Project Governance

Standards

Project Governance extends the principle of Governance into the management of individual projects. This can be particularly useful to project management processes such as change control and strategic (project) decision-making.

A Project Governance structure is different to an Organisation Structure, in that it defines accountabilities and responsibilities for strategic decision-making within each project.

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Should we combine PMBoK & PRINCE2? (to be cont)

PMBOK® Guide Knowledge area	Comparable PRINCE 2 components
Integration	Combined processes and components, Change control
Scope, Time, Cost	Plans, and Business case
Quality	Quality, Configuration management
Risk	Risk
Communications	Controls
Human resources	Organization (Limited)
Procurement	Not covered

Discussion Paper 1

SUCCESS/
FAILURE
WITH
I.T PROJECTS

HB 280—2006. Case Studies—How Boards and senior management have governed ICT projects to succeed (or fail)

PMBok & PRINCE2

The table is extracted from a conference paper by Siegelaub (2004) who discusses the strengths of the PRINCE2 methodology and how it compliments the PMBoK Guide and the possible benefits to be derived by the combination of these two practices.

Selecting the Project Manager (to be continued)

Inherent enthusiasm. The PM needs to understand the role and what it entails or be willing to learn and have the aptitude to cope.

High tolerance of uncertainty. The PM needs to be able to work effectively across the organisation, without formal line authority or rank authority.

Excellent coalition and team-building skills. People are the heart of projects, both as team members and stakeholders. If the project manager hasn't the necessary "people" skills, the project is unlikely to be a success.
(Buttrick 2005)

"The PM may have detailed technical knowledge in one or two specific areas, but he or she rarely has knowledge in depth beyond these few areas. The PM, therefore, cannot apply knowledge directly, but instead must facilitate cooperation between those who have the various kinds of specialized knowledge and those who need it." Meredith, Mantel & Samuel (1995).

There are many descriptions of what makes or does not make a good project manager and what to look for when selecting a PM for your project. There is much discussion on perceived technical knowledge as being a poor reason for selecting a PM. So; is it the case that a project manager should be more of the generalist or more of a specialist? If the project manager is a generalist, will this make him or her more flexible? As a program/project manager who has transferred from an initial base in construction management, to the management of business and information technology projects, my experience is; being more of a generalist is advantageous, as the flexibility that comes with such knowledge allows for greater management of the 'unknown'. What's your view/experience?

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