Project Management Methodology

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Definition

- The body of methods and rules employed by a science or discipline.

New Penguin English Dictionary

- Concerned with scientific method
- Includes theories, concepts and ideas
- Can be from academia or from practice.
The word methodology is often incorrectly used where method is intended.

It is NOT an ‘educated’ alternative word for method.
Elements of a methodology

Avison & Fitzgerald, 1988

- Philosophy
- Model
- Techniques (methods)
- Scope
- Outputs
- Practice
- Product

Even these terms can be confusing.

These were written in the context of systems development.

Appropriate to interpret in the context of Project Management.
Method

- Life cycle
  - Systems Development Life Cycle (SDLC), Structured Systems Analysis and Design Method (SSADM), Information Engineering (IE), Yourdon Systems Method (YSM)
Model

- Conceptual models
  - Life cycle (Waterfall, spiral, V, Star)
Examples for requirements include:
- Interviews/questionnaires
- Workshops
- Use cases
- Prototypes

Other techniques apply to the remaining phases of the life cycle.
Scope
Outputs

- Each phase of a life cycle produces expected deliverables or outputs. Typically,
  - SDLC produces a Requirements Specification
Practice

Typical examples include:

- Entity relationship and data flow diagrams
- Entity life histories
- Use case scenarios
- Activity-on-Arrow/Activity-on-Node
- Usability measurement ‘methods’
Product
In software engineering and project management, 'methodology' is often used to refer to a codified set of recommended practices, sometimes accompanied by training materials, formal educational programmes, worksheets, and diagramming tools.
PRI NCE

- PRI NCE (Projects in Controlled Environments) was first developed by the UK government in 1989 as the standard approach to IT project management for central government.
- Later Adopted and adapted by public and private sectors and incorporates experiences of users.
PRINCE2

- PRINCE2 is a structured project management method.
- PRINCE2 is a process-based approach for project management providing an easily tailored and scaleable method for the management of all types of projects.
- The method is the de-facto standard for project management in the UK and is practiced worldwide.
Recommended practices

- An organised and controlled start, i.e., organise and plan things properly before leaping in.
- An organised and controlled middle, i.e., when the project has started, make sure it continues to be organised and controlled.
- An organised and controlled end, i.e., when you’ve got what you want and the project has finished, tidy up the loose ends.
Training material/Educational programmes

- Training courses in all aspects of project management and in the use of Prince 2 are available and supported by the sponsors.
- Industry recognised examinations and qualifications are available.
Worksheets

- Comprehensive set of 29 templates to be used for customising a project to best in-house practice.

- Five typical examples are:
  - Project Brief, Project Plan, Project Quality Plan, Configuration Management Plan, Risk Log
Diagramming tools

- Typical project management tools like MSProject
- Project in a box free from http://www.projectinabox.org.uk/community.asp
- Mind maps
- ‘Best of breed’