



How PRINCE2® Can Complement the PMBOK® Guide and Your PMP®

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A Guide to the Project Management Body of Knowledge (PMBOK® Guide)

is the recognized (de facto) standard of project management knowledge. In the UK and Europe, PRINCE2 is the project management methodology of choice, and is required by the UK government for all projects it commissions. This paper will provide an overview of the PRINCE2 method and examine the similarities and differences between PMBOK® GUIDE and PRINCE2. Finally, it will suggest how these two project management approaches relate to and complement each other, and how PRINCE2 provides added value to a PMBOK® GUIDE knowledge base.

This article is based on the PMBOK® GUIDE, 4th Edition, and PRINCE2, 5th Edition (2009)

About PRINCE2

PRINCE2 (short for “PProjects IN Controlled Environments”) is the de facto standard in the UK. It was developed for and is used extensively by the UK government, and is widely used in the private sector, in the UK and internationally. PRINCE2 is in the public domain, offering non-proprietary best-practice guidance on project management. Anyone may use this methodology, and the manual describing PRINCE2 can be purchased through online booksellers, as well as through the UK government website, http://www.ogc.gov.uk/methods_prince_2.asp. PRINCE2 is supported by a rigorous accreditation process, including accreditation of training organizations, trainers, practitioners and consultants. (The accrediting body is the APM Group, <http://www.PRINCE2.org.uk>; their website lists accredited training organizations, consultants and practitioners.)

PRINCE2 is a process-based, structured project management methodology. It proposes that following seven key Principles and seven Themes – when tailored to specific project needs – can reduce risks in all types and sizes of projects. While PRINCE2 is based in the same ground as the PMBOK® GUIDE, it spotlights a number of areas to concretize PMBOK® GUIDE, and answers the question “how do I apply these concepts in my projects in a practical manner?”

The Structure of PRINCE2

PRINCE2 does not claim to be as comprehensive as the PMBOK® GUIDE. PRINCE2 extracts and focuses on key elements (Themes) which it identifies as being crucial to the successful assessment and completion of all projects. It contains a structured Process to tie those elements together to reduce overall project risk, with several useful techniques to support them. In its publication, PMI Today (Feb. 2006) the Project Management Institute (PMI®) says: “...the PMBOK® Guide is intended to help practitioners recognize the general process of project management practice and the associated input and outputs,” and “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.” The PMBOK® GUIDE calls on the practitioner to apply a project management methodology (as a tool), and PRINCE2 provides a reliable and practical one.

PRINCE2 Principles, Themes and Processes are consistent with the PMBOK® GUIDE, but PRINCE2 does not include all the knowledge areas and details specified in the PMBOK® GUIDE. PRINCE2 focuses on critical areas, so a Project Manager still may need to draw on the depth and range of the PMBOK® GUIDE and other sources to complete some areas of project management work. The intention of PRINCE2 is to organize and focus project management knowledge in a manner adaptable to a wide range of project environments. It assumes that those learning and working with this methodology have a level of experience that enables them to fill in the details that PRINCE2 omits. In PRINCE2 the scale and content of its Processes and Themes must be tailored to the size and nature of the project, and the characteristics of the organization in which it operates.

Principles

The PRINCE2 methodology has as its framework seven Principles – guiding obligations which determine whether a project is being managed using PRINCE2. Unless all of them are being applied in a project, it is not a PRINCE2 project. The methodology emphasizes that the Principles define a project – not filling out forms, or following the methodology word-for-word. The emphasis is on information and communication.



The seven Principles are:

- Continued Business Justification – exemplified by the Business Case Theme (see below); ensures that the project remains aligned to the business objectives, strategy and benefits being sought.
- Learn from Experience – lessons are sought, recorded and acted upon throughout the project’s life cycle.
- Defined Roles and Responsibilities – ensures that the right people are involved, and that all all parties understand what is expected of them.
- Manage by Stages – as planning can only be done to a level that is manageable and foreseeable, projects are planned, monitored and controlled on a stage-by-stage basis, providing control points at major intervals throughout the project.
- Manage by Exception – PRINCE2 projects establish distinct limits of authority for each level of the project management team, based on the performance objectives of time, cost, scope (the classic triple constraints) – adding in quality, risk and benefits to provide a full and truer picture of a project’s success factors.
- Focus on Products – as successful projects are output (rather than activity) oriented, a PRINCE2 project has a particular emphasis on the definition, production and approval – to agreed expectations – of deliverables (which PRINCE2 refers to as products).
- Tailor to Suit the Project Environment – recognizing that projects cannot be managed to strict (rigid) formulas, Processes and Themes must be shaped to reflect the particular circumstances of each project (to avoid “robotic” project management).

Performance Measurements

The classic project constraints that define the performance objectives of a project (identified in the PMBoK® GUIDE as time, cost, scope and quality) have been expanded in PRINCE2 to recognize the additional two factors of benefits (the value being delivered) and risk (the limit of the project’s risk exposure; also recognized in the PMBoK GUIDE® as “risk tolerance”). PRINCE2 identifies all six of these as the factors that shape the project plan, whose variances must be monitored, and the (control) measure of the project’s progress. They are used during the project to determine whether or not the project is being delivered to meet Acceptance Criteria, or if it is wandering beyond limits of authority established by the commissioning body or PRINCE2’s Project Board.

PRINCE2 Themes

PRINCE2 is built on seven elements, or Themes: Business Case, Organization, Plans, Progress, Risk, Quality, and Change (comprising configuration management and change control). They roughly map against the nine PMBOK® GUIDE Areas of Knowledge as follows:

PMBOK® GUIDE Knowledge Area	Comparable PRINCE2 Themes
Integration	Combined Processes and Themes, Change
Scope, Time, Cost	Plans, Business Case, Progress
Quality	Quality, Change (Configuration Management)
Risk	Risk
Communications	Progress
Human Resources	Organization (limited)
Procurement	Not Covered

Exhibit 1 – Comparison of PMBOK® GUIDE Areas of Knowledge and PRINCE2 Themes

These Themes are not as comprehensively defined as the Areas of Knowledge. For example, PRINCE2 covers PMBOK® GUIDE’s Time and Cost Management within its discussion of Plans - but only insofar as the development of time and cost information is necessary at the relevant plan level. The following summarizes the PRINCE2 Themes:

Business Case:

The existence of a viable Business Case (project justification) is the main driver of – and a requirement for – a PRINCE2 project. The Business Case – representing the expected benefits to be achieved through the project’s deliverables – is verified by the Project Board before a project begins and at every major decision point throughout the project. The project should be stopped if the viability of the Business Case disappears for any reason. PRINCE2 distinguishes between outputs (the project’s deliverables), outcomes (the change that will result from the use of the outputs), and benefits (the measurable improvements that result from them).

Organization:

Since the Project Manager often has to direct staff who report to other management structures, some senior management oversight organization is needed to assure that those diverse resources are committed to the project. In addition, viability decisions need to be made by management with an investment in the project, and an accountability for delivering it through the Project Manager. This oversight is provided by the Project Board. The methodology also recognizes that successful projects need to have all parts of the project management team identified, and given clear roles and responsibilities.

Plans:

Plans are the backbone of the management information system required for any project, and require the approval and commitment of the appropriate levels of the project organization. The “Plans” Theme emphasizes the core concepts of planning, and outlines the major steps to produce plans, which are ultimately derived from the project’s expected deliverables (products).

Progress:

Progress is about monitoring and controlling against plans, and decision making. Its purpose is to ensure that the project (a) generates the required products which meet defined quality criteria; (b) is carried out in accordance with its schedule and cost plans; (c) remains viable against its Business Case, and (d) operates at an acceptable level of risk.

Risk:

As project work is inherently less predictable than non-project work, management of the risks is an essential part of project management. To contain risks during the project, they must be managed in a disciplined manner, through risk analysis and risk management (as in the PMBOK® GUIDE), guided by a Risk Management Strategy.

Quality:

Quality management ensures that the quality expected by the customer is defined and achieved through a quality system (similar to the PMBOK® GUIDE). Quality requirements of the project’s deliverables (“products”) are based in Product Descriptions, created by the Project Manager and approved by the Project Board. They are a subset of a Project Product Description which clearly specifies what the overall project is expected to deliver.



Change:

Controlling scope change means assessing the impact of potential changes, their importance, cost, impact on the Business Case, and a decision by management on whether or not to include them. But “change control” has no meaning unless requests for change are referenced against a fixed baseline. To do that, PRINCE2 integrates change control with configuration management. Configuration management gives the project management team control over the project’s assets (the products that it develops), and is vital to any quality system. It provides mechanisms for

tracking and controlling the project’s deliverables, and additionally includes procedures for managing project issues.

None of the Themes will be alien to a user of the PMBOK® GUIDE - PRINCE2 simply highlights these elements as being central to project success, often under-addressed by Project Managers. The PRINCE2 methodology organizes these Themes into a Process model, recognizing that flow and relationship are critical to successful use of concepts identified in the Themes (and Knowledge Areas).

PRINCE2 Stages

To provide the appropriate decision gates at the right level of the project, PRINCE2 projects are broken down into Stages, much like the Phases of the PMBOK® GUIDE process model. PRINCE2 calls for decisions about the project as a whole to be made prior to looking at any developmental work. PRINCE2 differentiates the start up, planning and close for the overall Project (“Starting a Project,” “Initiating a Project” and “Closing a Project”)

from the activities to start up and close down each of the Stages (“Managing a Stage Boundary”).

The actual Executing and Controlling of the developmental work shows up at the Stage level, through “Controlling a Stage” and “Managing Product Delivery.” Project oversight (by the Project Board) occurs throughout the project through “Directing a Project.”

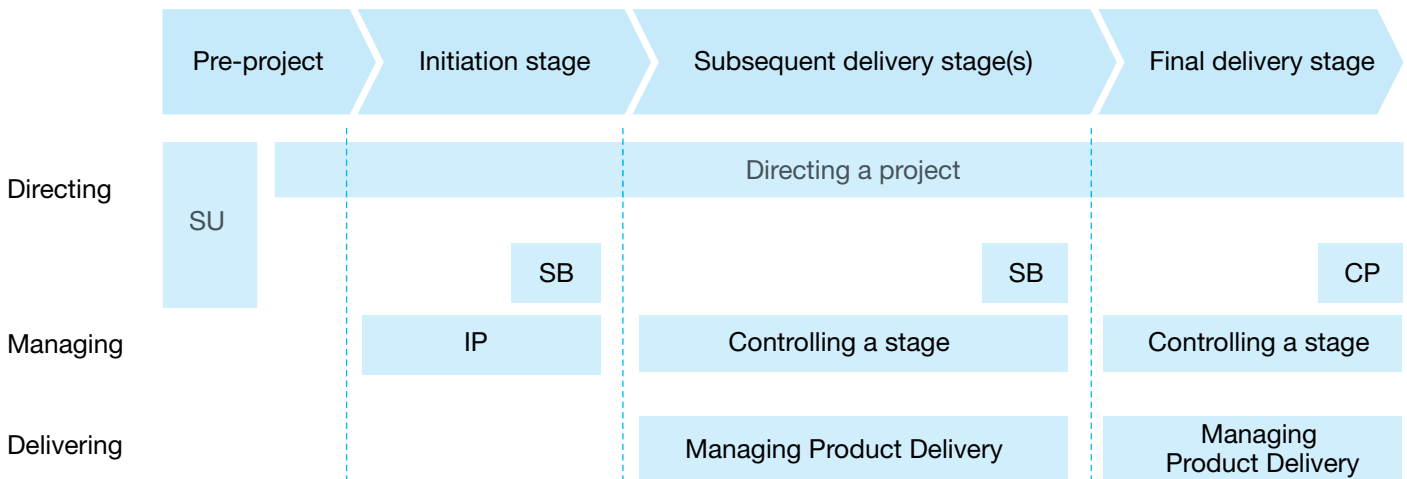


Exhibit 2 – PRINCE2 Process Model

The PRINCE2 Processes

(refer to Exhibit 2 for the context of each Process.)

“Starting Up a Project” (SU) enables a controlled start to the project. It occurs once in the project life cycle, providing the groundwork for project management and oversight, and viability evaluation. This Process creates the Project Board, and ensures that resource requirements are understood and committed to the first Stage, “Initiating a Project” (IP).

“Directing a Project” operates throughout the project, and defines the responsibilities of the Project Board in its oversight of the project. It sits “above” and interacts with many of the other Processes. It provides the mechanisms for authorizing the project, approving continuity at the completion of each Stage, and closure of the project (all driven by the Business Case). “Directing a Project” is the framework for interacting with the Project Manager for information and assistance, and making decisions. This is the only Process in which the Project Board is active (other than “Starting Up a Project”, when the Board is first formed). All other Processes are guided by the Project and Team Managers.

“Initiating a Project” (IP) occurs once in the project life cycle. It is the first management stage of the project. It lays out the view of how the overall project is to be managed, and sets it down in a “contract” – the Project Initiation Documentation (PID). The PID provides a common understanding of the critical elements of the project (a combination of the PMBOK® GUIDE’s Project Scope Statement and Project Management Plan). “Initiating a Project” also calls for resource commitment by the Project Board to the first developmental Stage of the project.

“Controlling a Stage” (CS) guides the Project Manager in managing the project on a day-to-day basis. It includes: work authorization of scheduled work and receipt of that work; issue and change management (handling unscheduled work); status collection, analysis and reporting; viability consideration; corrective action; and escalation of concerns to the Project Board. “Controlling a Stage” is iterative, and is repeated for each developmental Stage of the project.



“Managing Product Delivery” (MP) is part of PRINCE2’s work authorization system. It is the mechanism for the performers of technical work (teams, individuals and contractors) to agree on work to be performed, report on progress, complete and validate the work, and return it. It occurs as frequently as work packages are authorized, and requires that the technical teams follow the standards established for the project (communicated through work package instructions).

“Managing a Stage Boundary”(SB) manages the transition from the completion of one Stage to the commencement of the next Stage. It includes assurance that work defined in the Stage has been completed as defined, provides information to the Project Board so it can assess the ongoing viability of the project (which it will do in “Directing a Project”), develops plans to obtain authorization for the next Stage of work, and records lessons.

“Closing a Project” (CP) transitions the project back to the organization. It closes out the project, whether closure is precipitated by completion of the work, or premature termination. In either event, “Closing” picks up lessons and project experiences for organizational records. For completed work, it ensures that the work has been completed to the customer’s satisfaction, and that arrangements for the operation of project outputs are in place.

All PRINCE2 Themes and Processes are integrated into a single flow.

The Strengths of PRINCE2

PRINCE2 has impressive and useful features that distinguish it from other project management methodologies. Its strength lies in its common-sense approach. Each of the following features supplements what the PMBOK® GUIDE provides — through a very specific focus, or by offering a perspective beyond the PMBOK® GUIDE.

Organization and the Project Board

Perhaps the most significant of PRINCE2’s features is the concept of the Project Board. The PMBOK® GUIDE refers to a ‘project sponsor’ in general terms, and suggests the role the sponsor should be playing in supporting the project. PRINCE2 is more specific: it calls for a Project Board to provide oversight and support in a clearly delineated way. (While PRINCE2 does not require the use of any particular feature to be laid out exactly as indicated in the PRINCE2 manual, it does spell out the most robust way to apply that feature, in a manner that would do most to reduce overall risk to the project. In addition – through its Principle of “Tailor to Suit the Project’s Environment – it calls for the adaptation of the methodology to the project’s particular requirements.)

In most projects, “authority” (the control of resources) is separated from “accountability” (consequences of success or failure): senior management has authority (but often not held accountable for success or failure of the project), while the Project Manager is held accountable (with insufficient authority over the resources to ensure completion of work). PRINCE2 calls for an accountable Project Board to own the project, helping to ensure their commitment to getting the work completed. At the same time, the Project Board delegates authority to the Project Manager by explicitly committing resources as the project progresses. The PMBOK® GUIDE suggests this will happen under certain organizational structures; PRINCE2 believes it can be implemented in most environments.

PRINCE2 proposes management oversight from those who are in the best position to make decisions about project viability. The Project Board is based in representation from the Business (speaking for how the project will deliver value-for-money, and support

organizational strategy), the User (for defining the expected benefits, as well as usability of the project on a functional level) and the Supplier (for those who will deliver the solution). These are the roles that can assure the availability of resources (if they are at the proper organizational level), and are the kind and level of resource that a Project Manager needs to resolve issues that arise during a project. Supporting the Project Manager is part of the Board’s role — giving the Project Manager access to parts of the organization needed to ensure success.

The Process model calls for the Board to be identified early on, in “Starting Up a Project”. PRINCE2 understands that if a Project Board cannot be assembled to represent the above interests (Business, User, Supplier), it is unlikely that there is sufficient support for the project to succeed. (This is an example of how PRINCE2 ties together what has to be done with why and when it should be done to be most effective.)

Business Case-based decision-making

The Business Case (focusing on the entire scope of change to the business that is affected by the project) is a single PRINCE2 Theme, but its importance cannot be overemphasized. Responsibility for the Business Case belongs to the Executive (who represents the Business) and the Project Manager. The Executive creates and owns the Business Case; the Project Manager provides the information that enables the Project Board to evaluate the Business Case and also ensures that the Business Case is considered in project decisions. PRINCE2 drives home the notion of explicit go/no-go decisions — based on the Business Case — in the start-up and initiation of the project, and at the end of each Stage. After the project’s completion, the Business Case provides the reference point to determine if the expected benefits have been achieved.

Product Descriptions and Product-Based Planning

The product breakdown structure of PRINCE2’s Product Based Planning approach echoes the PMBOK® GUIDE’s Work Breakdown Structure in identifying the constituent parts of the project deliverables. PRINCE2 continues the logic of focusing on deliverables (since they are the goal of the project, not the activities), by providing an additional step to this technique: explicating those deliverables through Product Descriptions. PRINCE2 proposes Product Descriptions comprising these essentials: why it is being created; what it is made up of; the source of materials and the tasks needed to create it; what it should look like when it is done; the resources and skills needed to create it; the criteria for accepting it; any acceptable variances, and how we will make sure that it meets its criteria.

These facets shape and clarify expectations, and help assure the right product will be created the first time around, not shaped by afterthoughts. They also serve as a baseline reference for changes to the Product. The thoroughness of PRINCE2’s Product Descriptions vigorously supplements the PMBOK® GUIDE’s approach. This emphasis on Product Descriptions helps ensure that a sound and agreed basis is established for scope management, earned value management, and quality management. In addition, Product Descriptions provide clarity for time and resource estimates, risk management, and they are the core of Work Packages.

Work Packages

The Work Package is the definitional element of PRINCE2’s work authorization system: the information relevant to the creation of one or more deliverables (products). It contains one or more Product Descriptions as the core of the work to be performed. PRINCE2’s



Work Package also details any constraints on production such as time and cost, interfaces and confirmation (between the Project Manager and the resource slated to deliver the Work Package) that the work can be done within those constraints. Work Package contents may go further, providing: risk information; suggested (or required) tools, techniques or standards to do the work; how work is to be reviewed, checked and approved, and how issues, problems and status are to be handled and reported. The Work Package conveys the project's requirements to performers of the work, and protects both parties. (With external developers it can easily serve as the basis for a contract.) As with other PRINCE2 tools, this product will vary in content and in degree of formality — ranging from verbal directives to formal written instructions for contractors. The recommended content provides a more comprehensive description of the work to be done than the PMBOK® GUIDE, along with the mechanism to ensure that completed work will meet expectations on all levels. PRINCE2 links the Work Package and associated “Authorization” into its relevant Processes: “Controlling a Stage” manages Work Packages from the Project Manager’s side; “Managing Product Delivery” handles them from the side of those performing the work. The PMBOK® GUIDE identifies “Work Package Authorization” as outside its scope – and PRINCE2 fills in this gap.

Issue Management

One core principle of quality management is that important information should not get lost; PRINCE2 also reminds us that management of Issues is critical to any quality system. The PMBOK® GUIDE makes reference to the existence of issues that need to be managed, but no mechanism or approach for managing them (it considers an Issue Management system outside of the PMBOK® GUIDE’s scope). PRINCE2 recommends the use of a Daily Log (for issues that can be handled informally), an Issue Register (to track issues being handled formally) and an Issue Report (for detailed analysis and documentation of those formal Issues). The Issue Report includes description, evaluations, decisions and status. For the “when” of Issue management, PRINCE2 particularly recommends identifying, reviewing and updating Issues during the execution Process (“Controlling a Stage”) – reflecting the need to manage the unscheduled work, in addition to the scheduled work. No project methodology could qualify for “maturity” without an Issue Management Process in place.

Tolerances and Exception Management

The Project Board sets performance thresholds through the concept of “Tolerances” (limits of authority) which grant the Project Manager discretion to execute agreed work within agreed time and costs limits, as well as clear limits on scope, quality, benefits and risk (a total of six factors). The Process for handling exception situations is defined before execution, in the PID. The Project Board is not designed to micro-manage, but they will have a greater level of comfort with the Project Manager if agreement is made in advance as to where the Project Manager’s discretion lies. PRINCE2 provides for interactive communication: “Take corrective action” and “Escalate issues and risks” from the Project Manager’s side (“Controlling a Stage”), and “Giving ad hoc direction” from the Project Board’s side (“Directing a Project”). Tolerance is set when planning the overall project (“Initiating a Project”), for each Stage of the project (“Managing a Stage Boundary”), and for Work Packages; the Project Manager monitors against project and stage Tolerances while “Controlling a Stage.”

Change Control and Configuration Management

Many people overlook these because they seem complicated, but they can be straightforward and have significant value in reducing project risk. PRINCE2 makes both of them understandable, in what they are and how to use them. They are also tied them together: Change Control explains and demonstrates how to manage change requests, while Configuration Management (which is not included in the scope of the PMBOK® GUIDE) manages the cataloging, control, tracking and actual changing of the deliverable. Both are covered in the PRINCE2 Theme “Change,” through procedures defined in a Configuration Management Strategy.

Change control can be used for the simplest of projects, or enhanced to use in a complex environment. PRINCE2’s extensive Configuration Management does more than manage the change. It provides specific techniques to control project deliverables, including suggested Configuration Item Records and the recommendation to use Project Support to cover the role of configuration librarian. The new PMI Practice Standard for Project Configuration Management makes extensive reference to, and draws on PRINCE2’s Configuration Management approach.

What is important is that Change Control and Configuration Management are required parts of any complete (ISO9001 certified) quality management system. As PRINCE2 is consistent with ISO9001, they have been included and integrated with the rest of PRINCE2.

Quality Reviews

The PMBOK® GUIDE spends extensive time on quality control, and numerous tools and techniques for accomplishing it. They are largely geared towards a physical product environment. For project deliverables that require expert or professional judgment to determine whether they meet their quality criteria, PRINCE2 provides a reliable approach for their quality control – the Quality Review. It lays out the steps and resources needed to assess the conformance of such deliverables, using Product Descriptions as the basis for evaluation. Approaches like this, providing guidance on handling this challenging quality situation, are difficult to find. This approach can be lifted as a whole and used in any project environment (a capability shared by other aspects of PRINCE2).

Tailoring PRINCE2

Though it has always been true that PRINCE2 is appropriately used only when it reflects the needs of each particular project, its newest version requires that PRINCE2 be “tailored to suit the project environment.” This emphasis reminds the practitioner that robotic project management doesn’t yield good results, and that thought always has to be applied. (When users of PRINCE2 claim it is paper-heavy and bureaucratic, it is because it is adopted as-is, with little understanding of how to use it effectively.) Some of the aspects that shape customization are: size-complexity-risk of the project; the organizational environment in which the project is operating (e.g., single vs multi-organization); corporate standards; project type (e.g., R&D, Agile development); and existing management structures. A major section of the manual describes these factors, and discusses the particular elements of PRINCE2 that should be addressed in customization.



ISO9000 and Project Maturity Models

Many organizations have become focused on bringing their project management up through maturity models (such as OPM3, Capability Maturity Model, and others). At the same time, they find themselves believing they have to invent a new methodology that will provide the backbone for the project management dimension of this effort. PRINCE2 was constructed in conformance with ISO9001 from its inception, so it becomes a valuable reference - or core - for the development of the project management aspect required by all these maturity models. Its "open" (non-fee) availability means companies do not have to make huge capital investments to build a methodology from scratch, or buy one (often very costly) from a vendor.

Combining the Best of the PMBOK® GUIDE and PRINCE2

The Process clarity and the strengths of PRINCE2 is balanced by the depth of the PMBOK® GUIDE. PRINCE2 can be studied by itself as an effective way to learn project management best practices. Those who travel the PMP route often ask – after they have completed their certification – “Where do I actually start? How do I put all of this together to actually run a project?” PRINCE2 becomes useful to PMPs at this point because, as a methodology, it can shape and direct that knowledge.

Here are a few approaches to getting value out of PRINCE2. PRINCE2 was designed in an integrated manner, so a Project Manager can get the most out of it when it is used in its entirety. But there are elements of PRINCE2 that can be lifted and applied directly in any project environment. Neither of these approaches requires deviating from a PMP or PMBOK® GUIDE environment.

Use it for its unique approaches and insights into project management. Read the PRINCE2 manual, or read the manual and take a PRINCE2 course. Get a grasp of how the “package” as a whole works. Focus on the elements that can be most easily transplanted into your current environment, for the greatest value. The most straightforward elements are: Product Descriptions, Change Control, Issue Management, Quality Reviews and Work Packages (all discussed under “The Strengths of PRINCE2”). None of these require “permission” from authorities outside the project, so they are easily implemented by the Project Manager (or by project teams, or in sub-projects).

As these approaches and techniques become accepted by stakeholders and others on the project, consider using other aspects of PRINCE2. Because of PRINCE2’s integrated approach, if you use most of PRINCE2’s approach to a specific piece in the first round of implementation, you can add features in almost a plug-and-play manner. Features like Project Boards can be powerful when implemented, but usually require greater buy-in and commitment from stakeholders to succeed - so put these off until greater interest is shown by management. (It is helpful to have more senior managers attend a PRINCE2 Foundation or Overview course to understand its potential.)

Use it as the proven, low-cost basis for your company’s methodology. Get to know PRINCE2 and consider using it as the core of your company’s new project management approach - perhaps along the lines of “PMBOK® GUIDE and PRINCE2 - Together”. Suggest it to management, selling it through its credibility wherever it has been implemented (internationally, including such organizations as the United Nations Development Programme and NATO), and its open (no-fee) availability. Remind management that, when used in an integrated manner, it will support your company’s fulfillment of any future “maturity” plans. Propose that a small group create a prototype project management methodology built around PRINCE2, to build understanding and to plan out how to integrate it into your organization’s environment. Your core group should consider getting themselves accredited in PRINCE2, so you are confident your team understands how to use it effectively. (You will become the Project Office/ resource team for all future work under PRINCE2. You will also learn a lot by using PRINCE2 to set up your methodology: learning-by-doing.) Remember that you will need to bring parts of the PMBOK® GUIDE into this methodology to make it complete, so while you’re learning about PRINCE2, think forward towards how you will combine the two. PRINCE2 doesn’t have to be used “as-is” - but understanding how to implement it to cover critical quality areas will help ensure that your company will meet later “maturity” accreditation requirements.

By using the PMBOK® GUIDE and PRINCE2 together you are taking advantage of the two most respected project management approaches in the world today, and are getting the best of both!

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