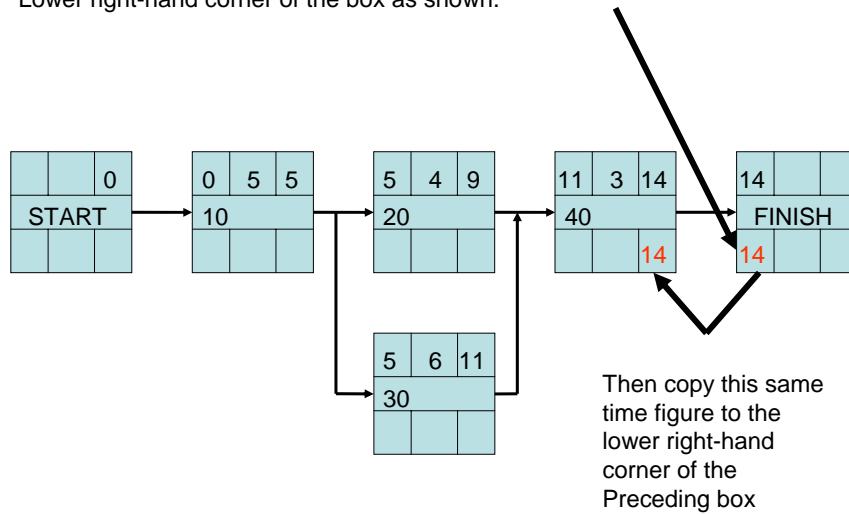


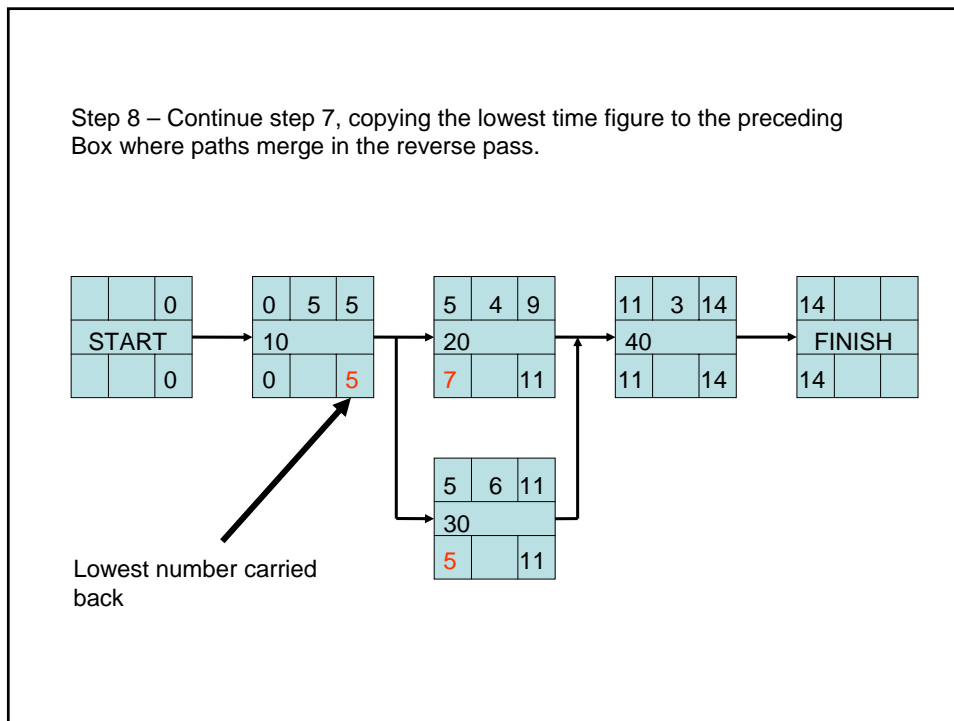
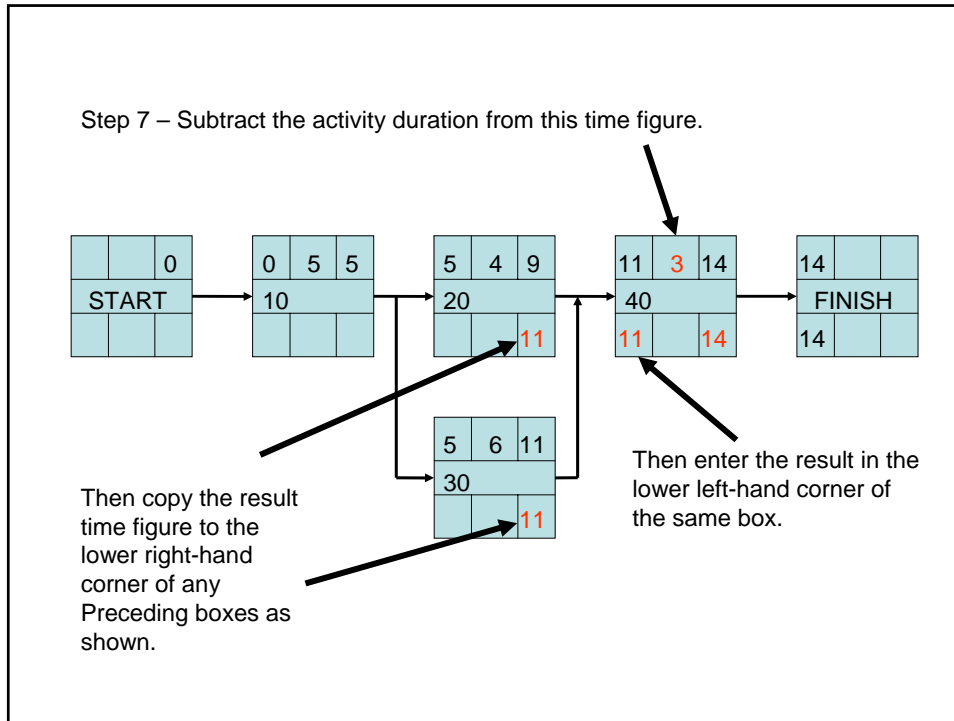
Step 5 – Repeat step 4, working through the logic diagram from left to right.

The completed forward pass analysis now looks like this:



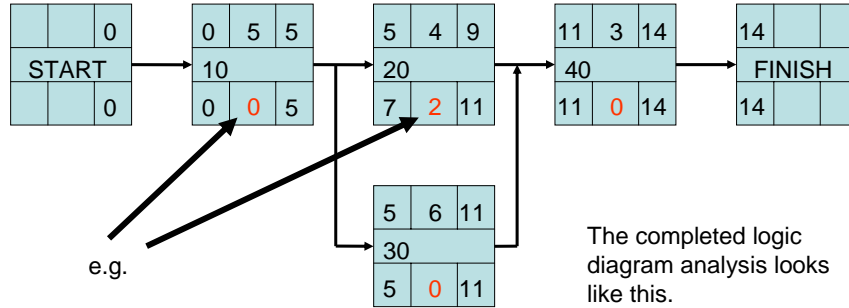
Step 6 – The whole process is now reversed. Transfer the finish time to the Lower right-hand corner of the box as shown.



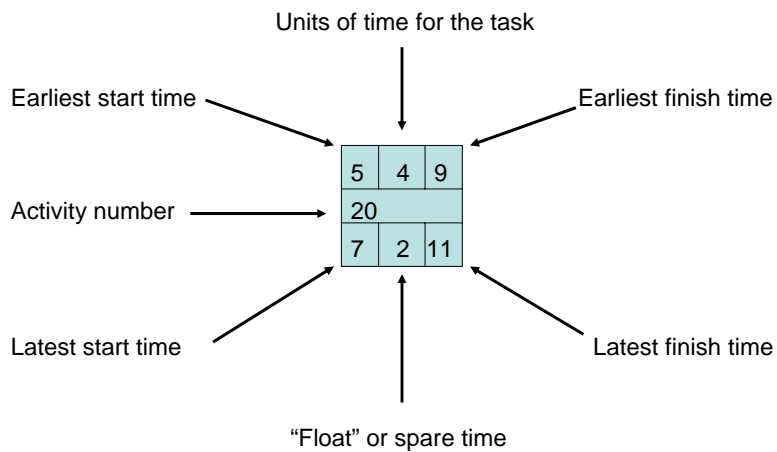


Step 9 – Calculate the “float” or spare time for each task.

Look at each box and record the difference between the figures in the upper and lower left-hand corners and the figures in the upper and lower right-hand corners, using the lower middle part of the box.



Each box now contains information about each activity or key stage of the Project.



Step 10 – The Critical Path.

The activities that have zero float time form the critical path through the Project.

