Project Governance & Benchmarking   **Discussion paper 2**

When firms seek to engage the services of a project manager (PM), will the existence of any governance process stifle the incoming PM from utilizing their existing knowledge as they feel constrained by the structure provided, or will they be supported by such a structure and able to adapt their knowledge to the governance process and successfully integrate? Good project governance may provide a bridge between the level of technical skill envisaged as a requirement on the project and even the level of project management skill. For Morris, Jamieson & Shepard (2006, p.469) "good governance is clearly critical to the effective management of projects and programs". There is much discussion among authors and practitioners on the importance of project governance (Blomquist & Müller 2006, p.62); Maylor (2001, p.93) argues "I would go further and say that more than 80 per cent of all problems at the project level are caused by failures at a board level in firms to provide clear policy and priorities".

Should we combine PMBoK & PRINCE2?   **PMBok & PRINCE2**

A 'blend' of the two arguably pre-eminent knowledge bases in project management, namely; those bases as propertied by The Project Mangement Institute (USA) and the Office of Government Commerce (UK) would seem to provide any organisation with a good framework in which to either begin the process of 'management by projects' or give guidance and therefore as discussed above, governance to their employees engaged in the business of project management. Wideman (2002), in his paper comparing PRINCE2 with PMBOK, discusses that one (PMBOK) is viewed from the project owners perspective and the other (PRINCE2) assumes that the project is being managed by the supplier. It therefore seems logical to this practitioner and researcher, to at least as a base, combine the two. The skill is knowing when to use what aspects of what knowledge base or methodology, or to establish as discussed above an acceptable and auditable governance process, thereby alleviating the need or propensity of incoming project managers to bring with them their previous 'baggage'.

Selecting the Project Manager

Technical Skill. This can be useful on a project but not essential. The project manager can draw on technical experts … The danger when the project manager is also the technical expert is that he or she will concentrate on the technical area of interest to the exclusion of everything else.

Age. Maturity in project management comes from exposure to a wide range of different situations and projects [not age]. Buttrick (2005).

QTC view:
A basic PM skill is one of integrating all the business and technical personnel to bring the project to a successful conclusion.

Powell & Buede (2006, p.34) "Of all the decisions management makes in doing new product development, none may be more crucial to success than the choice of a project manager." Horner Reich and Young Wee (2006, p.13) discuss their belief that the PM needs both Project management and 'domain' knowledge, "…two broad types of knowledge had been identified: project management knowledge and project domain knowledge. Each type of knowledge is important to the successful completion of the project,…".

For large and/or complex projects, project management knowledge and experience are at least as important as knowledge of the business area(s) in which the project is being run. However, Project Managers should have; or seek to obtain, knowledge of the business area. This will enable them to communicate effectively with project team members and project clients/sponsors to ensure that business issues and concerns are addressed. The Tasmanian Government (2006) project management website.

What's your view/experience?