



An Accredited Institution of the University of Westminster (UK)

Project Management

Lecture 13

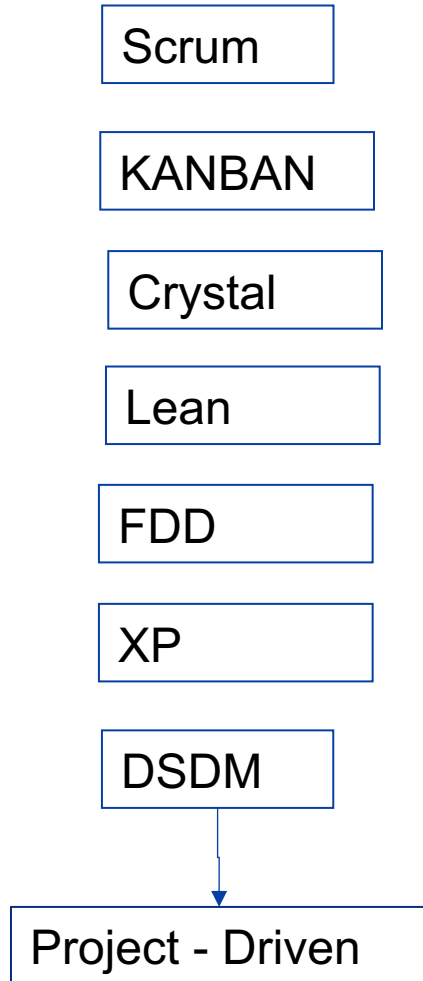
**Alternative Approaches to Project
Management**

by

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- Agile Project Management
- PRINCE2

Agile Umbrella



Pixabay. (n.d.). Woman umbrella floating,
<https://pixabay.com/photos/woman-umbrella-floating-jumping-1245817/>

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

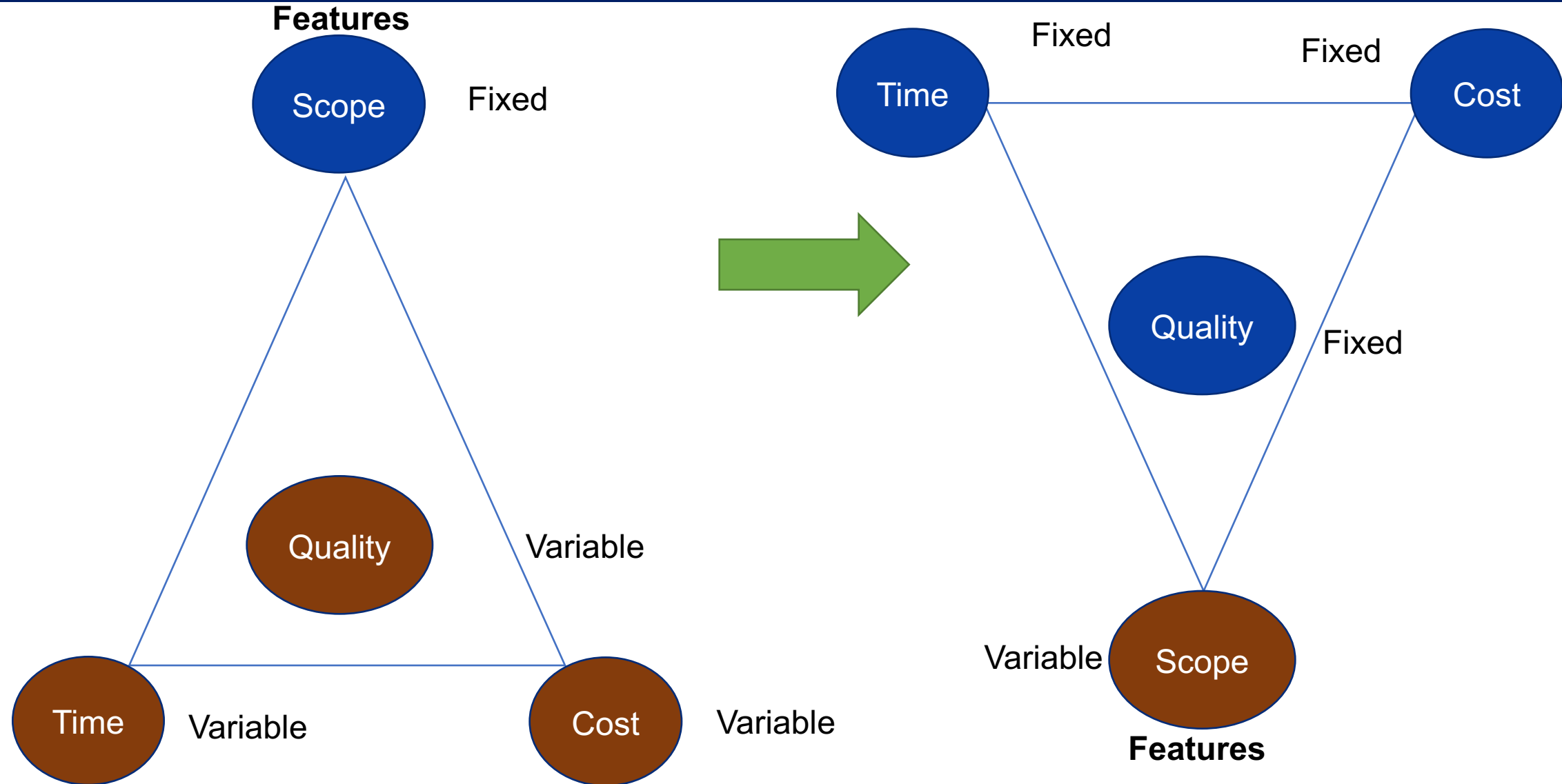
Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

Fundamentals of Agile (DSDM)



8 Principles of Agile PM (DSDM)

Business case



1. Focus on the business need



2. Deliver on time

Meeting
deadlines

Team
empowerment



3. Collaborate



4. Never
compromise quality

MoSCow
Prioritisation

Timeboxes
(Sprints)



5. Build incrementally from firm
foundations



6. Develop iteratively

Nothing is perfect
from first time

Presentation and
communication



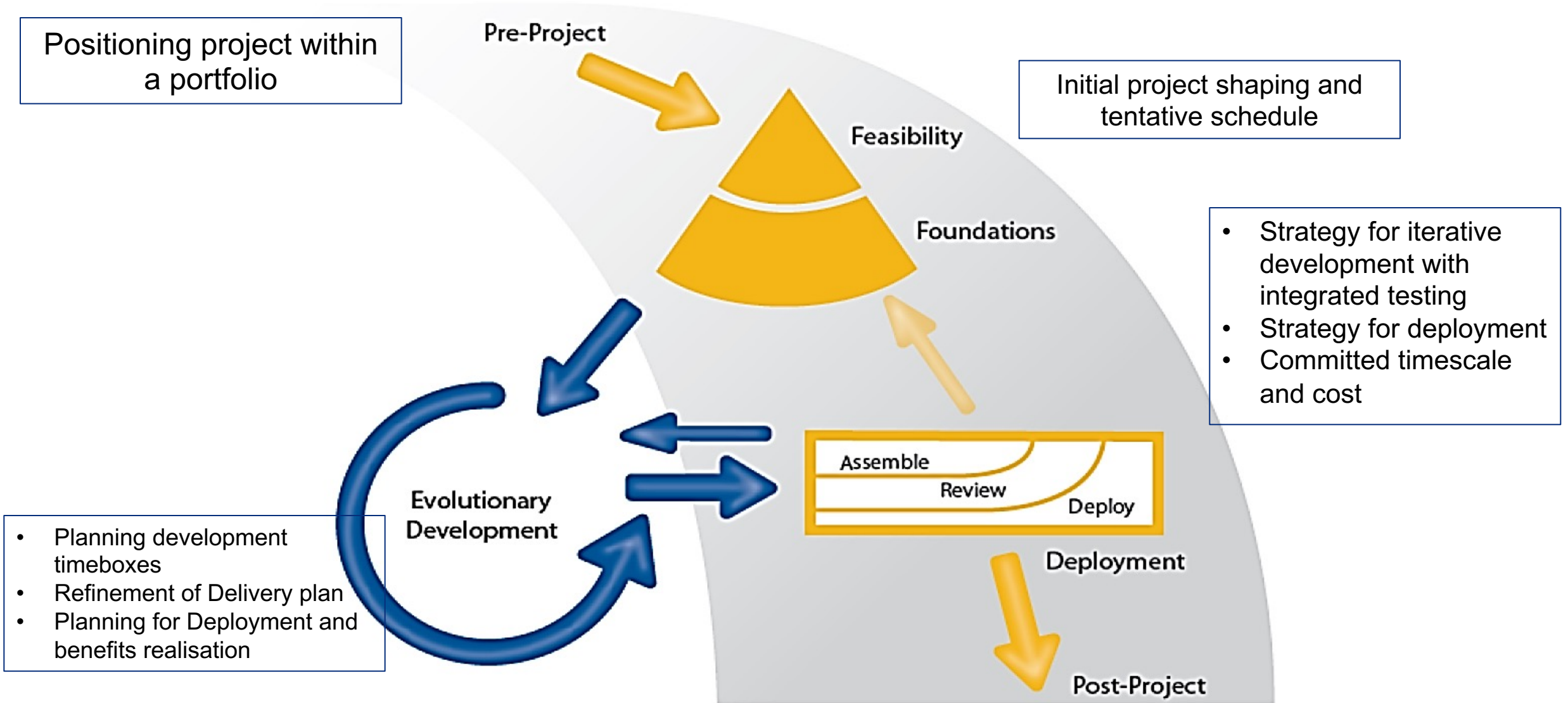
7. Communicate continuously
and clearly



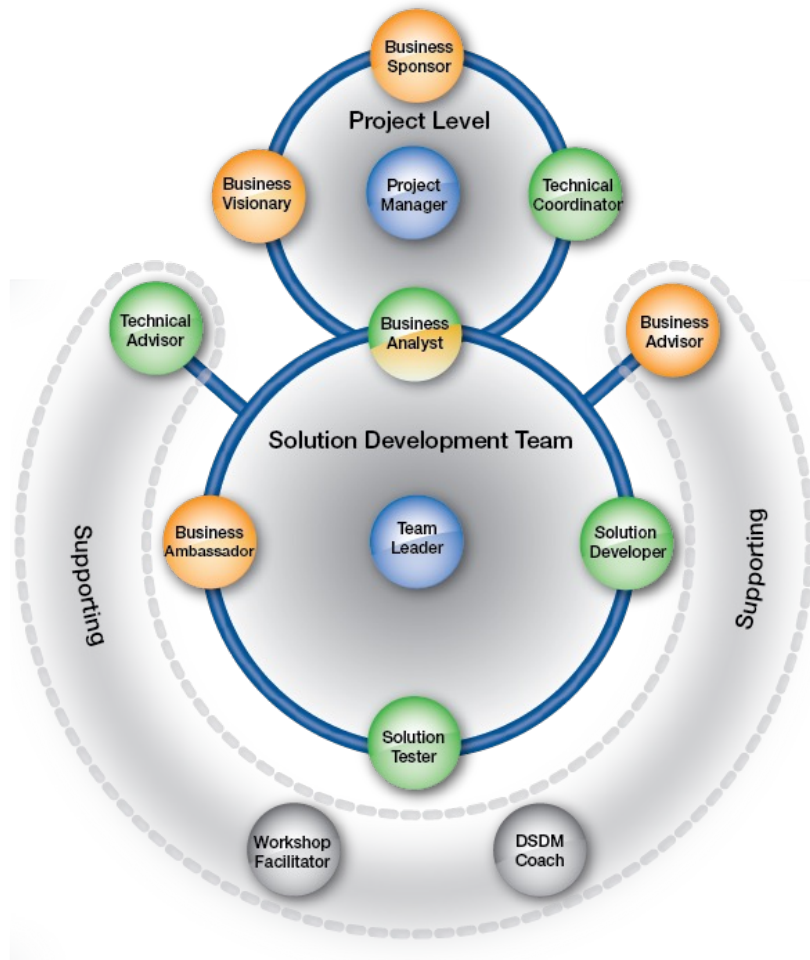
8. Demonstrate
control

Plans visible
Delivery plan,
Timebox plan.
Daily standups

Project Phases



Project Manager and Team



Project Manager and Team Leader are given Management/Leadership role.

- Orange – Business interest
- Green – Solution/technical interests
- Grey – Process interest.

It is recommended to have 7 +/- two people in the solution development team.

- **Must have = Minimum Usable Subset**

Without this requirement... no point on this date or not legal or unsafe or not a viable solution

- **Should have** — Important but not vital May be painful to leave out but solution still viable May need workaround, which may be temporary

- **Could have** - Wanted or desirable but less important Less impact if left out (compared with a Should)

- **Won't have this time**

- **Projects IN Controlled Environment** – as the title suggests the methodology focuses on creating a controlled environment for better management of projects.
- Unlike PMI – Prince2 provides clear guidelines on what should be done for successful project management.

PMI

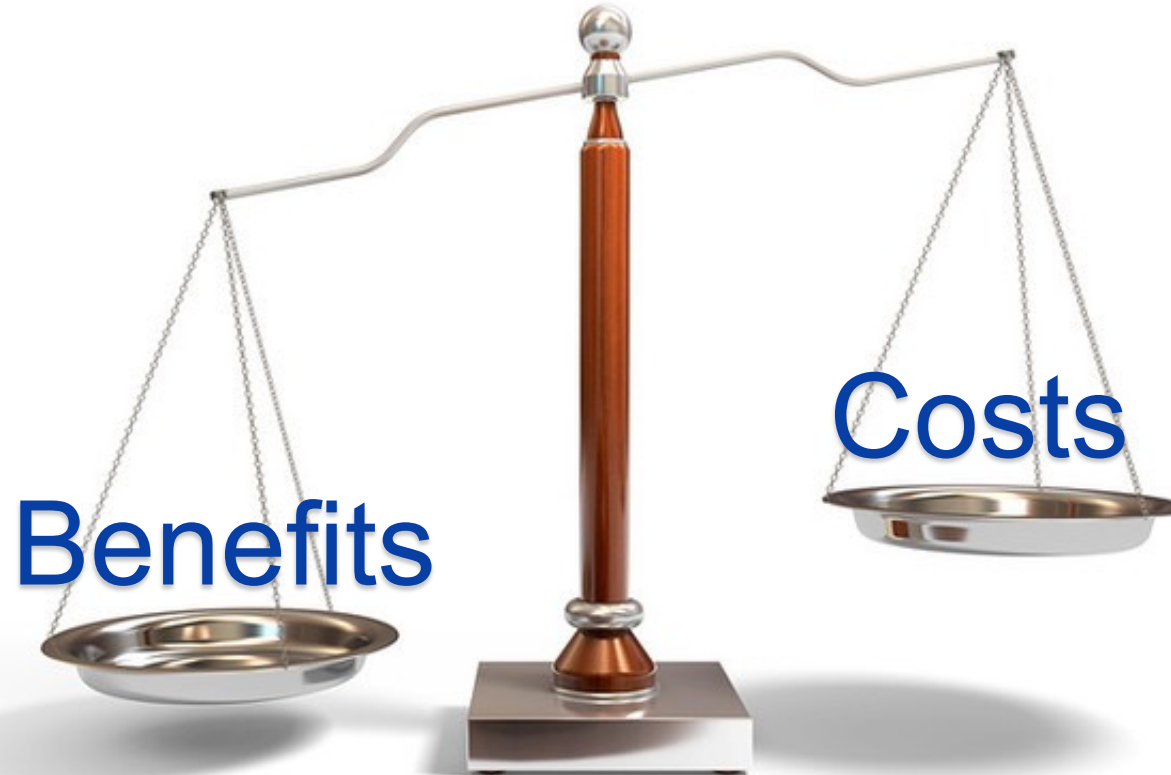
Project is successful if it is on time, on budget and provides the specifications of quality.

Prince2

Project is successful if it delivers business benefits to organization, and there is still a business case

Planned for one stage and controlled

Are the benefits still worth the cost and risk?



Carry on the project / Terminate

Principle	Definition
Continued business justification	A PRINCE2 project has continued business justification
Learn from experience	PRINCE2 project teams learn from previous experience: lessons are sought, recorded and acted upon throughout the life of the project
Defined roles and responsibilities	A PRINCE2 project has defined and agreed roles and responsibilities with an organizational structure that engages the business, user and supplier stakeholder interests
Manage by stages	A PRINCE2 project is planned, monitored and controlled, management stage by management stage
Manage by exception	A PRINCE2 project has defined tolerances for each project objective, to establish limits of delegated authority
Focus on products	A PRINCE2 project focuses on the definition and delivery of products, in particular their quality requirements
Tailor to suit the project environment	PRINCE2 is tailored to suit the project environment, size, complexity, importance, team capability and risk

Continued business justification

Should be providing the expected benefit- if not, the project should be stopped.
The justification parameters are captured in Business Case, which is revised as project progresses

Learn form Experience

The lessons learned are needed to be reviewed before doing the project, during the project and also at the end of the project

Defined roles and responsibilities

Project has the representatives of three major stakeholder groups (in Project Board): business, users, suppliers

- **Executive:** accountable for the Business Case and establishing a value-for-money solution
- **Senior User:** may be more than one person representing the interests of the user community
- **Senior Supplier:** may be more than one person representing the interests of the technical teams.

Manage by stages

Project is reviewed and assessed after each stage. If the business justification is no longer there – project is to be terminated.

Manage by exception

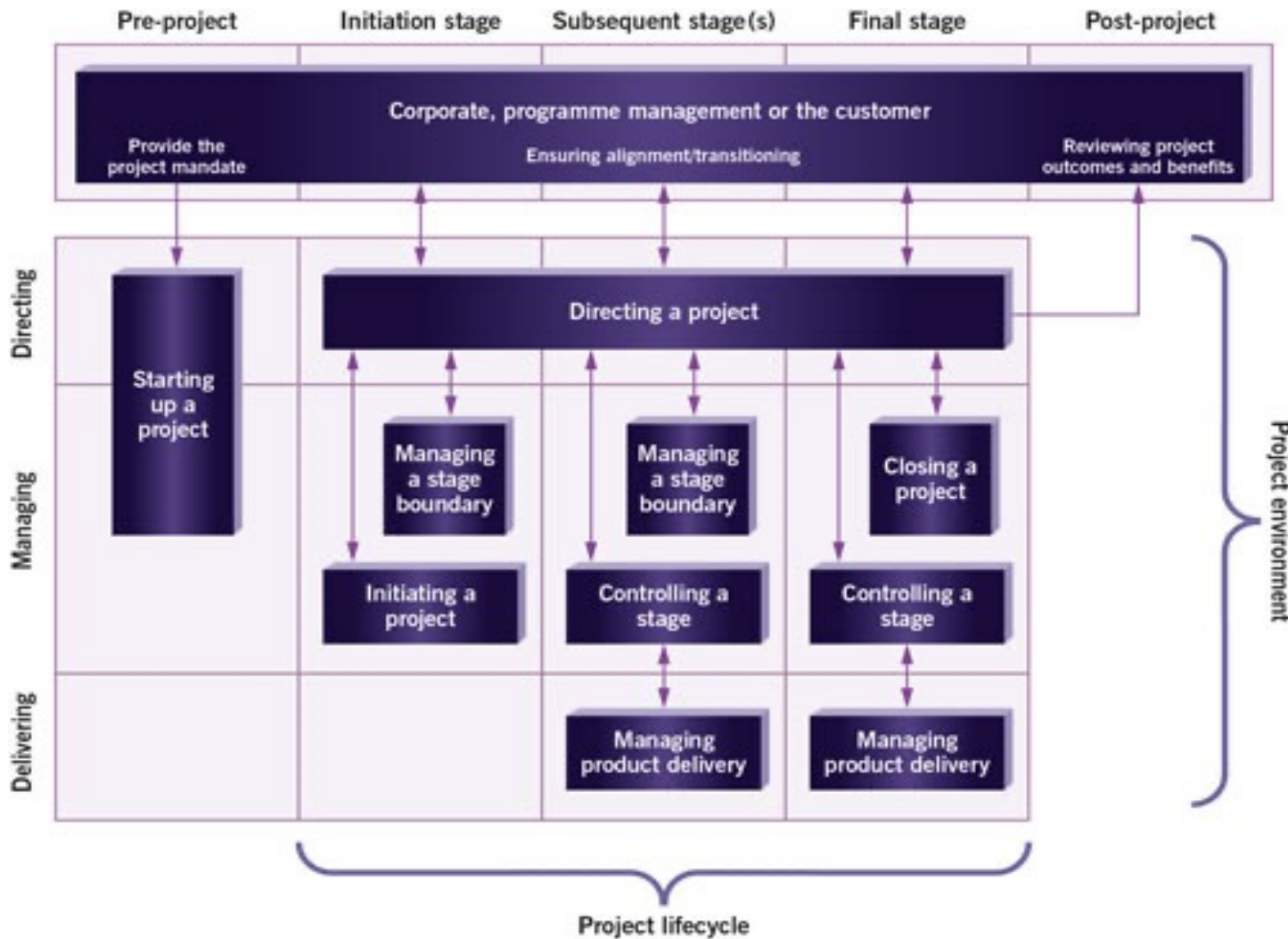
At any level of the project – there is a margin for discrepancy and the authorization for changes. In case of exceeding such margins (tolerances) the issue is escalated

Focus on Products

Output (deliverable) oriented project, the acceptance criteria for each project products are documented to control the change.

Tailor to suit the project

Ability to be adopted to any project provided all the principles are followed.



Benefits must be realized to consider the project a success

Any
Questions

- Agile Consortium

<https://www.agilebusiness.org/page/TheDSDMAgileProjectFramework>

- Axelos

<https://www.axelos.com/best-practice-solutions/prince2/what-is-prince2>

AXELOS. (2017). *Managing successful projects with PRINCE2*. The Stationary Office