



Your guide to project management





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Introduction

Project management is a centuries-old concept. Early civilisations used basic forms of project management to build architectural wonders such as the pyramids, the Great Wall of China ...and more recently, Microsoft Azure, Amazon Web Services, Google Cloud Platform and that Line of Business application you use internally to book resources.

In modern times, project management has evolved into a highly detailed and refined set of principles, frameworks and processes, which guide organisations to complete assignments, campaigns, and other initiatives by a specified deadline, with optimum quality and efficiency.

Project managers typically define the time frame, budget, scope, and expected quality of a project, and set targets according to these guidelines to achieve the outcomes desired.

According to the Project Management Institute's 2021 report [Talent Gap: Ten-Year Employment Trends, Costs, and Global Implications](#), the global economy needs 25 million new project professionals by 2030. To close the talent gap, 2.3 million people will need to enter PMOE (Project Management-Oriented Employment) every year just to keep up with demand – this includes project managers and all change makers.

We include all change makers because project management skills and certification should not be reserved for those with PM in their job title. Whether we know it or not, everything is a project, from rolling out a new application to replacing the company coffee machine. In fact, change management goes hand in hand with project management. Projects usually drive change. Statistics show that lacking clear goals is the most common cause of project failures in business, underscoring the vital need for project management skills. Solid project management skills ultimately help both organisations and individuals to achieve their goals with the highest success rate possible.



The different types of approaches, frameworks and methodologies

There is widespread confusion on the meaning of ‘approach’, ‘framework’ and ‘methodology’. Even seasoned professionals can still be unsure of the differences between them.

However, it is extremely important to understand these differences before embarking on any project.



Approach

A project management approach is a broad, high-level way of thinking about a task.



Framework

A project management framework is more detailed than an approach, but less specific than a methodology. Frameworks are essentially flexible guidelines, which describe what project managers should be doing on a basic level, but not exactly when, and how to do them.



Methodologies

Project management methodologies are highly detailed, specific, and prescriptive – they explain exactly what should be done, with what tools and when to do it. There are several well known methodologies.

Therefore, an individual cannot use two methodologies at the same time. However, a framework or an approach can be wrapped around any methodology.

Below, we will run through some of the most popular approaches, frameworks, and methodologies for project management.



Approaches

Whether it's a project to build a bridge, build an application or migrate to the cloud, you need your people trained and certified to get the maximum return on your investment.

Project management training is not limited to the project managers or the PMO; project management skills are valuable to everyone involved.

Lumify helps you turn existing staff into project and programme experts -- more efficient than trying to hire externally to fill critical skills gaps.

It's critical to address identified skills shortages to avoid the risk of compounding in the future as competition for talent increases alongside cloud adoption and cyber security.

Waterfall vs Agile

The Waterfall approach to project management is the more traditional approach, where completion of one phase, such as laying the foundation of a building, is a prerequisite for the next.

Projects using the Waterfall approach are separated into a series of linear, sequential phases, which must be completed before progressing to the next. This approach has worked well for projects that have well-defined requirements and no foreseeable changes expected during the project phase, such as construction projects.

However, it does present limitations for projects that require flexibility and may experience significant changes in scope, such as in software development. This is where the Agile approach comes in handy.

For example, with software development, the code developed for an application can always be edited if requirements change during the project phase, whereas the foundations of a physical structure such as an apartment complex cannot be adjusted so easily.

As the software industry grew in size and importance and demand for applications surged, developers and customers became increasingly frustrated with the Waterfall approach to software development. As a result, a number of other approaches emerged in the 1990s. Foremost among these were Scrum, Rapid Application Development, Extreme Programming, DSDM, Feature-Driven Development and Pragmatic Programming.

In early 2001, these different approaches came together in the 'Agile Manifesto'. The name Agile was chosen as it captured the necessary adaptiveness and response to change which is required for software development projects.

The manifesto itself is as follows:



The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

There are [12 principles](#) of software development based on this manifesto. Some specify approaches quite different to Waterfall, such as continuous delivery, acceptance of changing requirements and delivering working software frequently.

In the two decades since the Agile manifesto emerged, Agile has gathered momentum and been embraced well beyond the realm of software development.



Frameworks and methodologies

In addition to the overarching approaches specified by Waterfall or Agile, a project manager needs two things: a framework that provides the tools and guidance needed to manage any project; and a methodology that provides much more detailed guidance, and tools specific to the type of project.

We'll examine one of the key frameworks widely used by project managers in many fields: Project Management Body of Knowledge (PMBOK); and three methodologies: Agile Scrum, Agile DSDM and PRINCE2.

Agile Scrum and Agile DSDM were developed specifically for software project management. PRINCE2 is applicable to any project and is currently the world's most widely used project management methodology.

PRINCE2 methodology

PRINCE2 certification is valuable for anyone involved in the design, development and delivery of projects, including project board members (e.g. executive level), team managers (e.g. product delivery managers), project assurance (eg business change analysts), project support (e.g. project and programme office personnel) and operational line managers or staff.

It is offered in two levels, depending on the experience-level of the individual:

1. Foundation certification confirms understanding of the methodology and ability to work effectively as project management team supporting PRINCE2.
2. Practitioner certification is for anyone managing projects as part of their role either as as formal project management function or a role where project management is part of everyday work.

Students are strongly advised to take the two courses back-to-back because the Practitioner exam requires strong current knowledge, gained in the Foundation course, of the PRINCE2 7th Edition manual rolled out in September 2023.

Whilst the principal themes of PRINCE2 6th Edition have not changed, there is now a renewed focus on tailoring to enable agility. It has been expanded with the introduction of people management, including the importance.

Passing the [PRINCE2 Combined certification exams](#) results in 35 hours contact hours and 35 Professional Development Units with PMI and 20 Continual Professional Development (CPD) points with AIPM.



PMBOK framework

PMBOK is an umbrella term for a number of project management standards and guides produced by the US based Project Management Institute (PMI), the world's leading project management organisation with more than 600,000 members and more than 300 local chapters around the world.

The framework comprises of eight foundational standards, [five](#) practice standards and frameworks, eight practice guides, and a Lexicon of Project Management Terms.

PMI's flagship publication is its Guide to the Project Management Body of Knowledge, currently in its sixth edition. The guide is described as 'a fundamental resource for effective project management in any industry...and the foundation upon which the vast body of project management knowledge builds.'

It is widely accepted that PMBOK guide is best practice in project management. Due to its solid reputation and applicability to a range of projects, all current or aspiring project managers should be familiar with the PMBOK framework.

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Having the right frameworks is only part of the story. You can leverage tools like Microsoft Project to help you manage the projects. Explore Microsoft Project courses on Nexacu.



Agile Scrum Methodology

Agile Scrum, also known simply as Scrum, was developed to apply Agile principles to software development, but the Scrum methodology has since been used in many other projects.

According to the [2022 State of Agile Report](#), Agile continues to extend beyond the original software development or IT team to cross-functional teams along the lifecycle, or into other business units such as HR and marketing. 4 out of 5 respondents said they have Agile teams distributed geographically and half are using Agile combined with other approaches.

This year, the report also looked into Agile practices for product or application owners (36%), as well as engineering or R&D (32%), and we found those had significant adoption rates.

The essence of Scrum is captured in the name, taken from the rugby scrum: a small, tightly integrated group of people that come together to achieve a specific goal. The Scrum team is one of three core roles in Scrum and its members do the actual

work of software development. A typical Scrum team is three to nine people with a mix of skills required for a particular project.

Overseeing the Scrum team is the Scrum master, who is responsible for coaching and motivating the team, ensuring conditions are optimal for the team to achieve its goals, and that Scrum rules are followed.

These roles are described in detail in the Scrum.org [Scrum Guide](#). The other key components of the methodology are Scrum events: Sprint; Sprint Planning; Daily Scrum; Sprint Review; Sprint Retrospective.

The core of project development is the sprint. Sprints are periods of fixed length of one month or less for each project. Each sprint has a specific goal, and no changes are permitted during the sprint that might prevent that goal being achieved. All the other Scrum events take place within a sprint.

Full details of the Scrum methodology can be found on the [Scrum.org](#) website.



Agile DSDM methodology

DSDM (Dynamic Systems Development Method) was developed in the UK in the mid-1990s.

DSDM is very much focused on meeting the business needs for a project. Its core philosophy is 'that any project must be aligned to clearly defined strategic goals and focus upon early delivery of real benefits to the business.'

This philosophy is embodied in eight principles:

1. Focus on the business need
2. Deliver on time
3. Collaborate
4. Never compromise quality
5. Build incrementally from firm foundations
6. Develop iteratively
7. Communicate continuously and clearly
8. Demonstrate control

DSDM assigns priority to different elements of a project based on their importance to the business. The most important features are defined as the 'Minimal Usable Subset' or 'MUST'. These features must first be completed to an acceptable quality before moving to other aspects of the project.

Then, following that, other features in decreasing order of importance can be considered, which may be subject to time and budget constraints. These features are prioritised using the MoSCoW acronym, short for: Must Have, Should Have, Could Have, Won't Have this time.

A key concept of any DSDM project is the timebox: a fixed period of time at the end of which a predefined objective has been achieved.

Claimed benefits of DSDM are that it maximises user involvement in project development, delivers basic functionality very rapidly, gives developers easy access to end users, and delivers projects on time and within budget. On the downside, it requires users as well as developers to be trained in DSDM, is not suitable for one-off projects, or for small organisations, and may be costly.

DSDM breaks all projects into seven steps:

1. Pre-project
2. Feasibility study
3. Business study
4. Functional model iteration
5. Design and build iteration
6. Implementation
7. Post-project



PRINCE2 methodology

Short for Projects In Controlled Environments, this is a process-based method of project management. According to Prince2.Com, it is the world's most practised method for project management and there are more than one million certified Prince2 practitioners worldwide.

It's the de facto standard for the UK Government, and is popular with government organisations everywhere.

There are three principles underpinning PRINCE2, that every project should have:

- An organised and controlled start, i.e. organise and plan before leaping in;
- An organised and controlled middle, i.e. keeping projects organised and controlled;
- An organised and controlled end, i.e. when goals are achieved and the project has finished, tidy up the loose ends.

The PRINCE2 method comprises seven main principles:

1. Continuing to review business justification: There should be a good reason to be running and managing the project. If not, the project should be closed.
2. Learning from experience: PRINCE2 project teams should continually draw on lessons learned from previous projects.
3. Defining roles and responsibilities: The PRINCE2 project team should have a clear organisational structure and involve the right people performing the right tasks.
4. Managing by stages: PRINCE2 projects should be planned, monitored and controlled on a stage-by-stage basis.
5. Managing by exception: The project team should be given the right amount of authority to effectively work within the environment.
6. Focusing on products: PRINCE2 projects should focus on the product definition, delivery and quality requirements.
7. Adapting to the project environment: The project team need to tailor PRINCE2 methodologies to suit the project's environment, size, complexity, importance, capability and risk.



All seven principles must be followed for a project to qualify as a PRINCE2 project.

These principles translate into seven stages of the project lifecycle, from the initial idea to project closure and measurement of the benefits.

1. Starting up a project
2. Directing a project
3. Initiating a project
4. Controlling a stage
5. Managing product delivery
6. Managing stage boundaries
7. Closing a project

Details of these themes, principles and processes and how to follow them on a specific project are set out in the official [Managing Successful Projects with PRINCE2 guide](#).

PRINCE2 was traditionally the dominant project management methodology but has recently been overtaken by Agile methodologies.



Project Management Certification

Learning project management theory and methods can provide one with a solid foundation, but success relies on having technical expertise and developing strong personal skill sets. These can be achieved with training, certification and practical experience.

What contributes most to a Project Manager's success?

Here are insights from the 2022 State of Agile Survey:

- 55% of respondents listed high levels of cross collaboration and communication as a best practice
- 51% of respondents listed continuous improvement techniques that you can get through training, as best practice

A major focus is aligning with business objectives. So training and certification equips teams with the knowledge to set business metrics and align with the rest of the organisation.

There are many different certifications offered for each of the methodologies and frameworks mentioned above.

For anyone pursuing a career in project management, appropriate certifications are essential. But even if an individual isn't planning on becoming a project manager specifically, the skills that are learnt through are valuable in many job roles and in personal and community endeavours.





Key Benefits of Certification

Studying project management will improve both goal setting and interpersonal skills, in addition to giving in-depth knowledge of the practicalities of project management that can be applied to many aspects of work and life.



Active listening, communication, coordination, collaboration, and active discussion with stakeholders and teams to ensure everyone is up to date on requirements, project status, and potential risks. These skills are useful in any management role, at any level and in any industry.



Learn how to use the many software applications designed to support every project management methodology, which can greatly enhance the skills of any project manager, streamline project management and improve outcomes.



Effective methods of budgeting, scheduling and estimating required resources to achieve project goals; how to document every step of the process for future reference or review.



Add value to an individual's resumé and improve their employability, whatever role they seek.



How to work with others towards a shared objective, and how to maintain an agile, flexible approach that enables better anticipation of risks and management of unexpected changes.



Improve an individual's career prospects by demonstrating their commitment to continuous learning.



Leadership, stakeholder management, and delegation skills: all of which will help career advancement, whatever the role or career goal. Individual's also learn to better manage their own personal projects: those integral to their job, and in their personal life.



Project management in the age of disruptions

What started with COVID-19 has led to disruptions in travel, supply chains and cyber security. When the concept of a volatile, uncertain, complex, ambiguous (VUCA) world was coined, the reality of a global pandemic and its enduring impact was far from the minds of many.

This prompted innovations with how to deliver goods and services, how and where we work and how we perform simple tasks like paying for products and complex initiatives like collaborating on a major project.

Successfully meeting these changes required leadership, attitude and experience and qualifications in project management.

The State of Project Management in Australia 2022, conducted by KPMG Australia and the Australian Institute of Project Management (AIPM) found these hot topics for project managers and project management offices (PMOs) that may also be relevant in New Zealand and the Philippines:

1. Succession planning and training those next in line
2. Labour shortages
3. Supply chain disruption
4. Digital transformation
5. Success in complexity
6. Environmental, social and governance strategies

How do project professionals see their roles in the future?

Over 55% of respondents from the KPMG and AIPM survey have more than 15 years of experience. But 42% said their organisation didn't have programs (that they were aware of) to attract and develop emerging project professionals.

Additionally, external factors are changing the nature of their projects:

- 
- 73%** said their projects experienced staff shortages
 - 52%** suffered from delays in sourcing key roles or skills critical to projects
 - 41%** experienced were impacted by supply chain disruptions
 - 51%** faced rising costs of materials and/or staff
 - 88%** of respondents who identified as delivering IT projects said they had worked on a digital transformation
 - 55%** believed project complexity grew over the past two to five years due to challenges with defining requirements, new legislation, new technologies, culture conflicts, stakeholder intricacies and economic, environmental and political influences
 - 62%** of project professionals expect ESG requirements to influence their projects and programs in the future



Certification pathway overview

Certifications in each of the frameworks and methodologies described above are awarded by their respective governing bodies.

Lumify Work offers training for all of them, and below are some suggested certification pathways for each.

Accreditation	Certification	
	Foundation No experience required	Practitioner Must hold PRINCE2 Foundation certified status*
	Foundation No experience required	Practitioner Must hold PRINCE2 Agile Foundation certified status*
	Foundation No experience required	Practitioner Must hold AgilePM Foundation certified status
	Foundation No experience required	Practitioner Must hold Managing Successful Programmes (MSP) Foundation certified status
	Foundation No experience required	Practitioner Must hold Change Management Foundation certified status
	SCRUM Master Certified No experience required	SCRUM Product Owner Certified Preferred but not essential to hold SCRUM Master Certified status
	Foundation Preferred but not essential to hold Agile Project Management Foundation Certified status	Practitioner Must hold Agile Business Analysis Foundation certified status
	Agileshift No experience required	

*PRINCE2 Practitioner:

Must hold certification in PRINCE2 Foundation (current or previous Edition), or valid previous version of PRINCE2 Practitioner or other industry recognised accreditation like PMI, IMPA etc.

*PRINCE2 AGILE Practitioner:

Must hold certification in PRINCE2 AGILE Foundation (current or previous Edition), or valid previous version of PRINCE2 AGILE Practitioner or other industry recognised accreditation like PMI, IMPA etc.

Please enquire for full list of requirements.



PMBOK Framework

Lumify Work's [Project Management for Practitioners – Essential Skills](#) program combines two popular courses, [Fast Start in Project Management](#) and [Making Projects Work](#), which are also available separately. It is delivered as a five-day workshop that gives students a solid foundation in the concepts, tools, and techniques of formal project management.

The course emphasises the successful planning and initiation phases of project management, and in addition to giving students competencies in project management techniques, it also teaches softer skills such as negotiation techniques, getting management buy-in and effectively working with others.

The course is aligned to the PMBOK Guide 6th Edition and is endorsed by the Project Management Institute (PMI) and the Australian Institute of Project Management (AIPM).

On completion of the course, individuals will gain 35 PMI professional development units (PDUs) and 20 AIPM Continual Professional Development (CPD) points.

Agile Scrum methodology

Lumify Work's [Scrum Master Certified course](#) provides the practical knowledge of Scrum core and non-core roles, with a focus on the core role of the Scrum Master. Certification is awarded upon successful completion of the exam.

Scrum Master Certified professionals are facilitators who ensure the Scrum team is provided with an environment conducive to completing a project successfully. Students will learn to guide, facilitate, and teach Scrum practices to everyone involved in a project, remove impediments for the team and ensure that Scrum processes are being followed.

The course is based on Scrum philosophy and principles as detailed in the [SCRUMStudy's Scrum Body of Knowledge \(SBOK\) Guide](#), widely used across portfolios, programs and projects in many industries.

The course fee includes a copy of the guide and a voucher for SCRUMStudy's online certification exam. If the exam is passed, the student will become officially certified.

Agile DSDM methodology

Lumify Work offers two levels of Agile DSDM training: [Agile Business Analysis \(AgileBA\) Foundation](#) and [Agile Project Management \(AgilePM®\) Foundation](#). These lead respectively, to [Agile Project Management \(AgilePM®\)](#) and Agile Business Analysis Practitioner certification awarded by [APMG International](#) on successful completion of their exams.

Regardless of an individual's experience level, and whether they work for a small or large business in the private or public sector, they can become certified and apply an Agile framework to their organisation. The Foundation course is designed for beginners and provides an understanding of how to adopt a more flexible and dynamic approach to delivering projects.

The Agile Project Management Practitioner course is uniquely designed to provide the in-depth knowledge and understanding necessary to practice and apply the Agile Project Management methodology.

Passing the Foundation exam will result in 21 hours contact hours and 21 Professional Development Units with PMI and 10 Continual Professional Development (CPD) points with AIPM.

Passing the Practitioner exam will result in 11 hours contact hours and 11 Professional Development Units with PMI and 10 Continual Professional Development (CPD) points with AIPM.

Project Management for SMB

Learning about project management frameworks can help small business teams complete projects more efficiently. But we understand it can be challenging to take time to train, away from the day-to-day tasks. So, we crafted and curated courses for leaner organisations that provide flexible learning.



Train for the unknown

**Some resist change.
Others accept it as the price
of progress. Us? We embrace it.**

Helping your business turn change into opportunity is what we're all about. That's why we design courses that are pragmatic and real-world ready, equipping workforces with the mission-critical tech skills to transform teams, supercharge careers and future-proof businesses.

From cyber security to cloud computing, AI to agile, our industry-accredited trainers deliver cutting-edge, vendor-certified content to over 20,000 students online, in classrooms and in workplaces, every year.

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