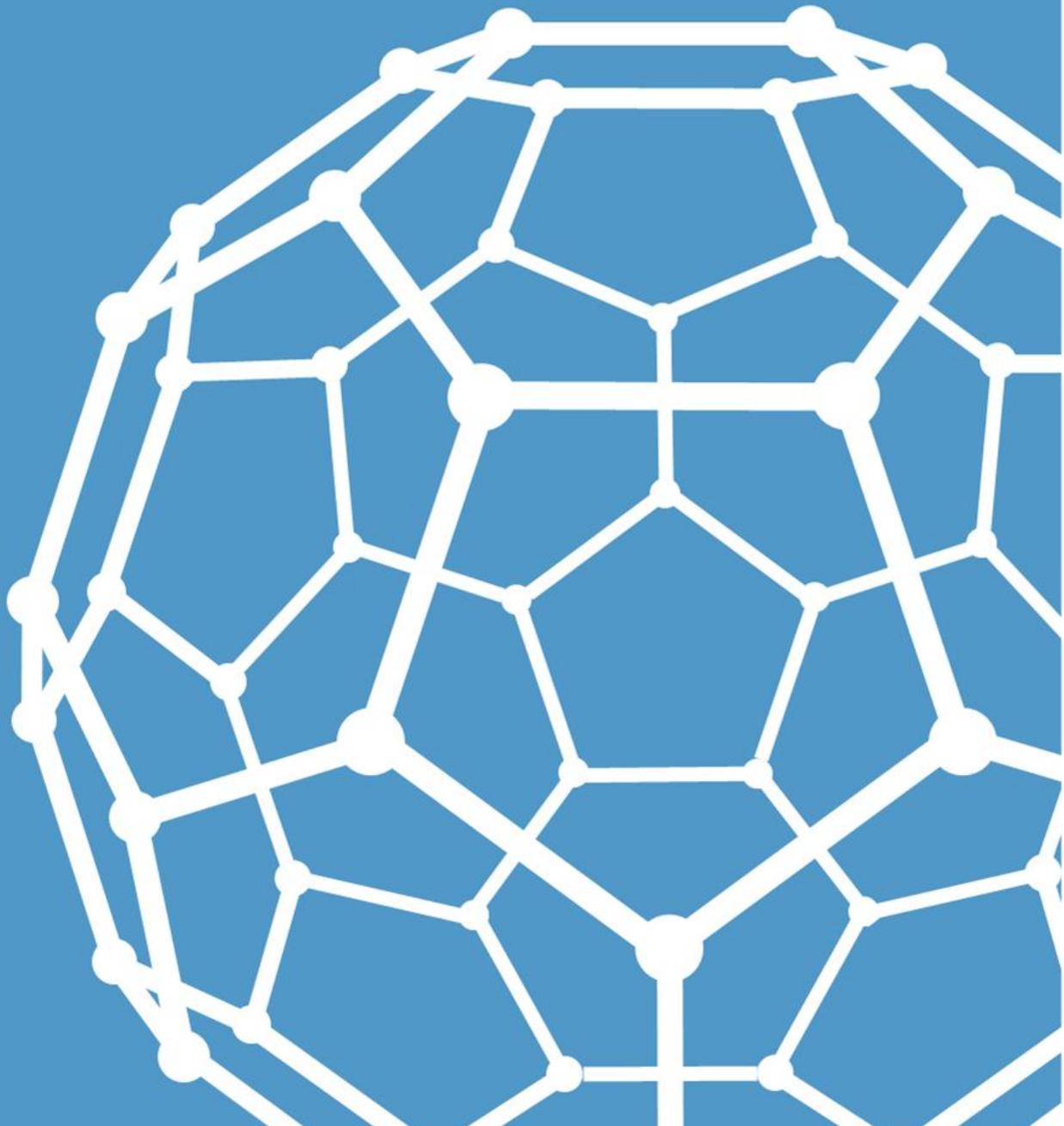# A comparison of Praxis Framework, PRINCE2®, MSP® and MoP®.

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About the Author

Milvio DiBartolomeo is a Director in the Queensland Public Sector providing best practice benefits, governance, assurance and risk management and workforce planning advice to a delivery portfolio.

Over his project portfolio management career, he has worked on a number of transformational change ICT initiatives across the entire programme and project lifecycle as a business and process analyst, software tester and project manager.

He has spent the past 10 years in a hub and spoke PMO working in various roles as a Portfolio Manager, Capability Support Manager and a Workforce Planning Manager. His specialist areas include portfolio, programme and project management, PMO model re-design, procurement and strategy implementation.

With a lifelong passion for learning, Milvio is the first person in the world to simultaneously become a Strategy Implementation Institute Professional, registered Better Business Cases Practitioner (at trainer level) and Managing Benefits Practitioner (at trainer level). His credentials also include a Bachelor of Commerce (Industrial Relations, Organizational Change and Human Resource Management) and Management of Risk v4, Management of Portfolios (MoP®), Portfolio, Programme and Project Office (P3O®), Managing Successful Programmes (MSP®) 5th edition, PRINCE2®, PRINCE2 Agile®, AgileSHIFT®, ICAgile®, International Software Testing Qualifications Board (ISTQB) software testing, P3GP® and ITIL®

He is also a Global Review Group member for PRINCE2® 7th edition, MSP® 5th edition, AgileSHIFT® and P3G.

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1   Introduction

The purpose of this comparative guide is to objectively illustrate the similarities and differences between the Praxis Framework compared with PeopleCert's Managing Successful Projects with PRINCE2® 7th edition[1] , Managing Successful Programmes (MSP®) 5th edition[2], and Management of Portfolios (MoP®).

First of all, anyone familiar with PRINCE2®, MSP® or MoP® will immediately recognise the familiarity of the Praxis Method that comprises the project, programme and portfolio process models and descriptions of documentation. This is because, like most methods, they are all based on a common life cycle where each life cycle stage is implemented through a corresponding process.
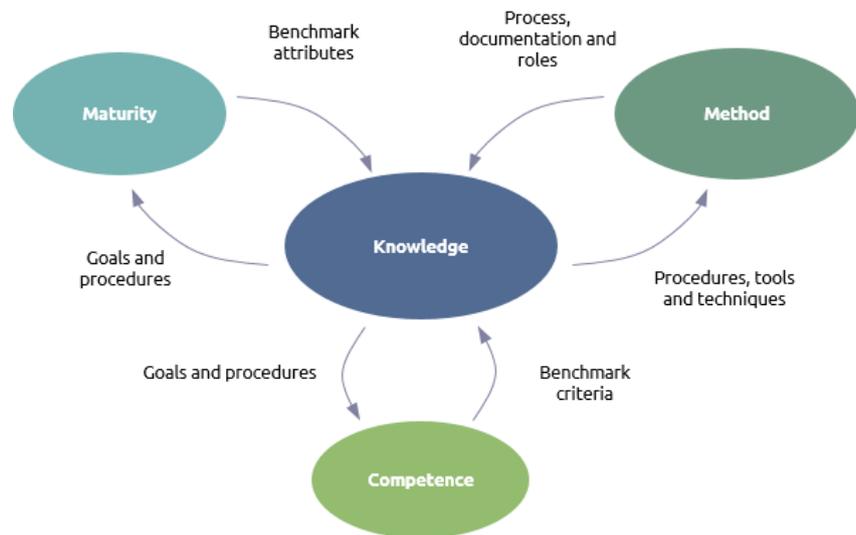
The creation of a more flexible and adaptable Method using the Praxis Framework requires greater knowledge of the underlying principles in order to tailor it to any given situation. Either PRINCE2® or MSP® in particular could be adapted to use the Praxis® terminology so that they effectively become tailored project and programme methods within the overall Praxis™ Framework.

However, Praxis is not just a process model. It also contains sections (see figure) describing Knowledge, Competence and Capability Maturity, and is designed to be adaptable to a wider range of contexts. PRINCE2® and MSP®, on the other hand, both promote the idea that they should be tailored to suit different contexts but they are sufficiently prescriptive that they can be used 'out of the box' and this inevitably leads to some limitations particularly as MSP® uses three lenses consisting of the 7 principles, 7 themes and 7 processes need to be adopted to be considered in compliance with the PeopleCert method.

Similarity, PRINCE2® requires the five integrated elements of PRINCE2® principles, People, PRINCE2 practices, PRINCE2® processes, and the Project Context to be in place. It says "*The five integrated elements of the PRINCE2® method are designed to work together. The practices ensure that the principles are continually applied during the processes in a way that is specific to the project context and consider the relationships and requirements of people within the project team and those outside the project team*".

1.1   Key differences

1.1.1   Project, programme or portfolio integration

PRINCE2® is a project management method, MSP® is a programme management method and Management of Portfolios (MoP®) is a portfolio management method. Natively, the three distinct and separate methods are not aligned in terms of the seven portfolio delivery practices for organizational governance, management control, finance management, benefits management, risk management, stakeholder management and resource management.

Despite PeopleCert claiming 'MoP® is closely aligned with MSP® and PRINCE2®', the actual seven MSP® themes and seven PRINCE2® practices are different and no PeopleCert guide exists that integrates and explains how to use PRINCE2® within MSP® and/or within MoP®. Furthermore, the seven portfolio delivery practices [also known as Portfolio, Programme, and Project Management Maturity Model (P3M3®) perspectives] are equally assessed at a portfolio, programme or project level.

P3M3 Perspectives	MoP Portfolio Delivery Practices	MSP 5th edition Themes	PRINCE2 7th edition Practices
• Organisational Governance • Management Control • Finance Management • Benefits Management • Risk Management • Stakeholder Management • Resource Management	• Organisational Governance • Management Control • Finance Management • Benefits Management • Risk Management • Stakeholder Management • Resource Management	• Organisation • Design • Justification • Structure • Knowledge • Assurance • Decisions	• Business Case • Organizing • Plans • Quality • Risk • Issues • Progress

Refer to **Section 7 - Alignment of Management of Portfolios (MoP), MSP and PRINCE2**, for more information about how well the above PeopleCert products are aligned.

In comparison, the Praxis™ Framework takes the view that projects, programmes and portfolios are less easily distinguished. The decision whether to manage a piece of work as a project, a programme or a portfolio is dependent upon its context and complexity. The three methods are very similar and simply represent points on a scale of complexity. Many pieces of work may be managed using a combination of all three. The premise being the terms simply represent points on a continuum that is described by the complexity of the work being managed.
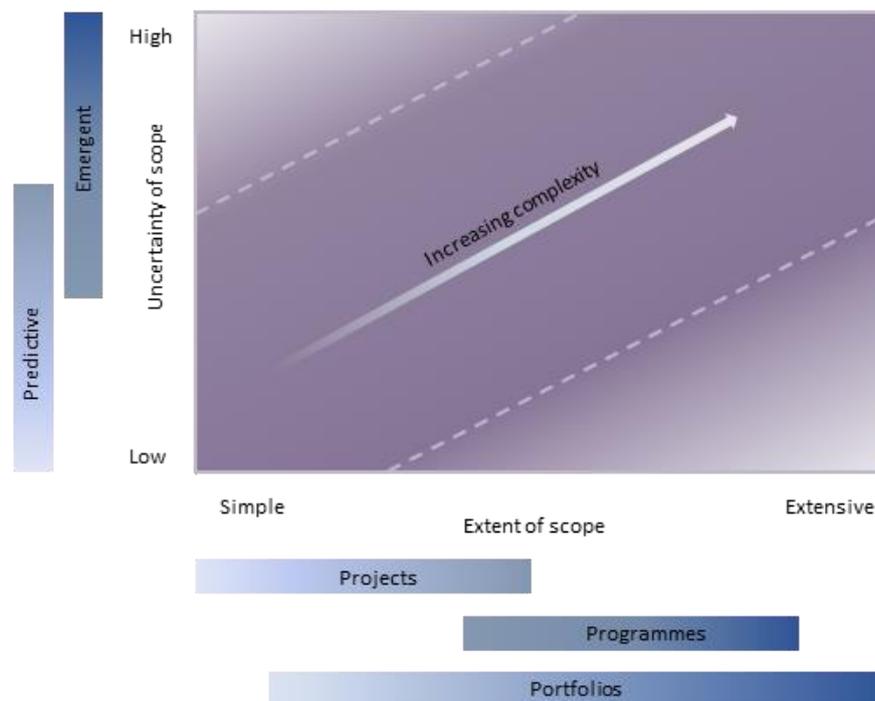
The horizontal axis refers to the '**Extent of Scope**' that shows the overlap between what are conventionally referred to as projects, programmes and portfolios. While, the vertical axis is the '**Uncertainty of Scope**'. Given that the volume of interrelationships (extent) and the degree to which we can understand those relationships (uncertainty) are key components in complexity.

Subsequently, these axes enable organisations to refer to complexity on the diagonal and to use related models such as the *Cynefin® Framework – A leader's Framework for Decision Making and Action* to determine how best to manage the work. The purpose of the landscape described by the two axes is to position specific PMO tools, techniques and models. These typically inhabit a contiguous subset of the landscape whereas much broader (and somewhat subjective) concepts such as projects and programmes are very difficult to position.

The distinction between projects, programmes or portfolio in the Praxis Framework is one of complexity. Therefore where a piece of work delivers one output and one benefit it is probably a 'project that includes benefits realization'. Where a piece of work delivers multiple outputs that have complex relationships with multiple benefits it should be managed as a programme. There are many scenarios in between where the choice of 'complex project' vs. 'non-complex programme' is a matter of choice.

1.2   Function, theme or practice

Subjects such as risk management or leadership are the functions that make up the discipline of P3 management. The Praxis Framework calls these 'functions' because they are normally identified for any discipline through a mechanism called 'functional analysis'. In PRINCE2® and MSP® these are referred to as 'practices' and 'themes' respectively. Regarding risk management, MSP® 5th edition simply uses the Plan–Do–Check–Act (PDCA) cycle (also known as the Deming cycle or Shewhart cycle) for risk analysis and management. Furthermore, it refers users to PRINCE2® or Management of Risk (M_o_R®) v4 guides for specific risk management advice and processes, and PRINCE2® for issue and change control.

The Praxis™ functions represent the full range of functions that make up the discipline of P3 management. There are many functions that are not represented as either practices or themes in PRINCE2® or MSP®; for example 'procurement'. The Praxis method incorporates all functions in a way that will be familiar to PRINCE2® and MSP® practitioners.

1.2.1   Product-based planning

Product-based planning (as shown below) is an approach that is central to scope management in a PRINCE2® 7th edition project. To some degree this is a legacy of PRINCE2®'s heritage and is not applicable, in its entirety, to all contexts. MSP®, on the other hand, only looks at planning in terms of modes of delivery (e.g. iterative, linear, hybrid and continual improvement) of the related projects and other work within a single tranche. However, Praxis™ treats product-based planning as just one of the many ways in which scope may be managed and does not give it such a central role in the process model. This also enables processes to be common to projects and programmes.
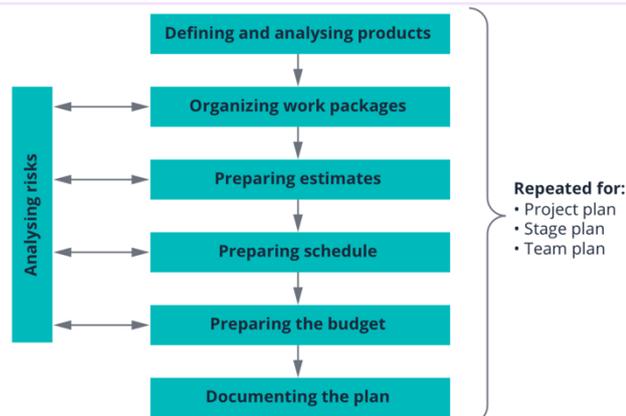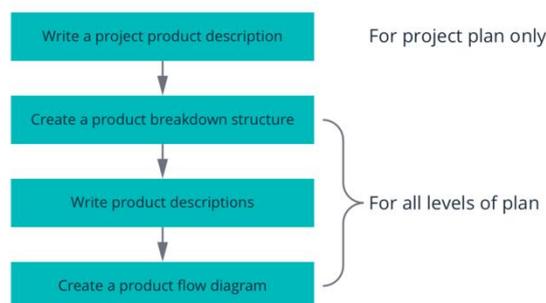

Figure 7.3 The PRINCE2 planning procedure

Figure 7.4 Defining and analysing products

2   Certification pathway

Praxis™ is the first free, community-driven global framework to integrate project, programme and portfolio management by focusing on the four core pillars of knowledge, method, competency and capability maturity common to each layer.

Being comprehensive, Praxis™ removes content repetition by covering all of the key areas – combining the value of four introductory certifications into a single one where practitioners can also apply to become Praxis™ Framework Professionals and a Chartered Project Professional through the Association of Project Management.

Praxis FOUNDATION APMG International	The entry level certification is the Praxis Foundation which is a one hour, closed-book, objective test examination of 75 questions with a 50% pass mark. At this level you need to know facts, including terms, context, processes, functional framework, techniques, roles and responsibilities from the guidance. You also need to understand the context, processes, functional framework, organizational factors and roles and can explain how these are applied to a P3 environment
Praxis PRACTITIONER APMG International	The second level is the Praxis Practitioner, a 2.5 hour, open-book, objective test examination with 80 questions and a 50% pass mark. At this level you must be able to apply key concepts to a given scenario, including being able to: (i) Use the functions appropriately; (ii) Create the documents; (iii) Tailor the processes appropriately; for a given scenario.
Praxis PROFESSIONAL APMG International	The third level is the Praxis Framework Professional. To progress to this level, you need to gain five years' experience of managing projects or programmes. Your written submission will be assessed through a written application with portfolio of evidence, virtual presentation and professional discussion lasting a minimum of 2 hours. At this level you need to demonstrate experience of adapting and applying PPM functions and processes on projects or programmes that exhibit characteristics of complexity. These projects, programmes or portfolios must exhibit characteristics of complexity, you must have the required breadth of project experience to meet the requirements of 20 competencies, have an advanced technical knowledge and be able to confidently evaluate and analyse the theory of current practices and methods.

The first three levels of certification are administered by APMG-International with the Praxis Framework Professional providing the necessary exemptions for Route 2 to the Chartered Project Professional (ChPP) designation from the Association for Project Management (APM).

The ChPP assessment process is administered by the APM. In addition to the Praxis™ Framework Professional certification applicants for ChPP must provide or demonstrate:

- Two referees;
- Commitment to professional ethics;
- Currency of practice
- Commitment to continuing professional development (CPD) with evidence of 35 hours of CPD in the last 12 months
- The ChPP interview lasts up to 30 minutes.

2.1   PeopleCert ProPath certification

The equivalent PeopleCert ProPath Certification pathway requires people to acquire and maintain practitioner certifications, at considerable cost, in three or more of the latest editions of Managing Successful Projects using PRINCE2®, PRINCE2 Agile®, Managing Successful Programmes (MSP®), Management of Portfolios (MoP®), Portfolio, Programme and Project Offices (P3O®) and/or Management of Risk (M_o_R®). The contents of these discrete certifications often overlap - forcing people to study duplicated themes and terminologies, risk management for example is covered to some extent by each certification.

The currency of ProPath certification is tied to the certification with the nearest expiry date. Unlike the Praxis Professional certification, ProPath is not based on a competency-based assessment where knowledge is demonstrated through experience.
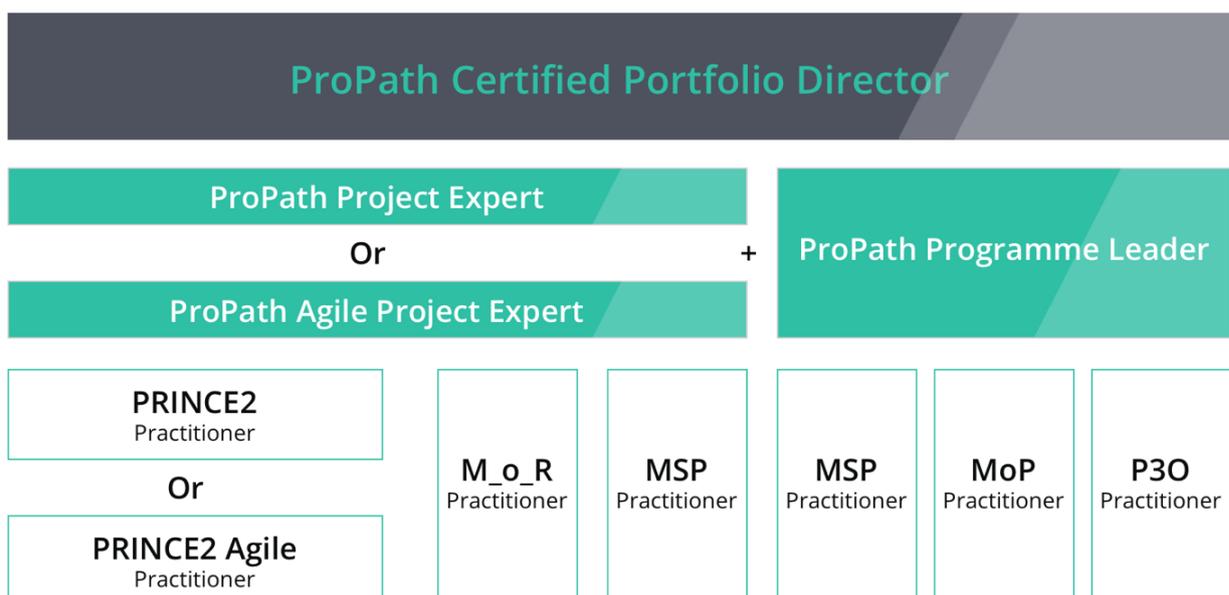
3   Process alignment

This section provides a high level comparison of the process models of the Praxis™ Framework mapped to MSP® and PRINCE2®. This generic model can be adapted in accordance with the context of a project or programme.

3.1   Identification process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Identification process Used to develop an outline of the project or programme and assess whether is it likely to be justifiable; determine what effort and investment is needed to define the work in detail; gain the sponsor's authorisation for the definition phase.	**Starting up a project process** Used to ensure that the prerequisites for initiating a project are established by answering the question, 'do we have a viable and worthwhile project?' The decision to start the project must be explicit, as the activities within the process of starting up a project happen before this decision.	**Identifying a programme process** Used to analyze the drivers and justification for the programme with minimal effort over a few weeks, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery.	The first process of the life cycle is common to all approaches. The key principle in Praxis is that the process is independent of whether the work is managed as a project or a programme and the key difference to PRINCE2 and MSP is that the process is used to determine what effort and investment is needed to define the work in detail. In Praxis, strategy alignment is covered by the portfolio initiation process rather than at the initiative level to ensure strategy contribution. In PRINCE2, the activities in *Starting Up A Project* process may be combined, split, or run concurrently to suit the context, but care should be taken to ensure the integrity of the connection with the process of directing a project when a request to initiate a project is submitted. Interestingly, request to initiate has not occurred yet nor has assembly of the project brief or the plan for initiation to determine viability but PRINCE2 says the entire management structure of the project board, and the project manager, plus any team manager, project assurance, and project support roles can be appointed. In MSP, *Identifying A Programme* process is one of two linear lifecycle processes within the broader incremental process. It also links the process to each of the seven MSP themes. Unlike Prince2, appointing the programme's roles occurs after the sponsoring group's decision to proceed to the *Design the Outcomes* process.

3.2   Sponsorship process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Sponsorship process It describes the activities that a sponsor must perform to exercise overall control and make key decisions during the life cycle. It also includes aspects of the relationship between the sponsor and the manager.	**Directing a project process** Is used to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager.	**No equivalent process** An activity within each of the seven processes undertaken by the sponsoring group, rather than the programme board.	Sponsoring a project is so named because it enacts the sponsorship function as applicable to projects and programmes. It describes the activities that a sponsor must perform to exercise overall control and make key decisions during the life cycle. It also includes aspects of the relationship between the sponsor and the (programme/project) manager. The term Sponsor (Praxis), Senior Responsible Owner (MSP) and Project Executive (PRINCE2) are in effect the same role and have the same accountabilities. In PRINCE2, the *Directing A Project* process covers the activities of the project board and is not concerned with the day-to- day activities of the project manager. It advises to manage by exception by monitoring via reports and decision points. However, it does not reiterate the *Organisation* practice advice that the Project Executive, supported by the Senior User(s) and Senior Supplier(s), is ultimately accountable for the project's success and is the single point of accountability for decision making. In MSP, sponsorship or specifically, '*Agree to proceed (or close)*' is an activity in each of the seven MSP® processes. The outputs of each process is approved by the Sponsoring group (which the Senior Responsible Owner is a member of) and not the MSP programme board. All MSP programme board decisions are ratified by the sponsoring group. The MSP programme board also blurs the lines of independence from what is being managed by having the programme manager as a board member.

3.3   Definition process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Definition process Is used develop a detailed picture of the project or programme; determine whether the work is justified; describe governance policies that describe how the work will be managed; gain the sponsor's authorisation for the delivery phase.	**Initiating a project process** Is used to establish solid foundations for the project, enabling the business to understand the work that needs to be done to deliver the project product before committing to any significant expenditure or resources.	**Design the outcomes process** Used is to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks, and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken.	The phase of the life cycle is common to all three methods. The key principle in Praxis is that the process is **independent of whether the work is managed** as a project or a programme. The output will be a set of documents that describe all aspects of the work, with their content and detail varying to suit the context. An important element of this is deciding what constitutes relevant documentation for the purpose of requesting authorisation. In PRINCE2 and MSP, the processes are specific to the work being managed either project or programme. In PRINCE2, the Project manager creates the suite of management products (defined by product descriptions) required for the level of control specified by the project board. The level of control required by the project board after initiation needs to be agreed, and the mechanism for such controls needs to be established, as does the level of control required by the project manager of the work to be undertaken by team managers. However, the Directing A Project process says there should be no need for other progress meetings for the project board, as the project manager will inform the board of any exception situation. In MSP, this process is repeated at the start of each tranche to either validate the outputs or adapt them to new information.

3.4 Delivery process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Delivery process The delivery phase of a small project may comprise only one stage; the delivery phase of a programme may comprise only one tranche. Most projects and programmes will comprise multiple stages or tranches that are conducted in serial or parallel.	**Controlling a stage process** Used to assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure that the stage remains within the tolerances set by the project board.	**Plan progressive delivery process** Used to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery.	In Praxis, the delivery phase of more complex projects and all programmes will be divided into stages or tranches respectively. Praxis adopts an approach that enables the process to be relevant to either small projects or programmes irrelevant of whether they comprise stages or tranches. Whatever the context, managing each stage or tranche will follow a basic 'plan, do, check, act' cycle, sometimes known as the Deming or Shewhart cycle. In PRINCE2, work package descriptions are used for defining, assigning, and controlling the work to be done, as well as setting tolerances for the team managers. Freedom is given to the team managers at the work package level, when possible, using the tolerances so that escalations can be minimized. In MSP, constituent parts of programmes, i.e. projects and other work, may use different modes of delivery within a single programme and it is important to use the most appropriate modes for the situation. This includes iterative, linear, hybrid and continual improvement.

3.5   Development process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Development process Where things actually get produced. It is very simple but very context sensitive. The principles of the development process can be applied to any scope of work and in essence it is simply a process for delegation from one level in the organisation structure to another.	**Managing product delivery process** Used to control the link between the project manager and the team manager. This is achieved by agreeing the requirements for acceptance, execution, reporting, and delivery of specialist products. The role of the team manager is to coordinate an area of work that will deliver one or more of the specialist products that form the project product. Team managers can be internal or external to the organization running the project.	**Deliver the capabilities process** Used to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model.	These processes have the same broad objectives of where things are created. In Praxis, the project and programme processes are designed to be used in different contexts. The difference is that in complex work there are more nested levels of life cycles. For example, in small projects a separate development process may not be required. In larger projects, the delivery process can represent work delegated to a team or an external contractor. In agile projects, the process may be replaced with a scrum product delivery framework. In PRINCE2, work packages are not necessarily small in scale. All the PRINCE2 principles are as applicable to a work package as to a project, requiring appropriate governance and control and often needing a team manager who is skilled in project management. PRINCE2 projects deliver outputs in the form of products through work packages which are used to facilitate changes in an organization or for organizations. This is assessed against the current state versus desired state. MSP calls this the target operating model and the gap is called the delta in AgileSHIFT. In MSP, as each project prepares for closure, it delivers its outputs to the programme. The combined outputs need to deliver the capabilities required and support effective transition, so the outcomes can be achieved and benefits realized. This is assessed against the target operating model and the gap is called the delta in AgileSHIFT.

3.6   Manage boundaries

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Manage boundaries Used to conclude a stage or tranche in a structured way; and prepare for the next tranche or stage.	**Manage a stage boundary** Used to enable the project manager to provide the project board with sufficient information to be able to: ● review the success of the current stage ● prepare the next stage plan ● review the updated project plan ● confirm continued business justification and acceptability of the risks.	**No equivalent**	Praxis uses the more generic term of manage boundaries because the process applies to tranches in a programme as well as stages in a project. Praxis is the only guide to recognise that the end of one stage or tranche and beginning of the next stage or tranche is not clear cut particularly where programme tranches overlap or where project stages are sequential and activities overlap. The (programme/project) manager and sponsor should therefore work together closely throughout this process to ensure the smooth transition from one tranche or stage to the next, or possibly terminate the work early if the business case no longer provides justification. In PRINCE2, the process is executed at, or close to , the end of each management stage. The use of management stages in a PRINCE2 project is mandatory; the number of management stages is flexible and depends on the scale, duration and risk of the project. Unlike Praxis, the PRINCE2 process does not acknowledge that project stages are sequential and activities overlap, particularly with the execution of a work package. In MSP, there is no specific boundary process; instead 'Agree to proceed (or close)' is an activity in each of the seven MSP® processes. The output of each process is approved by the sponsoring group, which the Senior Responsible Owner is a member of and not the programme board itself that consists of the programme manager.

3.7 Change management

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Change Management The goals of change management are to define the organisational change required to convert outputs into benefits; ensure the organisation is prepared to implement change; implement the change and embed it into organisational practice. This equally applies to both programmes and projects.	**People element** Under project context, it says the **principles**, **practices**, and **processes** are applied by the **people** involved to ensure that the PRINCE2 method is fit for the **project context**. These form the five integrated elements of PRINCE2 7th edition	**Embed the outcomes** Used to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized.	Praxis recognizes the inclusion of change management is often seen as the deciding factor in whether something should be considered as a project or a programme. A piece of work that delivers a single output, leading to small scale change and a resultant benefit is probably best considered to be a project. Work that covers multiple outputs, complex change and numerous different benefits is undoubtedly a programme. There is no set point of distinction between the two. In PRINCE2, it now recognizes for the first time that all projects result in a change in how people, organizations, and systems operate the current state to a future target state that incorporates the use of the project products. Effective leadership is required to deliver this change. Unlike Praxis, PRINCE2 does not advise on the change management process. It only outlines the change management approach captured within the project initiation documentation. In MSP, embed the outcomes process ensures that the investing organization(s) makes the required changes to adopt new ways of working (change) to realize the benefits.

3.8 Knowledge management

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Knowledge Management Used to capture useful knowledge from the management of projects, programmes and portfolios; make tacit knowledge from experienced practitioners explicit and available to all; support capability maturity management and continuous improvement in P3 management.	**No equivalent** ***Learn from experience*** principle is used to continuously improve and innovate. It is the responsibility of everyone involved with the project to identify lessons rather than wait for someone else to do so.	**Evaluate new information process** Used to ensure that the sponsoring group and programme board are supported by high quality, up-to-date, and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle.	In Praxis, the Knowledge section integrates with all the other 3 sections including Method, Competence and Capability Maturity. Each function describes the procedures, tools and techniques that can be used in management processes. Praxis also has a Knowledge Management section that details the difference between tacit and explicit knowledge including the purpose of community of practice in developing individual capability and organizational maturity using knowledge management as a basis. In PRINCE2, there is no equivalent practice that covers 'knowledge' management. PRINCE2 simply uses the principle of *Learn from experience* for the PRINCE2 project team to actively seek, record, and implement improvements as a result of relevant lessons learned from prior projects and throughout the life of the project. It applies them in future projects and shares them for others to apply. In MSP, knowledge is now one of the seven themes. The purpose of the knowledge theme is to describe how programmes: acquire, curate, and use knowledge; use knowledge and experience to learn lessons, and to build a culture and practice of continual improvement; and manage information to ensure its integrity, controlled access to the right versions, and data privacy. Like Praxis, it also includes advice about Communities of Practice as part of the knowledge theme.

3.9 Closure process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Closure process Used to close a project or programme that has delivered all its outputs; close a project or programme that is no longer justifiable; and review the management of the work and learn lessons.	**Close a project process** Used to provide a fixed point at which acceptance of the project product is confirmed. It also provides a point to recognize that the objectives or the approved changes to the objectives, as established in the project initiation documentation, have been achieved.	**Closing a programme process** Used to end the programme in a controlled way, extracting as much value from the programme regardless of the reason for closing it. This includes ensuring that the investing organization(s) is ready to maximize the benefits to be realized from the completed programme work by continuing to measure the benefits and taking steps in BAU to minimize benefit erosion.	The final phase of the life cycle is common to all approaches. The key principle in Praxis is that the process is independent of whether the work is managed as a project or a programme. In Praxis, closure is principally concerned with a temporary organisation handing over responsibility for its objectives and disbanding. Where that occurs in the life cycle will depend on how the project or programme was constituted in the first place. The distinction with Praxis is that the sponsor will be the 'last person standing'. Where the scope includes benefits, the role of the sponsor does not formally come to a conclusion until a benefits review concludes that the business case has been achieved; achieved to the best degree possible or will be achieved without further intervention. In PRINCE2, closure activities should be planned as part of the stage plan for the final stage. Where there is a cause for a premature close, this process ensures the project is closed in an orderly way. PRINCE2 now says to assess any benefits that have already been realized, and to update the benefits management approach to include any post-project benefit reviews In MSP, formal closure means that the Senior Responsible Owner disbands the programme organization and agrees with the sponsoring group to close the programme. Unlike Praxis, there is no mention of benefits review particularly as part of hand over residual work by the programme manager.

3.10   Benefits realization process

Praxis	PRINCE2 7th edition	MSP 5th edition	Comparison
Benefits Realization process Used to establish the current state of what is being changed; co-ordinate the delivery of outputs with the management of change; ensure changes are permanent; and establish whether benefits have been achieved.	**No equivalent** An objective of closing a project process includes assess any benefits that have already been realized, and update the benefits management approach to include any post-project benefit reviews	**No equivalent** Begin to realize and measure benefits is an activity within the Embed the outcomes process.	In Praxis the process for realizing benefits is incorporated into both projects and programmes. It's the only method to recognise that simply producing an output does not automatically realize benefits and that the timing of the final benefits review is set according to the original business case. In PRINCE2, when delivering products, the benefits management approach may need to be updated to include the post-project benefits review or reviews of the performance of the project product in operational use. Such benefits reviews may identify whether there have been any side effects (beneficial or adverse) that could provide useful lessons for other projects. In MSP, the 'what' and 'why' of benefits is covered in the Design theme. It looks at some of the benefit types, describes how to use benefits maps and the path to value from outputs, capabilities, outcomes, benefits and objectives. It explicitly focus on financial benefits and ignores non-financial benefits which are equally important.

4 Functional alignment

The following table provides a high level comparison of the relevant functions from Praxis™, practices from PRINCE2® 7th edition and themes from MSP® 5th edition. Only Praxis™ functions (highlighted in purple) that have some coverage in PRINCE2® and MSP® are included. Within Praxis™, management functions are the ones that are applied in the completion of projects, programmes and portfolios. Each function is described as it applies to P3 management in general and the Praxis Framework in particular. Within Praxis™, management functions are split into interpersonal skills and delivery.

The wheel below shows the seven **interpersonal skills** covered by Praxis™.	Delivery function is immediately concerned with the delivery of outputs, outcomes and benefits.		
	Integrative management • Organisation management • Stakeholder management • Business case management • Planning • Control • Assurance • Information management **Scope management** • Requirements management • Solutions development • Benefits management • Configuration management • Change control	**Schedule management** • Time scheduling • Resource scheduling **Financial management** • Investment appraisal • Funding • Budgeting and cost control **Risk management** • Risk context • Risk techniques	**Change management** **Financial management** • Procurement • Contract management • Mobilisation

4.1   Benefits management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
[Benefits management](#)	**No equivalent theme** The business case practice says the purpose of a PRINCE2 project is to deliver outputs in the form of products which are used to facilitate changes in an organization or for organizations. These changes create capabilities that lead to outcomes. The outcomes allow the organization(s) to realize the benefits that are explained in the business case for the project. Outcomes that are perceived as negative by one or more stakeholders are called dis-benefits.	**No equivalent theme** The Design theme includes a section on benefits.	In **Praxis**, the realization of benefits is the driving force behind any project, programme (or portfolio). Praxis is the only guide to distinguish 'financial' or 'non-financial' benefits and to make a vital input to investment appraisal in the business case. The business case is owned by the sponsor who is, therefore, ultimately accountable for the realization of the benefits in the business case. In **PRINCE2**, the Senior User represents the user community and is accountable for the benefits management approach taken to capture user requirements and the specification of benefits aligned to the business case. Interestingly, the project brief used to justify investment in a PRINCE2 project as part of starting up a project does not include any content on benefits based on the product description but rather in the full business case as part of initiating a project process. Unlike Praxis, it makes no distinction between financial and non-financial benefits, which are equally important. In **MSP**, the Business Change Manager on the programme board has ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes of benefit on behalf of the SRO. Unlike Praxis, it similarly focuses on financial benefits and ignores non-financial benefits which are equally important. For example, the benefit is only realized when resources are removed from the process (through reassignment, redeployment, or redundancy) and the remaining resources are skilled and committed to performing the new routines.

4.2　Business case management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Business case management	**Business case practice** Is used to establish mechanisms to judge whether the project is (and remains) desirable, viable, and achievable as a means to support decision- making in its continued investment.	**Justification theme and Decisions theme**	All three methods place the business case at the heart of the process but only Praxis links business cases to decision gates. In **Praxis**, business case management is the function concerned with developing, communicating and maintaining the business case. Its goals are to summarize context and delivery in a single document; explain the desirability, achievability and viability of the proposed work; develop the primary document that will be used to support a 'go/no go' decision at all gates in the life cycle; and update and maintain the business case throughout the life cycle. In **PRINCE2**, all projects must have a business justification, usually documented in a business case. The business case establishes not only the reason for the project but also confirms whether the project is desirable (the balance of costs, benefits, and risks), viable (able to deliver the products), and achievable (whether use of the products is likely to result in envisaged outcomes and resulting benefits). While, business justification is established at the beginning of the project through the creation of a business case. The evolution of the **mandate** into the **project brief** and finally the **full business case**, only the full business case includes the expected benefits and dis-benefits. Benefits should be the driver and rationale for investment. Interestingly, PRINCE2 adapts APMG-International's Better Business Cases™ 5 case model but does not reference the source. In **MSP**, options analysis of the business case exists within the Decisions theme while Justification includes investment appraisal advice using payback, net present value and internal rate of return. These techniques ignores the value of money and asset salvage rates and excludes multi-criteria analysis to determine the optimal mix between benefits, costs, and risks.

4.3   Change control

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Change control	**Issue Practice** Is used to collect and assess issues and control changes to the project's baseline.	**Design theme**	Praxis makes the distinction between change control as a function within scope management and change management that delivers outcomes. While, issues are addressed by the delivery process. In **Praxis**, change control is the means by which all requests to change a scope baseline are captured, evaluated and then approved or rejected. Unlike PRINCE2 and MSP, Praxis recognizes instead of approving or rejecting a change request at a project of programme level, the portfolio version of the procedure may result in reprioritization, or even the cancellation, of some of projects or programmes and the identification of new ones. In **PRINCE2** the 'issue' practice refers to change control (as applied in scope management). It uses the term 'issue' to cover an event relevant to the project that requires project management consideration. Issues may be raised at any time during the project by any team member or stakeholder and captured in the project log. Unlike Praxis, there is no link to a portfolio version. In **MSP**, specific processes or cycles for the areas of risk, issued and change control exist in other guides, such as the management of risk process in M_o_R or the issue and change control procedure in PRINCE2. MSP requires a structured process to be used that is fit for purpose for that programme and organization, but does not specify the process steps so the programme is free to use the most appropriate solution. That is, MSP uses the Plan–Do–Check–Act (PDCA) cycle (also known as the Deming cycle or Shewhart cycle) that applies to the control of key aspects of programme management such as risk analysis and management, issue resolution, stakeholder engagement and communications management, and information management.

4.4   Change management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Change management	People element	No equivalent theme	In **Praxis**, the achievement of benefits in a business case often requires changes to the working practices of the host organisation. These changed practices are known as outcomes and moving from the current practice to the desired outcome is achieved through change management. PRAXIS recognizes that a structured portfolio involves coordinating the change management plans of all component projects and programmes to ensure that they work together effectively. In **PRINCE2**, change management is the means by which an organization transitions from the current state to the target state. PRINCE2 addresses change by creating and maintaining a change management approach as part of the project initiation documentation. It says the current and target states can be captured and described as a set of **routines, practices, process, culture, responsibilities, structure, capabilities.** Interestingly, there is no alignment with the target operating model in MSP 5th edition. Unlike Praxis, there is no change management plan, only an approach, which is not coordinated at a portfolio level. In **MSP**, change management is predominately the accountability of the business change manager role to prepare the business for change, transition and adopt new capabilities and embed outcomes of benefit. In MSP, the Design theme includes the Target Operating Model that provides a detailed description of the future state of the investing organization(s) after the programme has finished, including **organization** (**roles and responsibilities), culture, processes, technology, infrastructure, information and data, and knowledge and learning**. Unlike Praxis, there is no change management plan, or approach, and change is not explicitly coordinated at a portfolio level or through the sponsoring group.

4.5   Configuration management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Configuration management	**No equivalent theme**	**Knowledge theme**	In **Praxis**, configuration management encompasses the administrative activities concerned with the creation, maintenance, controlled change and quality control of products. The need for formal configuration management beyond simple version control will depend upon the scale and complexity of the objectives. It will also depend upon the degree to which specification changes are allowed. In **PRINCE2**, configuration management is no longer covered in the 7th edition and specific products used for the quality control of products such as configuration item records and product status account have been removed from the guide. The Issue practice only states "The baselines of different management products may be maintained using different systems, but each system should enable configuration control by providing a record of changes and an archive of superseded versions." In **MSP**, configuration management is included in the Knowledge theme under Information Management. MSP simply says programmes need a controlled way of collecting, storing, organizing, disseminating, archiving, and destroying information.

4.6   Control

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Control	**Progress**	**Assurance**	In **Praxis**, control involves monitoring performance against approved baselines, updating delivery documents and taking corrective action as necessary. Control is required throughout the portfolio, programme and project life cycle In **PRINCE2**, control is covered in the Progress practice. Its purpose to establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project's objectives and continued viability: and control any deviations causing an exception. In **MSP**, control is covered in the Assurance theme where it is assumed that the approach adopted will address the required corporate assurance and controls of all the investing organizations.

4.7   Investment appraisal

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Investment appraisal	**Business case** *Investment appraisal*		In **Praxis**, investment appraisal is a collection of techniques used to identify the attractiveness of an investment. Its goals are: assess the viability of achieving the objectives; support the production of a business case. Benefits arising from organisational change can give rise to a significant proportion of intangible and non-financial benefits being included in an appraisal. Appraisals should not to be overly dependent on non-financial benefits, as anything can be justified through subjective views of value. In **PRINCE2**, investment appraisal is part of the business case practice to compare the benefits, costs and risks of developing, operating and maintaining the project product with the value of benefits over a period of time. PRINCE2 provides a number of investment appraisal techniques but little guidance about how to effectively use these techniques and their limitations in relation to the development of the mandate, project brief or full business case. Interestingly, responsibility for investment appraisal is not defined. In **MSP**, investment appraisal is necessary to justify initial and continued investment in a programme. Like PRINCE2, an investment appraisal also looks at the relationship between benefits, costs and risks. MSP provides only three investment appraisal techniques but no guidance about but little guidance about how to effectively use these techniques and their limitations in relation to the development of the programme mandate, programme brief or business case.

4.8   Leadership

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Leadership	**People element** *Leading successful teams*	**No equivalent theme**	In **Praxis**, leadership is recognised as having many definitions because it is exercised in so many different contexts. In simple terms in the context of P3 management, leadership is best defined by its goals, which are to provide focus and promote commitment to objectives and equally to inspire team members to successfully achieve the objectives. In **PRINCE2**, leadership is defined as motivating people to achieve a project's objectives. On projects, this is best done through collaboration across the project ecosystem, persuading, influencing, and co-creating with a focus on managing key relationships and seeking regular feedback to ensure team members remain aligned to the project's objectives and agree to joint ways of working. In **MSP**, designing the three lines of defense is used to support leadership decision-making with the levels of delegated authority within the programme's organization. The programme manager is responsible for the day-to-day leadership. **Note:** In the 3 lines model (as it's now called), the 'lines' are not intended to denote structural elements but a useful differentiation in roles. The numbering (first, second, third) should not be taken to imply sequential operations (as incorrectly applied in MSP). Instead, all roles operate concurrently.

4.9   Organization management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Organisation management	**Organizing**	**Organization**	The principles of the organization are the same in each method. The difference is that **Praxis** defines a basic structure that can be applied to projects, programmes and portfolios whereas **PRINCE2** is only concerned with a project organisation and **MSP** with a programme organisation and its relationship with the sponsoring group including the corporate governing body (and audit committee).

The other discernible difference is that **Praxis** uses the term Sponsor, **MSP** uses the term Senior Responsible Owner (SRO) and **PRINCE2** uses the term Project Executive. These terms equally refer to the role who is single point of accountability. |

4.10   Planning, control and assurance

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Planning Control Assurance	**Quality**	**Assurance**	Quality is inherent in every aspect of P3 management. Everything that a framework like **Praxis** describes is aimed at achieving quality. Quality planning, quality control and quality assurance are therefore covered by the more general functions of similar names rather than extracted into a separate quality function. This is an approach first taken by 'ISO10006:2003 Quality management systems – Guidelines for quality management in projects.' In **PRINCE2**, the purpose of the quality practice is to document the user's requirements of the project products and to establish the means by which they will be met. Interestingly, this does not align with the Business Analysis Body of Knowledge (BABOK) requirements classification schema which consists of business, stakeholder, solution – both functional and non-functional, and transition requirements. The quality practice also no longer includes ITIL version 3 advices for a project's project to be fit for purpose (or fit for use). The former is only mentioned by the quality performance target. In **MSP**, the assurance theme covers the assurance roles and responsibilities related to Institute of Internal Auditors (IIA)'s three lines model; the assurance approach and how it supports governance; and how assurance activities are planned.

4.11 Planning

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Planning	**Plans**	**Structure**	In **Praxis**, planning determines what is to be delivered, how much it will cost, when it will be delivered, how it will be delivered, who will carry it out and how all this will be managed. The function covers both management planning and delivery planning. Praxis recognizes all delivery plans originate from estimates. These will be based on whatever data are available together with expertise in their interpretation and application. In **PRINCE2**, the purpose of plan practice is to facilitate communication and control by defining the products to be delivered (the 'what') and the means to deliver them (the 'who', the 'how', the 'where', and estimates of the 'when' and for how much) to satisfy the project business case (the 'why'). In PRINCE2, there are the following types of plan: project plan, stage plan, team plan, and exception plan. In **MSP**, the Structure theme is primarily about delivery planning to schedule the constituent projects and other work of the programme to show their relative timescales, resources, and dependencies. The programme plan covers the programme as a whole and the next tranche in detail.

4.12   Risk management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Risk management	**Risk theme**	**Design theme**	In **Praxis**, risk is recognized as being inherent in all projects, programmes and portfolios because each one is a unique combination of objectives, solutions, people and context. Each project, programme and portfolio will have an inherent level of overall risk. This overall risk has two components: risk events and uncertainty. In **PRINCE2**, the purpose of the risk practice is to identify, assess, and control uncertainties that would affect the project's objectives, and, as a result, improve the ability of the project to succeed. Risks can have a negative or positive impact on objectives if they occur. PRINCE2 uses the terms 'threat' for uncertain events that would have a negative impact on objectives and 'opportunity' for uncertain events that would have a positive impact on objectives. In **MSP**, the design theme does not specify a particular risk management process other than to require a single process for the programme that follows a Plan–Do–Check–Act cycle; however, it does require the use of a risk register. Instead MSP refers to PRINCE2 risk theme and Management of Risk v4. Interestingly, the AXELOS guides are supposed to be standalone.

4.13   Schedule management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Schedule management	**Plans**	**Design theme**	In **Praxis**, schedule management is detailed with a process flow. It explains the need for schedules to reflect the impact of people resource availability, risk and estimating accuracy on the performance of the work. Praxis recognizes to be realistic; schedules must reflect the impact of resource availability, risk and estimating accuracy on the performance of the work. In **PRINCE2**, how to prepare a schedule is defined to some extent as part of the product based planning technique within the Plans pratice. The procedure for preparing a plan covers all types of plan: the project plan, stage plans, team plans, and exception plans. Unlike Praxis, there is no mention for the schedule to reflect the impact of resource availability. In **MSP**, the structure theme covers scheduling to a limited degree. It simply states the delivery plan is used to schedule the constituent projects and other work of the programme to show their relative timescales, resources, and dependencies. The plan covers the programme as a whole and the next tranche in detail. While the benefits realization plan is used to detail the scope and schedule for all benefits realization related work. There is no advice about how to do schedule management.

4.14   Scope management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Scope management	**No equivalent theme**	**Design theme**	In **Praxis**, scope management identifies, defines and controls objectives, in the form of outputs, outcomes and benefits. It's made up of five main areas that work in unison to identify, define and control the scope. Namely, requirements management, solutions development, benefits management, change control and configuration management. In **PRINCE2**, scope is one of six variable aspects of project performance to be managed where scope defines exactly what will the project deliver and linked to the management by exception principle to show the permissible variation of the plan's products. The set of agreed products defines the scope of a project and provides the basis for planning and control. In **MSP**, scope defines the programme investment and the vision and target operating model are documents used in scope management. In Praxis these can be equally applicable to complex projects as they are to programmes.

4.15   Stakeholder management

Praxis (functions)	PRINCE2 7th edition (practices)	MSP 5th edition (themes)	Comparison
Stakeholder management	**Define roles, responsibilities and relationships principle** and **People element**	**Organisation**	In **Praxis**, stakeholder management ensures that stakeholders are appropriately involved in all aspects of the project, programme or portfolio because they are involved in the work or affected by the outcomes. In **PRINCE2**, the *Define roles, responsibilities and relationships* principle is about a PRINCE2 project having defined and agreed roles and responsibilities within an organization structure that engages the business, user, and supplier stakeholder interests. Moreover, a PRINCE2 project management team initiates and builds relationships with and between internal and external stakeholders. The *People* element, defines Stakeholder as any individual, group, or organization that can affect or be affected by (or perceives itself to be affected by) the project. In **MSP**, it is assumed that the approach adopted will address all the stakeholders who are associated with the programme environment and that the scale and complexity of change associated with programmes typically creates a stakeholder environment that requires careful analysis and management.

5   Portfolio management

Both Praxis and Management of Portfolios (MoP®) are largely aligned in terms of the cyclical portfolio management process. However, Praxis™ does make the distinction between standard portfolio and structured portfolio. The former co-ordinates projects and programmes that draw upon a common pool of resource. This is to maximize the efficient use of available resource and avoid conflicts in resource requirements wherever possible. While the latter manages a set of projects and programmes that collectively achieve a set of strategic objectives.

Praxis (Process)	Management of Portfolio (Practice)	Comparison
Select projects and programmes	Understand	In **Praxis™**, the main criterion for inclusion of a project or programme in a standard portfolio may be simply that it exists. While structured portfolios may have a quite sophisticated system for selecting projects and programmes. That is, the portfolio must be rigorous in testing business cases for their ability to deliver benefits that are consistent with the strategic objectives. In **MoP®**, the practice obtains a clear and transparent view of what is in the current portfolio and the project development pipeline, performance to date and, looking forward, the forecast costs, benefits, and risks to delivery and benefits realization.
Categorize	Categorize	In **Praxis™**, categorizes are defined to make it easier for senior decision makers to understand the nature or the portfolio. Typical categories might align with specific strategic objectives; alternatively they may identify characteristics such as mandatory or discretionary; short or long term investments; high or low risk; significant or marginal change and so on. In **MoP®**, the practice makes it easier for senior decision makers to understand the make-up of their portfolio and thus to make decisions on balance and on the optimum use of available funding and other resources. It can also aid strategic alignment, as the allocation of available resources to individual segments should reflect their relative priorities.

Praxis (Process)	Management of Portfolio (Practice)	Comparison
Prioritize	Prioritize	In **Praxis™**, prioritization simply helps with making the right choices since all portfolios are subject to finite resources, whether it be financial, logistical, mechanical or human. When multiple initiatives compete for finite resources, conflicts will occur and choices will need to be made. In **MoP®**, prioritizing ranks the change initiatives within the portfolio (or portfolio segment) based on one or more agreed measures. The most common measures are financial metrics and/or some form of multi-criteria analysis
Balance	Balance	In Praxis, finding the right balance can be more subjective than categorise or prioritise and is largely driven by the context and values of the host organisation. In **MoP®**, this practice ensures that the resulting portfolio is balanced in terms of factors such as timing; coverage of all strategic objectives; impact across the business; stage of initiative development; overall risk/return profile; and available resources.
No equivalent	Plan	In **Praxis™**, the MoP Plan Practice is covered by the coordination process which deals with the day-to-day co-ordination of its component projects and programmes undertaken by the portfolio management team. In **MoP®**, the practice is used to collate information from the portfolio definition cycle and create a portfolio strategy and delivery plan which will be approved by the portfolio direction group/ investment committee. The portfolio strategy is a tool to help stakeholders understand what the portfolio is designed to achieve in the longer term (linked to the strategic planning cycle) and provide a high-level overview of how these objectives will be achieved. In comparison, Praxis™ does this during the initiation process

6   Terminology

The following table explains any significant differences in terminology between the three methods.

Praxis	PRINCE2	MSP	Comparison
Issue	Exception	Exception	An issue in PRINCE2 and MSP is a very broad term defined as an unplanned event that has occurred and requires management action. It could be a problem, query, change request, or a risk that has occurred. In the Association of Project Management (APM) Body of Knowledge, issue is clearly defined as a problem that is now breaching, or is about to breach, delegated tolerances for work on a project or programme. Issues require support from the sponsor to agree a resolution. In PRINCE2, this definition is equivalent to the 'exception' term. MSP does not define exception and refers to PRINCE2 for issue and change control. Praxis uses the APM approach.
Management plan	Approach	Strategy	In the Association of Project Management (APM) Body of Knowledge, strategy is defined as the high-level plan that will enable the project to reach a successful conclusion. It describes how the project is to be executed. This is the long-term plan. In Praxis, the term is restricted to organisational strategy with projects, programmes and portfolios deemed to be at a tactical level. In PRINCE2, the term approach is used and defined as the way in which the work of the project is to be delivered. In MSP, the term strategy is used to define the 'why' and 'what' with respect to the governance and control framework or as the way in which the work of the programme is to be delivered.
Process model	Process model	Process model	Both PRINCE2 and MSP define process models based on a life cycle. PRINCE2 chooses a serial approach while MSP uses a more incremental progression. The identify the programme and close the programme are the only linear parts of the MSP lifecycle. The Praxis process model should be read in conjunction with the life cycle function and used to perform a serial or parallel life cycle as appropriate.
Project or programme management plan	Project plan	Programme plan	Although not identical in content, each of these terms represents the main output of the definition phase of a project or programme.

Praxis	PRINCE2	MSP	Comparison
Sponsor	Project Executive Project Board	Senior Responsible Owner Sponsoring Group Corporate governing body (audit committee)	Praxis defines the function of sponsorship and also a sponsorship process. In Praxis the sponsorship can be performed by an individual or group depending on the context of the work. The name of the role that performs the function and process is a matter of choice but in Praxis is always simply referred to as the sponsor. In PRINCE2, the equivalent role representing the single point of accountability is called Project Executive. In MSP, the sponsoring group is the governance board with delegated authority from the corporate governing body (audit committee) to direct the programme. While the Senior Responsible Owner (SRO) is accountable to the sponsoring group and chairs the programme board. The SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme.

7   Alignment of Management of Portfolios (MoP), MSP and PRINCE2

Cognitive psychologists Christopher Chabris and Daniel Simons wrote about the Illusion of Attention in *The Invisible Gorilla*. It occurs when people believe that they see an entire scene, but they actually miss what's right in front of their eyes. Many people suffer from this phenomenon, including experts and individuals in positions of responsibility. For example, AXELOS states that MoP is closely aligned with MSP and PRINCE2 however the reader can make their own assessment about how closely aligned PRINCE2 and MSP is with MoP.

7.1   Management control

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Management Control practice ensures that progress, at a project, programme and portfolio level, is regularly monitored against the baseline. This helps to ensure that delivery stays on track and that the portfolio remains strategically aligned.	**No equivalent theme.** In MSP, this is covered by the Agree to proceed (or close) in each process but there is little detailed information about monitoring against baseline.	**Progress** practice ensures establish mechanisms to; monitor and compare actual achievements against those planned; provide a forecast for the project's objectives and continued viability and control any deviations causing an exception.
MoP Elements mapped to MSP and PRINCE2		
■ Defined processes, including the business change lifecycle, which should be recorded in a portfolio management framework.	■ The 7 processes from identify and close are defined within a high level programme lifecycle. No reference about recording it with the portfolio management framework.	■ The 7 processes from starting up a project to closing a project are defined. No reference about recording it with the portfolio management framework.
■ Guidance and templates for business case preparation, initiative planning etc.	■ Guidance on business case preparation is covered by different themes. For example, business case and funding approach is in the **Justification** theme, Benefits is in the **Design** theme, Options analysis is in the **Decision** theme. Each theme has specific supporting documents.	■ Guidance on business case preparation is covered by the Business Case practice.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
MoP Elements mapped to MSP and PRINCE2		
■ Regular progress-reporting, including via the portfolio dashboard.	■ Regular progress reporting is covered by the Justification theme, particularly the subsections of Tracking and forecasting expenditure and benefits realization; and Reporting on variances.	■ Under the Progress practice, the 7th edition says reports may take the form of an electronic dashboard, which has aggregated and summarized data from an integrated system. However, there is no mention of regular progress-reporting via the **portfolio** dashboard.
■ Stage or phase gates. These include end-of- tranche programme reviews and are in addition to external processes such as the OGC Gateway Reviews[1].	■ Stage or phase reviews are covered by the Agree to proceed (or close) activity as part of each of the 7 processes where the sponsoring group authorizes and commits to resource the next process.	■ Stage reviews are covered by the Managing a Stage Boundary process where achievement of stage objectives are evaluated. No reference to external processes such as the OGC Gateway Reviews.
■ Regular portfolio-level reviews.	■ Regular portfolio reviews are covered by the Agree to proceed (or close) activity as part of each of the 7 processes where the sponsoring group authorizes and commits to resource the next process.	■ Programme or Portfolio level reviews are handled by the management by exception principle and through the use of stage and project tolerances.

[1] OGC gateway assurance has been updated by the Infrastructure and Projects Authority (IPA) and now known as the Gated Review Process

7.2　Benefits management

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Benefits management ensures to clearly identify and manage the benefits being realized from the portfolio, so helping to ensure the best use of available resources and that the contribution to operational performance and strategic objectives is maximized.	**No equivalent theme**. In MSP, benefits are in the Design theme and Benefits realisation planning is in the Structure theme.	**No equivalent practice** In PRINCE2, benefits are covered under the Business Case practice.
MoP Elements mapped to MSP and PRINCE2		
■ Benefits eligibility rules including a consistent approach to benefits categorization;	■ No benefits eligibility rules defined about how benefits should be categorized, quantified, valued and validated in the preparation of relevant programme or project documentation, including business cases.	■ No benefits eligibility rules defined about how benefits should be categorized, quantified, valued and validated in the preparation of relevant programme or project documentation, including business cases.
■ A portfolio-level benefits realization plan;	■ A benefits realization plan is covered by the documents to support the **Structure** theme.	■ There are no management products defined for benefits either a benefits realization plan or benefit profile.
■ Inclusion of re-appraisal of the benefits case at stage/ phase gates and portfolio-level reviews;	■ Specific advice about re-appraisal of the benefits case at stage/ phase gates and portfolio-level reviews is not included.	■ Specific advice about re-appraisal of the benefits case at stage/ phase gates and portfolio-level reviews is not included.
■ Effective arrangements to manage benefits post project/programme closure; clear arrangements for benefits tracking and reporting at a portfolio level, including via the portfolio dashboard;	■ Arrangements to manage benefits is covered by Embed the Outcomes process, with responsibility sitting with the Business Change Manager role on the Programme Board. While Setting up and implementing measurement, monitoring, and reporting on benefits realization is referenced in the Justification theme, under Budget. However, no reference to portfolio dashboard.	■ Stage reviews are covered by the Managing a Stage Boundary process where achievement of stage objectives as stated in the business case are evaluated, including benefits. However, no reference to portfolio dashboard.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
MoP Elements mapped to MSP and PRINCE2		
■ Regular and robust post-implementation reviews and feeding lessons learned back into forecasting and the benefits management processes.	■ No guidance included about regular and robust post-implementation reviews.	■ No guidance included about regular and robust post-implementation reviews.

7.3   Financial management

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Financial management practice ensures that the portfolio management processes and decisions are aligned to the financial management cycle and that capital and operational financial considerations form a key element in all decisions regarding the commencement and ongoing viability of change initiatives, both at a project, programme and portfolio level.	**No equivalent theme.** In MSP, funding approach and financial planning are covered by the Justification theme. The Decision theme has no guidance on the financial management cycle, particularly capital and operational financial considerations.	**No equivalent practice.** In PRINCE2, costs are covered under the Business Case practice.
MoP Elements mapped to MSP and PRINCE2		
■ Selection of appropriate investment criteria including financial metrics such as NPV and multi-criteria analysis.	■ Under Programme environment, there is passing reference to investment criteria in the example for efficient delivery. Under Financial measure of benefits, MSP mentions net present value, internal rate of return and payback but not multi-criteria analysis nor does it explain limitations with these investment appraisal techniques.	■ Under the Business Case practice, the investment appraisal section includes various techniques including NPV but no advice on how they should be used. It also highlights an adapted 5 case model from Better Business Cases but does not reference the original source.
MoP Elements mapped to MSP and PRINCE2		

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
■ Clear rules for compiling cost forecasts in business cases and adjusting for optimism bias or the tendency for business case writers to underestimate costs and project duration, and overestimate benefits.	■ No rules given on how to compile cost forecasts in business cases or optimism bias.	■ No rules given on how to compile cost forecasts in business cases or optimism bias.
■ Clear rules for valuing financial and non-financial benefits in business cases.	■ The realize measurable benefits principle provides some guiding obligations to continually required to achieve value from programme management.	■ No clear rules for valuing financial and non-financial benefits in business cases. However, PRINCE2 does define a benefit from a dis-benefit using adapted definitions from MoP.
■ Clear control limits for reporting variances from budget and approving additional funding requests.	■ The specific section on reporting on variances explains at a high level what to do but not does not provide a issue and change control process.	■ Clear control limits for reporting variances from budget and approving additional funding requests is covered under performance targets and the issue practice.
■ A financial plan that must be incorporated within every business case. This will include the required capital and operating expenditure to complete the initiative and the consequent financial requirements post implementation.	■ Under the **justification** theme, the financial plan is a separate document that is not incorporated with every business case. Although it may be part of the wider programme plan. Under **Budgets**, there is reference to benefits realisation costs, programme costs and capital costs which are effectively all the same expenditure type but ignores operational costs which are required to properly calculate benefits realisation.	■ There is no baseline management product for a financial plan. The project initiation document includes nine approaches but not one relates to the financial approach. Additionally, Plan (covers project plan, stage plans, exception plans and, optionally, team plans) but not a financial plan.
■ The application of the concept of staged release of funding linked to the stage/phase gates.	■ No guidance on staged release of funding linked to the stage/phase gates.	■ No guidance on staged release of funding linked to the stage/phase gates.

7.4   Risk management

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Risk management practice is to ensure consistent and effective management of the portfolio's exposure to risk at both at a project, programme and portfolio level. This is crucial to the successful delivery of change initiatives, to delivery of the portfolio as a whole, and ultimately the achievement of the organization's strategic objectives	**No equivalent theme.** Under the design theme, MSP states it does not specify a particular risk management process other than to require a single process for the programme that follows a Plan–Do–Check–Act cycle; however, it does require the use of a risk register.	The **risk** practice is to identify, assess, and control uncertainties that would affect the project's objectives, and, as a result, improve the ability of the project to succeed.
MoP Elements mapped to MSP and PRINCE2		
■ Implementing standards which apply to all change initiatives within the portfolio and which align to the organizational risk management policy.	■ No guidance about implementing risk standards aligned with organisational risk management policy.	■ As part of the roles and responsibilities, it states the 'business layer provides the risk management policy, risk management standards, and risk management framework (or similar documents)'.
■ Collaborative working with the organizational risk management function which facilitates compliance with organizational policies.	■ No guidance on collaborative working with the organizational risk management function. Under Programme Office, it says risk management may require an expert risk manager who defines risk strategy and governance; identifies, prioritizes, and monitor risks; and works with enterprise-level risk management.	■ No explicit guidance on collaborative working with the organizational risk management function. Under organizational context, it states 'a project may need to align its approach to risk management with organizational, programme, or portfolio policies, standards, or approaches.'
■ Incorporating consideration of risk alongside investment return into the portfolio prioritization practice and at each stage/phase gate review.	■ No guidance about considering risk alongside investment return into the portfolio prioritization practice and at each stage/phase gate review.	■ No guidance about considering risk alongside investment return into the portfolio prioritization practice and at each stage/phase gate review.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
■ Regular review of risks across the portfolio.	■ No guidance on regular review of risks across the programme.	■ No explicit guidance on regular review of risks across the project. The advice is implied as part of the risk management process – identify, assess, plan, implement and communicate
■ An effective escalation process that enables risks to be reported to the relevant portfolio governance body.	■ No guidance on effective escalation process that enables risks to be reported to the relevant portfolio governance body. Under the Assurance theme, there is guidance on the Institute of Internal Auditors (IIA)'s three lines model in line with the levels of delegated authority within the programme's organization.	■ The **issue** practice ensures the collection and assessment of issues and control changes to the project's baseline.
■ Where appropriate, consideration of risk to the organization from the portfolio – including, for example, financial liabilities associated with performance and guarantee bonds.	■ No guidance on appropriate consideration of risk to the organization from the programme.	■ The **risk** practice implies appropriate consideration of risk to the organization from the project through the following advice 'any member of the project, business, or other stakeholder may raise a risk.'
■ Specific consideration of effective management of dependencies across the portfolio	■ Under the **Structure** theme, the Dependency section provides high level guidance on the different types of programme dependencies.	■ Under the **Plans** practice, the dependency section talks about internal and external dependencies but does not distinguish between logical (i.e. product) vs logistical (i.e. people) dependencies.

7.5   Stakeholder management

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Stakeholder management practice ensures a coordinated approach to stakeholder engagement and communication so that the needs of the portfolio's customers (both internal and external stakeholders) are identified and managed appropriately. Additionally, stakeholder support for the portfolio is gained by effective consultation and involvement in the definition and delivery of the portfolio.	**No equivalent theme** Under the **Organisation theme,** there are three subsections on stakeholder engagement; stakeholder engagement approach; and stakeholder engagement and communication plan.	**The new People section** now has advice on stakeholders**.** The *Define roles, responsibilities, and relationships* principle also advises "PRINCE2 project management team initiates and builds relationships with and between internal and external stakeholder'.
MoP Elements mapped to MSP and PRINCE2		
■ Management board members being visibly involved and proactively supporting portfolio communications. This helps to embed collaborative working by emphasizing the need to operate as one team.	■ No guidance on programme board members being visibly involved and proactively supporting programme communications.	■ The organizing practice states under the project board responsibility to communicate with the business and other impacted stakeholders as agreed in the communication management approach.
■ Developing a consistent approach to stakeholder engagement and communications at all levels in the portfolio, ensuring a shared vision of what the portfolio is designed to achieve – and communicating this shared vision effectively.	■ Developing a consistent approach to stakeholder engagement and communications at all levels in the programme is implied by the three subsections of stakeholder engagement; stakeholder engagement approach; and stakeholder engagement and communication plan.	■ Developing a consistent approach to stakeholder engagement and communications at all levels in the project is covered in the People section under communication. There is no mention of vision of what the project is designed to achieve – and communicating this shared vision effectively. This might be covered by the mandate but this is not defined in management products.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
■ Collaborative working between the portfolio office and the organization's communication experts.	■ No guidance on collaborative working between the programme office and the organization's communication experts.	■ No guidance on collaborative working between the project office and the organization's communication experts.
MoP Elements mapped to MSP and PRINCE2		
■ The preparation of a portfolio stakeholder engagement and communication plan which should be included in the portfolio management framework. This plan, together with the business change lifecycle, ensures that stakeholders' needs are identified by proactively involving them in the design and development of initiatives, and the decision-making processes where appropriate. In this way, the 'voice of the customer' can be embedded into initiative design and development.	■ No guidance about preparation of a programme stakeholder engagement and communication plan, which should be included in the programme management framework.	■ No guidance about preparation of a project stakeholder engagement and communication plan which should be included in the project management framework. However, the project initiation documentation includes the communication management approach but not an approach for stakeholder engagement.
■ The portfolio stakeholder engagement and communication plan being required to identify key stakeholders, categorize them (e.g. by degree of interest and ability to influence a positive outcome) and outline how key messages will be communicated in each case – i.e. the media to be used.	■ Under the Governance theme, the Stakeholder engagement and communications plan sub-section outlines how stakeholders are identified, prioritized, and engaged over the life of the programme, including two-way communication and feedback	■ There is no project stakeholder engagement and communication plan defined in the management products. However, the project initiation documentation includes a communication approach but not a stakeholder engagement approach. The communication approach advises to undertake stakeholder analysis identification and analysis of those impacted by the outcome of a project or by the process of delivering the project and those who have the influence to impact the success or failure of the project. However, it does explain how to do it.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
MoP Elements mapped to MSP and PRINCE2		
■ Adoption of the champion–challenger model and encouragement of recommendations for process improvement from all stakeholders. In this way, stakeholders can be actively engaged in the portfolio management definition and delivery cycles.	■ No guidance on the champion–challenger model	■ No guidance on the champion–challenger model

7.6 Organizational governance

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Organisational Governance practice ensures clarity about what decisions are made, where and when, and what criteria are used. Portfolio management governance should be aligned with the wider organizational governance structure.	**Organization** Theme describes how programmes organize to ensure effective leadership, sponsorship, scrutiny, and decision-making, including clarity around roles, responsibilities, and delegated limits of authority. It also explains how stakeholders are identified and engaged, and how communication is planned and effectively delivered. Under **introduction to MSP themes**, the Fit for Corporate Governance section provides advice for programme management governance to be aligned with the wider organizational governance structure.	**Organizing** Practice defines and establishes the project's structure of accountability and responsibilities (the 'who'). The new "understanding of the organizational ecosystem" section advises to successfully design the project organization and determine how the project ecosystem will develop as a distinct entity from the organizational ecosystem.

MoP Elements mapped to MSP and PRINCE2		
■ A vision for what the portfolio is designed to achieve is agreed by the management board and communicated to the organization. This should be documented in the portfolio strategy and will need to be updated as the organization's strategic objectives change.	■ In the foreword, it states for the programme vision to be effectively communicated and understood. Under the **Design** theme, the purpose of the vision statement is to document the vision for the programme in a way that enables engagement, motivation, and alignment of the large community of stakeholders involved in the programme, possibly across multiple organizations. The vision statement is standalone document and is not part of the programme strategy.	■ There is no guidance about the requirement to develop a vision for what the project is designed to achieve, agreed by the project board and communicated to the organization. Interestingly, the benefits performance target advises the project management team must have a clear understanding of the purpose of the project and what needs to be achieved to justify its investment.
■ A description of what portfolio management is designed to achieve (and the measures used to assess this), and the key processes and governance structures, are included in the portfolio management framework.	■ A description of what programme management is designed to achieve (and the measures used to assess this) is captured in the mandate under the justification theme. The Design theme captured the target operating model including key processes. The governance approach is captured in the programme strategy which also includes terms of reference and role definitions.	■ A description of what project management is designed to achieve (and the measures used to assess this) is captured in the project product description. No mention of project governance in the project management framework.
■ Role profiles are prepared for key positions, and terms of reference are agreed for the portfolio governance bodies, e.g. portfolio direction group/investment committee and portfolio progress group/change delivery committee. Role profiles and terms of reference should be included in the portfolio management framework.	■ Role profiles are defined for sponsoring group, programme board, programme office, senior responsible owner, programme manager, business change manager. There is no supplier representative. No mention of role profiles and terms of reference to be included in the programme management framework. Instead, the terms of reference, relationship with wider governance, role definitions, risk appetite and delegated limits of authority in the programme strategy in the governance approach.	■ Role profiles are defined for the project executive, senior user, senior supplier, project board, project manager, team manager, project assurance and project support. Role descriptions are part of the project initiation documentation. However, no mention of a terms of reference for the project board or the need for role profiles and terms of reference to be included in the project management framework.

MoP Elements mapped to MSP and PRINCE2		
■ The business change lifecycle and stage/phase gates are used to ensure that initiatives are appraised, prioritized, approved, monitored and evaluated consistently based on their demonstrable strategic contribution and risk. This governance oversight of initiatives should extend from start gate to post-implementation review.	■ The MSP guide includes a process lifecycle; stage/phase gates are incorporated into each of the 7 processes as part 'the agree to proceed (or close)' activity undertaken by the sponsoring board, where the senior responsible owner is a member. Advice to ensure that programmes are appraised, prioritized, approved, monitored and evaluated consistently based on their demonstrable strategic contribution and risk is somewhat covered throughout the guide.	■ The PRINCE2 guide includes a process lifecycle in the directing a project process, where stage/phase gates are incorporated and occur at the end of starting a project process, end of initiating a project process, giving ongoing direction and authorising project closure. No advice to ensure projects are appraised, prioritized, approved, monitored and evaluated consistently based on their demonstrable strategic contribution and risk nor is there explicit advice of start gate or post-implementation review.
■ Escalation paths with control/tolerance limits (i.e. where performance deviates beyond a set limit, the matter needs to be referred to the next tier of governance) are clearly defined.	■ Escalation path with control/tolerance limits is mentioned as part of the governance approach within the programme strategy but not how it should be done. The **assurance** theme includes the three levels of assurance in line with the levels of delegated authority within the programme's organization.	■ Escalation paths with control/tolerance limits (i.e. where performance deviates beyond a set limit, the matter needs to be referred to the next tier of governance) are clearly defined as part of the manage by exception principle as part of the 7 performance targets and their tolerances for the permissible deviation above and below the plan's target for benefits, cost, time, quality, scope, sustainability, and risk without needing to escalate the deviation to the next level of management. This is supported by the issue and change control process.

MoP Elements mapped to MSP and PRINCE2		
■ The portfolio office is the guardian of the portfolio processes – monitoring their operation, reporting any non-compliance and providing an assurance on their effective operation. This is why the portfolio office should have no direct delivery responsibility, so that they are not seen as being biased in favour of their own operation.	■ The programme office is responsible for the programme processes but no advice about monitoring their operation, reporting any non-compliance and providing an assurance on their effective operation. This would not be possible as the programme office reports to the programme manager, rather than the Senior Responsible Owner. There is no independence between what is being delivered by the programme manager and what is being assured by the programme office.	■ No mention the project office is the guardian of the project management processes – monitoring their operation, reporting any non-compliance and providing an assurance on their effective operation. 7th edition says only some organizations establish a project office that can fulfil the project support role to support the delivery of projects (see Portfolio, Programme and Project Offices P3O).

7.7   Resource management

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
Resource management practice is to put in place mechanisms to understand and manage the amount of resources available and required. This is to enable the following …	**No equivalent theme.** MSP refers to reasons for the investment in change. One reason is – efficient delivery, a response to sharing scarce resources requiring prioritization to gain the best outcomes for the least cost across multiple projects and processes.	**No equivalent practice.** Under the **plan practice**, the supporting technique of **prioritising** advises projects seldom have the money, time, or resources to deliver everything wanted by the organization, users, or suppliers, even if delivery of everything has business justification.
MoP Resource Management Outcomes mapped to MSP and PRINCE2		

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
■ More informed decisions to be made concerning the initiation and scheduling of initiatives to match resource availability.	■ There is no explicit advice about the identifying a programme process and scheduling of the programme and its projects to match resource availability. The Design the Outcomes process has an activity to appoint the programme roles and the Deploy diverse skills principle says provide oversight of the development of the required organizational capabilities and resource capacity.	■ Under the Plan practice, preparing a schedule activity advises a schedule is a graphical representation of a plan (such as a Gantt chart), typically describing a sequence of tasks together with resource allocations, which collectively deliver the plan.
■ More efficient and effective use of available resources – less 'down time', improved balance between internal and external people, and limited resources allocated to initiatives in priority order.	■ This forms one of the reasons for using MSP 5th edition. There is no explicit advice about how to allocate limited resources to initiatives in priority order.	■ The efficient and effective use of available resources is only covered as part of starting up a project process rather than through the entire PRINCE2 process model. It says nothing should be done until fundamental information needed to make rational decisions about the commissioning of the project is defined, key roles and responsibilities are resourced and allocated, and a foundation for detailed planning is available.
■ Improved delivery since initiatives will be less likely to be held up by temporary resource shortages or bottlenecks.	■ No advice about effective resource management improves programme delivery since projects will be less likely to be held up by temporary resource shortages or bottlenecks.	■ No advice about improved delivery since projects will be less likely to be held up by temporary resource shortages or bottlenecks.
■ Improved realization of benefits as the scale and timing of business change required is proactively managed to ensure it is achievable.	■ No explicit advice about improved realization of benefits as a result of effective resource management given the scale and timing of business change required is proactively managed to ensure it is achievable.	■ No explicit advice about improved realization of benefits as a result of effective resource management given the scale and timing of business change required is proactively managed to ensure it is achievable.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
MoP Elements mapped to MSP and PRINCE2		
■ Understand the demand – this requires that consideration be given to the resource requirements including staff and skills (types and timing) of not only the current live programmes and projects, but also those in the development pipeline. This in turn requires that initiatives forecast resource demands accurately and consistently. The portfolio office will therefore need to develop standards for consistent resource forecasting and compile a portfolio resource schedule from the plans of individual initiatives.	■ The MSP principle of deploy diverse skills is applied across each of the 7 themes and processes. However, there is no explicit advice on forecast resource demands accurately and consistently. There is also no explicit advice about programme office to develop standards for consistent resource forecasting and compile a programme resource schedule from the plans of individual projects. It only states that the programme office is responsible for resource planning.	■ No mention of understand the demand – this requires that consideration be given to the resource requirements including staff and skills (types and timing) of not only the current live projects, but also those in the development pipeline. There is also no explicit advice about project office to develop standards for consistent resource forecasting and compile a project resource schedule from the project and stage plans.
■ Understand the supply – for example, complete a simple portfolio skill register recording key staff skills, experience and current availability.	■ No guidance about understand supply – for example, complete a simple programme skills register recording key staff skills, experience and current availability.	■ No guidance about understand supply – for example, complete a simple project skills register recording key staff skills, experience and current availability. Under the *Organizing practice*, the Senior Supplier role is responsible for supplying projects with the required people with the necessary skills and knowledge to collaborate to deliver the products.
■ Matching of demand and supply – ensuring the most highly prioritized programmes and projects are first in the queue for limited resources if there is any excess demand. Other factors to be considered include ensuring sufficient contingency and monitoring programme and project delivery, so that slippages are assessed for their impact on the resource schedule and whether additional resources should be bought in. The portfolio office will also be	■ The MSP principle of deploy diverse skills advises different skills are needed at different times and successful programme management deploys the right mix of skills and contracting routes to meet the changing needs of the work. Knowing when additional organizational capabilities and/or resource capacity is needed is key. However, it does not explain how to match demand with supply nor is there advice that the programme office will be able to predict times when	■ No advice about matching demand for people resources with supply – ensuring the most highly prioritized projects are first in the queue for limited resources if there is any excess demand.

Management of Portfolios (2013)	Managing Successful Programme (MSP) 5th edition	Managing Successful Projects using PRINCE2 7th edition
able to predict times when excess supply is forecast and so consider the potential to bring other initiatives forward.	excess supply is forecast.	
■ Gap closure – where shortages in supply (numbers, skills or experience) are forecast, corrective action can be taken in terms of: ● Planned recruitment. ● Negotiating contracts with external agencies. Because the portfolio office is clear about the skills required and the timing, it should be possible, in collaboration with HR and procurement, to negotiate improved terms. ● Staff development.	■ The MSP principle of deploy diverse skills advises knowing when additional organizational capabilities and/or resource capacity is needed is key. Additionally, balancing the demand for external specialists with the needs of overstretched employees who are learning new ways of working is a critical factor in delivering change. ● No mention of planning recruitment, negotiating contracts or staff development.	■ Gap closure is inadvertently managed by the starting up a project process; the senior supplier role is responsible for supplying people within the organization, or where required external suppliers for their skills and knowledge. ● No mention of planning recruitment, negotiating contracts or staff development.

8   References

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It's often said 'Praxis Makes Perfect'