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# Methods and Methodology within the Public Projects

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## Support of the project management

- Project management could be supported by the different types of tools/instruments including the software ones.
- At the moment variety of tools/instruments could be found based on the requirements of the project – functions, types and chosen methods (seminar – Gantt Charts).
- Project management methods are describing the very best practices that should be used for the project management either in the particular project phases or throughout the whole project cycle. These methods do consist from the multiple procedures that are defining for example the sequences of steps that should be taken for the successful project management.
- Among the common methods are listed:
  - Methodology PRINCE2
  - ISO 10006:2004 norm
  - IPMA (International Project Management Association)
  - PMBOK® (Project Management Body of Knowledge) od PMI

## Description of selected methods (1)

- When the specific method/instrument/tool should be used, the project team should make a decision if the selected one could be helpful for the project itself. Usually the decision is based on the three main factors:
  - On the organization where the project is taking place (type, culture, size, management etc.)
  - On the project specifications (content of the project, budget, priorities, risks, connections within the portfolio etc.)
  - On the project manager personality and experience
- Necessity to assess if the selected procedure is „eligible“ for the given project – sometimes the project managers have a tendency to „overuse“ the methods/instruments and the

## Description of selected methods (2)

- Network Analysis – group of special analytical methods that are being used, when there is a necessity to analyze or optimize the network within the interconnected elements of the project. There is usually to possibility to calculate the so-called critical paths among the elements (like CPM, PERT).
  - CPM – Critical Path Methods, used from 1954. Deterministic application of the network graphs, could be used to track down resources of all kinds (for example time units).
  - PERT - Program Evaluation and Review Technique, used since 1957. This method is using the direct connection between beginning and the end of the activity and is drawn by the arrow diagram. It is also the deterministic application of network graphs, probability assessment.
  - GERT – Graphic Evaluation and Review Technique, since 1966, enable to monitor the project as the whole unit including the estimation of the particular activities evaluation. Not so used.

## Description of selected methods (3)

- Methods/Techniques
- MBO Techniques – Management by Objectives, designed by Peter F. Drucker in the 50ties, very popular in 60ties and 70ties. This technique is based on the assumption that managers are losing focus on the project targets/goals, they do focus on the particular activity and the global target is being forgotten. Technique is based on the selection and mutual correlation between target and given way how to assess the successful rate.
- Ishikawa diagrams technique – based on the principal rule – every consequence has its cause or combination of causes. Purpose of the technique is to find a solution to the problem where all the causes are drawn into the diagram. K. Ishikawa used these diagrams to track down the differences in the quality management area. Diagrams are designed to analyze relevant correlations, mechanisms to track down the costs, identify critical factors and thus set the correct hierarchy of the problems/issues and their solutions. Helpful for complex and bigger projects.

## Comparison of the PMI (PMP) and PRINCE2

- At the moment the most recognized certification within the project management
- PRINCE – created in 1989 in Great Britain – response to the needs of the public/governmental IT projects (high failure rate), rebuild in 1996 as a PRINCE2.
- PMI – created in 1969 in US – rapidly growing industry and necessity to have common management standards. Leading in 1980ties to the first efforts to produce the so called standards – in 1996 – first Project Managament Body of Knowledge (BoK).

Basic comparison:

PRINCE 2 – developed as a project management method

X

PMI – through BoK (standards) developed for an industry

## Comparison of the PMI (PMP) and PRINCE2 (2)

- What do they have in common
  - Both are focused on the project management in any environment, culture, project topics + complexity
  - Definition of procedures, roles and steps
  - Dividing projects in smaller units
  - Management of changes + risks + control of the quality
  
- Differences
  - PMI recognizes the project cycle and each cycle is defined by the specific processes linked to BoK X PRINCE 2 defines seven processes that do characterize the project cycle
  - PMI defines only few basic roles – project manager, sponsor, stakeholders X PRINCE 2 defines – three levels of project management and eight roles (Executive, Senior user, Project manager etc.)
  - PMI concentrates on the works and activities and relevant is the WBS (Working Breakdown Structure) X PRINCE 2 concentrates on products and relevant in the PBS (Product Breakdown Structure)
  - PMI does use a lot of calculations (like values etc.) X PRINCE 2 does not require math – concentration on processes



# Thanks a lot for your attention!

Used sources:

- PMI Methodology
- Do you know the difference between PMI (PMP) and PRINCE2? – by PRINCE2, PMI, Scrum, Agile training