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Contrasting the PRINCE2 Methodology of Project Delivery to PMI's PMBOK

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Rick Ranay

- **Senior Manager** with over fourteen years' experience in People, Program, Project, Risk, Financial and Stakeholder Management.
- **Triple-certified**: PMP, PRINCE2 (Practitioner) and SAMC (Agile Master).
- **Successfully managed** projects in the \$0.1-\$51 million range for large enterprise and government clients.

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What is PRINCE2?

- Acronym for **PR**ojects **IN** **C**ontrolled **E**nvironments.
- Framework established by the British government in **1989**. PRINCE2 was released in **1996** as a process-based methodology with inputs from 150 European organizations. Currently owned by Axelos.
- Described within the “Managing Successful Projects with PRINCE2” manual.
- **Methodology** with detailed process models and templates best suited to IT projects.

Project Management Professional (PMP)

- Administered by the Project Management Institute (PMI), Pennsylvania, founded in **1969**.
- Certification based on the PMBOK guide, the Project Management Body Of Knowledge.
- PMBOK is a **standard** developed in collaboration with industry.
- Universal industry acceptance: Construction, IT, Procurement, Health care, Life sciences amongst others.

(Project Management Institute, 2017) | A Guide to the Project Management Body of Knowledge: PMBOK Guide. Sixth Edition.

Key Differences between PRINCE2 and PMP (Rastogi, 2019)

#	PRINCE2	PMP
1. Country of Origin	UK, 1989	USA, 1969
2. Methodology	Process-based	Knowledge-based
3. Answers	What/ When/ Whom?	How?
4. Framework	<u>Prescriptive</u> : based on best practices in the project environment.	<u>Descriptive</u> : based on knowledge areas such as scope, schedule, cost, risk, etc.
5. Project Roles	Project team roles are well defined.	Emphasizes the role of a Project Manager.

Key Differences between PRINCE2 and PMP (Rastogi, 2019)

#	PRINCE2	PMP
6. Structure	An integrated set of 7 Themes, 7 Processes and 7 Principles.	10 Knowledge Areas, which can be referred to in isolation to master a specific project management area of knowledge.
7. Popular certifications	- PRINCE2 (Foundation) - PRINCE2 (Practitioner)	- PMP - CAPM
8. Certification acceptance	UK, European Union, Australia, India	USA, Canada, Australia, Switzerland, South America and some of Asia

PMBOK Structure

- **Process Groups**: 49 processes, which are grouped into 5 categories known as Process Groups.
- **Processes** grouped into 10 Knowledge Areas.
- **Knowledge Areas** are described in terms of its component processes, practices, inputs, outputs, tools and techniques.
- **132 Tools and Techniques** (my count!)
- **Project Manager** is responsible for the end result of a project.

PRINCE2 Manual Structure

- **Principles:** 7 principals form basis of project.
- **Themes:** 7 themes, must be continuously addressed throughout the lifetime of the project.
- **Processes:** Themes are applied throughout the 7 processes, which describe who is responsible and accountable for what, and when.
- **Tailoring:** depending on size, level of risk, complexity
- **Defined** roles & responsibilities of the project team.

PRINCE2 – Play of Seven (7)

7 Principles

1. Continued 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 Project Environment

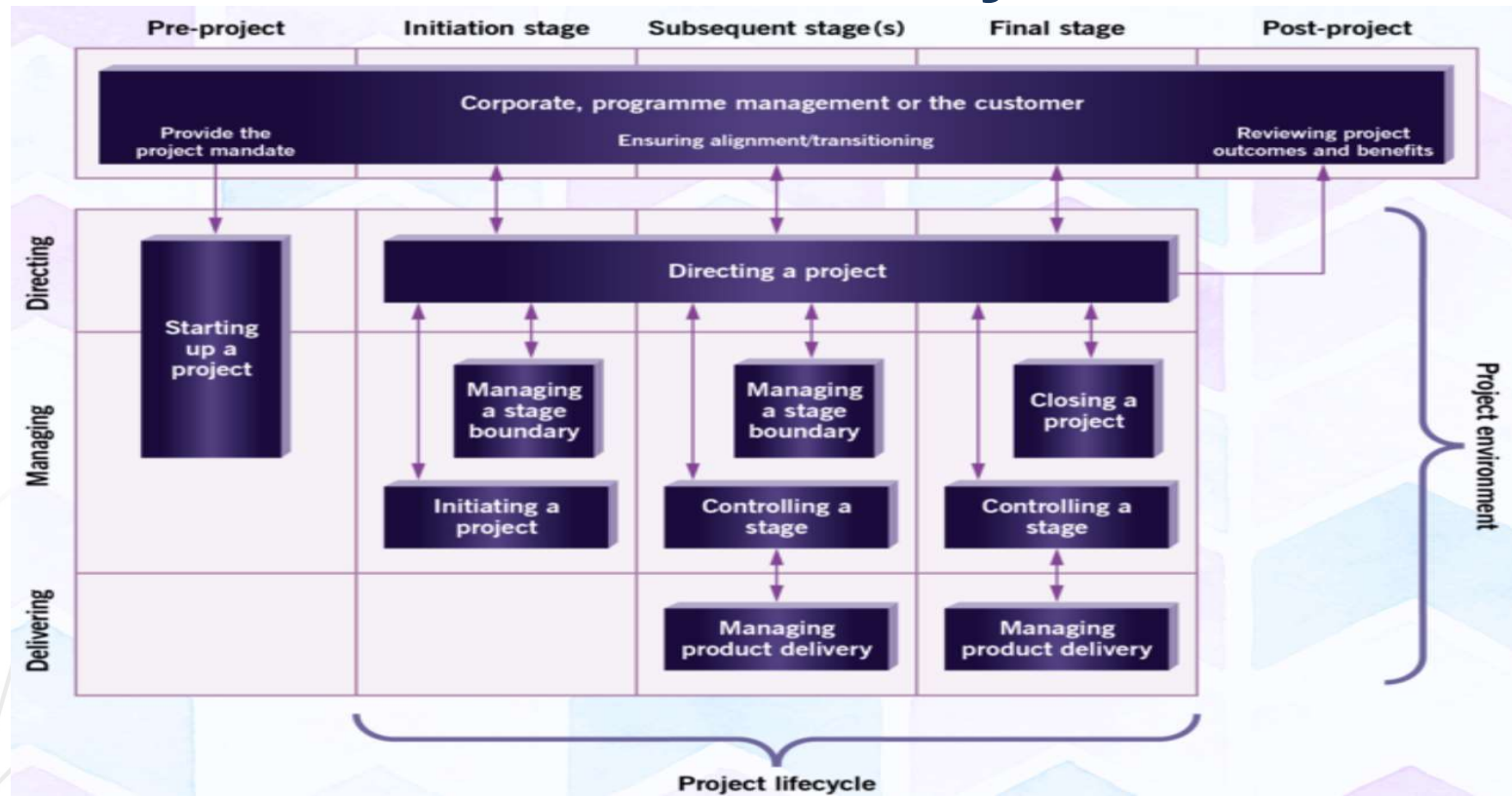
7 Themes

1. Business Case
2. Organisation
3. Quality
4. Plans
5. Risk
6. Change
7. Progress

7 Processes

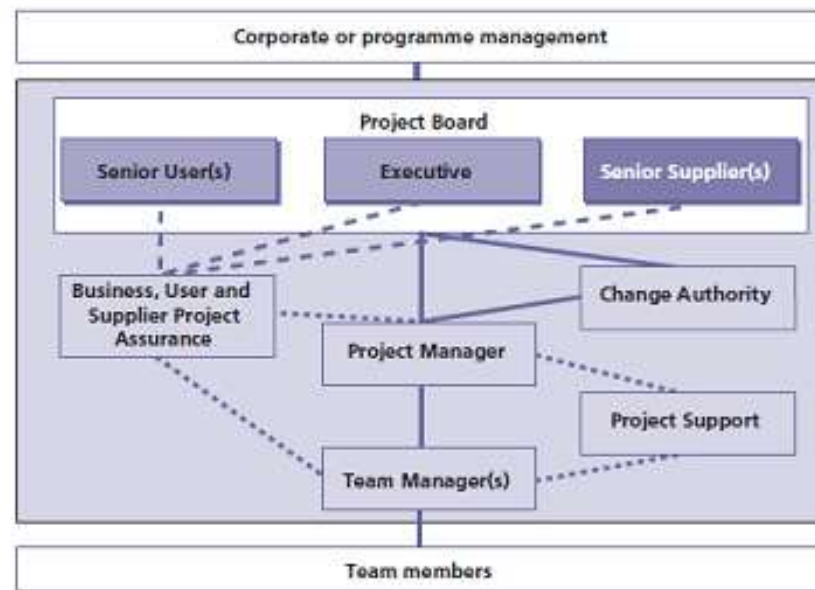
1. Starting Up A Project
2. Initiating A Project
3. Directing A Project
4. Controlling A Stage
5. Managing Product Delivery
6. Managing Stage Boundaries
7. Closing A Project

PRINCE2 – Lifecycle



(AXELOS, 2017) | Managing Successful Projects with PRINCE2

PRINCE2 – Governance



(AXELOS, 2017) | Managing Successful Projects with PRINCE2

Exception Report

<Insert Project Name>

Created/updated 16/10/19



Project Name:	
Date:	Release: Draft/Final
Author:	
Owner:	
Client:	
Document Number:	

Title (An overview of the exception being reported)
Cause (A description of the cause of a deviation from the current plan)
Consequences (What the implications are if the deviation is not addressed for; The project; Corporate or Programme Management)
Options (What are the options that are available to address the deviation and what would the effect of each option be on the Business Case, risks and tolerances)
Recommendation (Of the available options, what is the recommendation, and why?)



- An example of an **Exception Report** pertaining to the “Manage by Exception” Principle (Morphy, 2008)

PMBOK Shortfalls

- Lack of specific **responsibilities for members** of the project management team (Rastogi, 2019)
- The PMBOK being a guide is **complex and overly-detailed** at times and cannot be put to use readily (Rastogi, 2019)
- North American context, often not considering **human resource practices** that often differ between countries and cultures (Rastogi, 2019)

PRINCE2 Shortfalls

- Lack of **tools and techniques** e.g. critical path analysis and earned value analysis do not exist (Rastogi, 2019)
- No account of **Project Risk, Project Procurement and Stakeholder Management** which are critical elements of a project.

Blended Approach with Global Teams

- **PMBOK guide as a reference** owing to its extensive tools and techniques.
- **PRINCE2's relatively simple processes** answer important project management decisions such as: What / When / by Whom?
- Utilize strength of PRINCE2 ie. its **focus on business case** to drive the decision-making during the project.
- Utilize **integration with other frameworks** such as the ITSM, Scrum Development etc.

QUESTIONS

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