

## CHAPTER 6

### CONCLUSION AND SUGGESTIONS

#### 6.1 Conclusion

This thesis aims of applying PRINCE2 methodology in relocating Mobile Service Center (MSC). The result of applying PRINCE2 based on this case study can be concluded as follow

6.1.1 According to the study, PRINCE2 is proven to be applicable with the MSC relocation project. Since the existing workflow of project execution is identified in process manner, so it can be easily applied with PRINCE2 processes.

In applying PRINCE2 to the case study project, some project execution processes are equivalent to PRINCE2 process; some adjustment are made to the existing processes according to 'what' and 'why' identified in PRINCE2 and some PRINCE2 processes are added to the project-execution workflow.

6.1.2 The case study project was completed ahead of schedule and under budget. The application of PRINCE2 did show improvement over the existing project management both in the area of project planning and project control.

6.1.3 The positive impacts of applying PRINCE2 to the case study project are divided into two main areas which are:

1) *Improve effectiveness of project planning*

The effectiveness of project planning is improved because of the following elements of PRINCE2.

- Product Based Planning technique helped project manager to define obvious relations of product and its components; therefore, the plans were better scheduled.

- New estimation approach where estimation was performed in activity level and it was done twice therefore estimation result was more accurate.
- Risk Management allowed reduction of over estimation consequently estimation result was more realistic.
- Project management software enabled creating several alternative plans leading to selection of the most effective plan.

## 2) *Improve effectiveness of project control*

The effectiveness of project control is improved because of the following characteristics of PRINCE2:

- Stage component enabled stage plan to be created as detailed plan at the end of each stage; therefore, stage plan was realistic and useful for better control.
- Specific time-period reporting kept management regular updating and reviewing project status.
- Risk management limited occurrence and impact of unexpected event; therefore, project could progress according to the plan.
- Earned value analysis clearly presented cost status, schedule status and their relationships; therefore, management gained an insight about project actual status.
- Change Control prevented project to expansion from its original size and scope; therefore, project was easier to control.

**6.1.4** The improvement in effectiveness of planning and control is partly because project manager and project member have experiences and skills in implementing few projects which are similar to this case study project.

**6.1.5** Applying PRINCE2 in managing the MSC relocation project observed some negative impacts as follow:

- 1) PRINCE2 requires longer set up time than the existing project management especially in planning phase, besides creating project plan and calculate project budget as usual, PRINCE2 requires project management to do some critical, but time consuming works like performing risk management, designing control tool and creating project file.
- 2) Implementing PRINCE2 leads to significantly increase of document work. In addition, project manager has more responsible in managing project since the senior project manager performs just overall directing the project. Normally company can assign a project manager to manage two to three projects at the same time depending on size of project. But PRINCE2 requires more effort from project manager, therefore project manager can manage fewer projects simultaneously. That causes decreasing effectiveness of project manager.

6.1.6 Although this case study was the pilot project that PRINCE2 was implemented successfully, applying PRINCE2 to other project could not assure that it would definitely improve the effectiveness of project. PRINCE2 should be applied with few more projects to confirm the effectiveness of PRINCE2.

## 6.2 Suggestions

6.2.1 The following topics are possible for further studies:

- 1) The 'Closing a Project (CP)' process was skipped in this case study. The CP process is designed to help project team to organize closing a project systematically. Therefore, it is another area of PRINCE2 which is worth for further study in another project.

- 2) There are possibilities of applying PRINCE2 to manage bigger size and more complicate project. For example applying PRINCE2 to manage group of telecommunication projects where each project is dependent or relates to each other.



สถาบันวิทยบริการ  
จุฬาลงกรณ์มหาวิทยาลัย