A comparison of Praxis Framework, PRINCE2®, MSP® and MoP®.
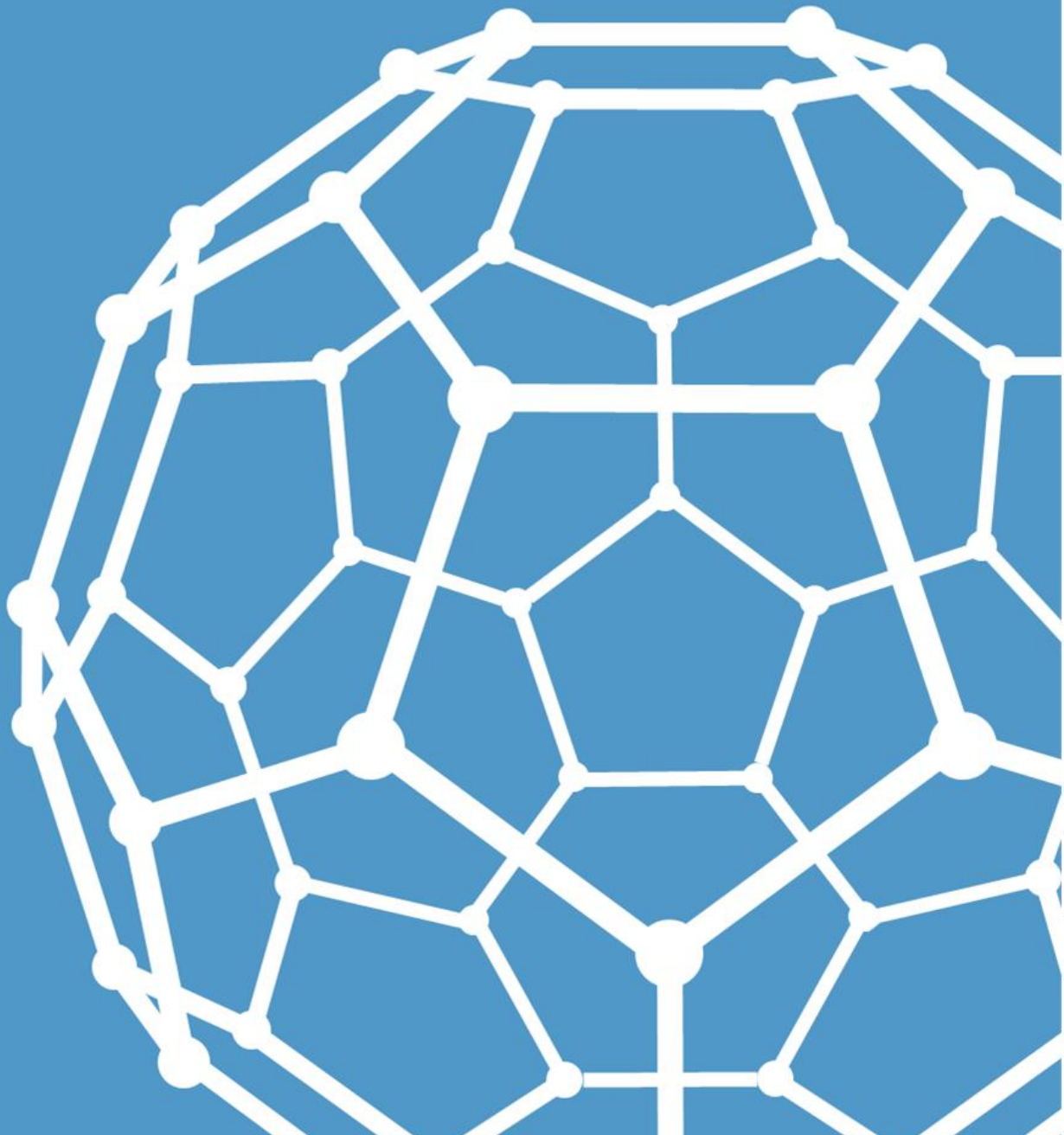
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Over his project portfolio management career, he has worked on a number of transformational change ICT initiatives across the entire programme and project lifecycle as a business and process analyst, software tester and project manager.

He has spent the past 10 years in a hub and spoke PMO model in various roles as a Portfolio Manager, Capability Support Manager and a Workforce Planning Manager. His specialist areas include portfolio, programme and project management methodology, 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), Management of Risk v4, Management of Portfolios (MoP®), Portfolio, Programme and Project Office (P3O®), Managing Successful Programmes 5th edition (MSP®), PRINCE2®, PRINCE2 Agile®, AgileSHIFT®, ICAgile®, International Software Testing Qualifications Board (ISTQB) software testing and ITIL® **.**

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Introduction

The purpose of this comparative guide is to objectively illustrate the similarities and differences between the Praxis Framework compared with AXELOS Global Best Practice Managing Successful Projects with PRINCE2® 6th edition [1], Managing Successful Programmes (MSP®) 5th edition[2] and Management of Portfolios (MoP®).

First of all, anyone familiar with either PRINCE2® or MSP® 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 Praxis requires greater knowledge of the underlying principles in order to tailor it to any given situation. Either PRINCE2® or MSP® could be adapted to use the Praxis terminology so that they effectively become tailored project and programme methods within the overall Praxis framework.
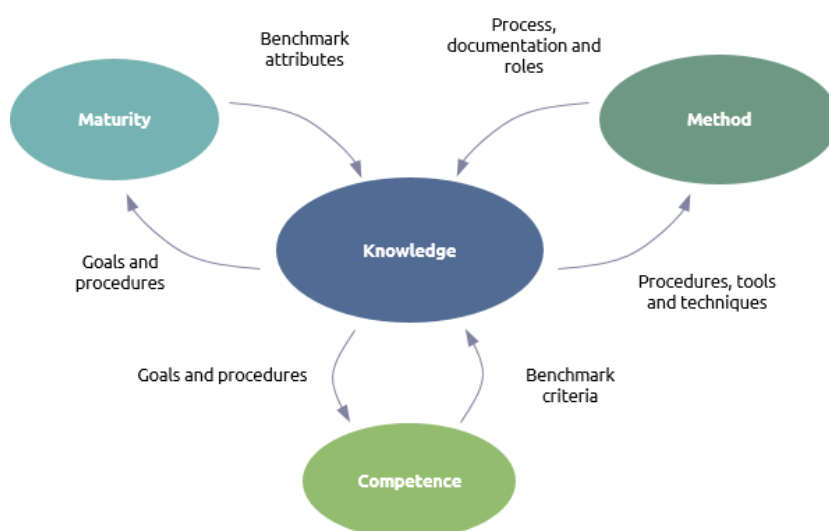
However, Praxis is not just a process model. It also contains sections describing Knowledge, Competence and Capability Maturity, and is designed to be adaptable to a wider range of contexts.

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 the three lenses consisting of the 7 principles, 7 themes and 7 processes need to be adopted to be considered in compliance with the AXELOS guidance.

Key differences

Project, programme or portfolio?

PRINCE2® is a project management method, MSP® is a programme management method and Management of Portfolios (MoP®) is a portfolio management method. However, no AXELOS guide exists that integrates these three distinct and separate methods, particularly how to use PRINCE2® within MSP® and/or within MoP® particularly regarding issue and change control and how exceptions to tolerances should be done - within delegated limits of authority - to inform timely and informed decision making.

The Praxis Delivery Model 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.
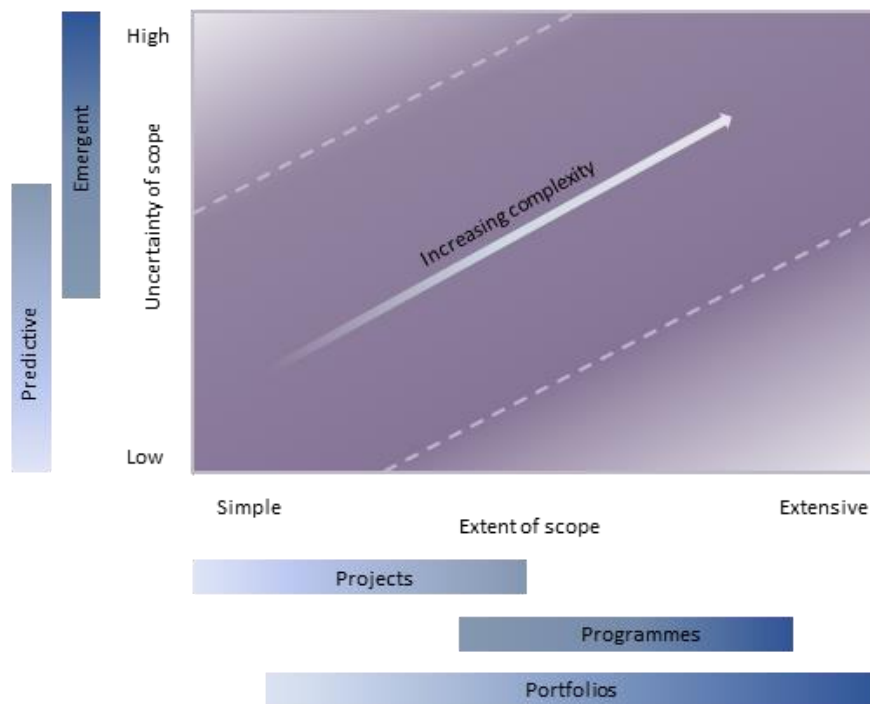
The horizontal axis refers to the '**Extent of Scope**' that shows the overlap between what are conventionally referred to as projects, programmes and portfolios. While, the vertical axis is the '**Uncertainty of Scope**'. Given that the volume of interrelationships (extent) and the degree to which we 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 sense making model 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 Praxis is one of complexity. Therefore where a piece of work delivers one output and one benefit it is probably a 'project that includes benefits realisation'. 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.

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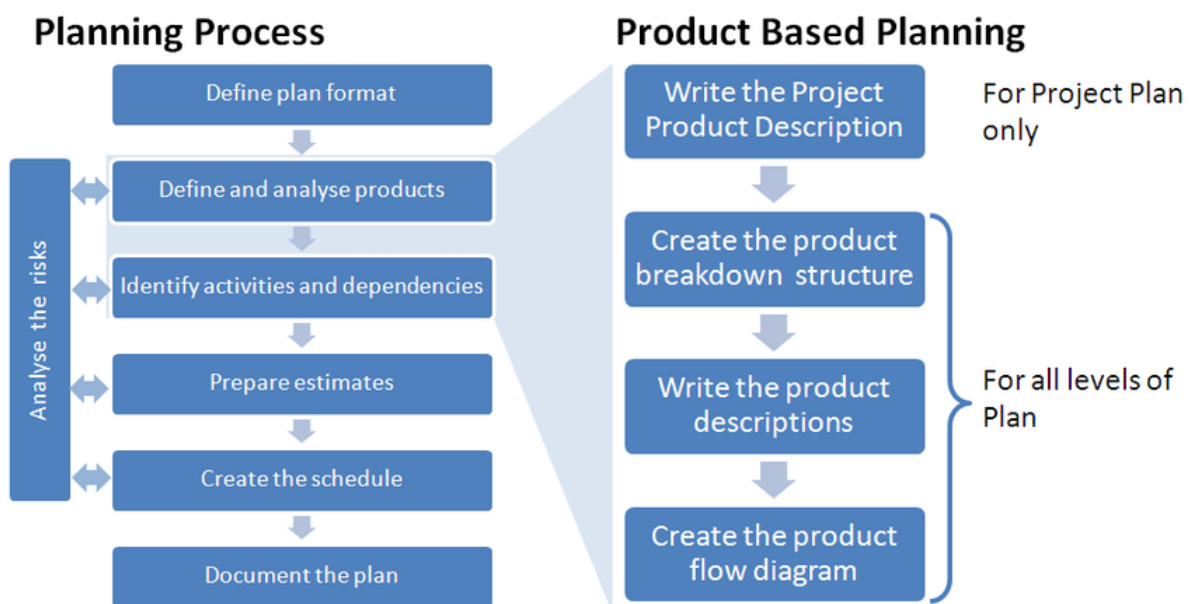
through a mechanism called 'functional analysis'. In PRINCE2® and MSP® these are referred to as 'themes'. Regarding risk management, MSP® 5th edition simply uses the Plan–Do–Check–Act (PDCA) cycle (also known as the Deming cycle or Shewhart cycle) for risk analysis and management. Furthermore, it refers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

Product-based planning

Product-based planning is an approach that is central to the scope management in a PRINCE2® 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.

Planning Process

- Define plan format
- Define and analyse products
- Identify activities and dependencies
- Prepare estimates
- Create the schedule
- Document the plan

Analyse the risks

Product Based Planning

- Write the Project Product Description — For Project Plan only
- Create the product breakdown structure
- Write the product descriptions
- Create the product flow diagram

For all levels of Plan

Certification

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 three 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.

The equivalent AXELOS® ProPath™ certification scheme would require users to obtain practitioner certifications in the latest versions of Managing Successful Projects using PRINCE2®, PRINCE2 Agile®, Managing Successful Programmes, Management of Portfolios, Management of Risk and Portfolio, Programme and Project Office (P3O®). The contents of these certifications often overlap - forcing people to study duplicated themes and terminologies, risk management for example is covered to some extent by each certification.

The AXELOS® ProPath™ project, programme and portfolio management certification scheme is not industry associated.

Processes

The following tables provide a high level comparison of the process models of Praxis Framework, PRINCE2® and MSP®.

Praxis	PRINCE2 6th 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 in place by answering the question: Do we have a viable and worthwhile project? The decision to start the project must be explicit; the activities from starting up a project happen before this decision.	**Identifying a programme process** Used to analyse 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. In PRINCE2®, starting up a project process can apply to different situations like in a simple project, using an agile delivery approach, from a supplier perspective and within a programme. 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® that focuses on the products and the roles and responsibilities.

Praxis	PRINCE2 6th 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.	In Praxis, sponsoring a project is so named because it enacts the sponsorship function as applicable to projects and programmes. 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 theme 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 key decision maker. 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 programme board. The MSP® programme board blurs the lines of independence from what is being managed by having the programme manager as a board member.

Praxis	PRINCE2 6th 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 organisation to understand the work that needs to be done to deliver the project's products before committing to a significant spend.	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®, the project manager creates the suite of management products required for the level of control specified by the project board. In MSP®, this process is repeated at the start of each tranche to either validate the outputs or adapt them to new information.

Praxis	PRINCE2 6th 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 to be done, monitor such work, deal with issues, report progress to the project board, and take corrective actions to ensure that the management stage remains within tolerance.	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 packages are used to define and control the work to be done, and also to set tolerances for the team manager(s). 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.

Praxis	PRINCE2 6th 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(s), by agreeing the requirements for acceptance, execution and delivery.	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. In PRINCE2®, the process views the project from the team manager's perspective who is responsible for coordinating an area of work that will deliver one or more of the project's (specialist) products. 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.

Praxis	PRINCE2 6th 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, approve the next stage plan, review the updated project plan and 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 particularly where programme tranches overlap or where project stages are sequential and activities overlap. The 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. 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 outputs of each process are approved by the sponsoring group, which the senior responsible owner is a member of, and not the programme board itself.

Praxis	PRINCE2 6th edition	MSP 5th edition	Comparison
Change Management[1] 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.	No equivalent.	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 recognises the inclusion of change management is 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®, change management is specific to the considerations for organisational adoption of the project management method taking either a Big Bang or Incremental approach. In PRINCE2, the relationship is between outputs, outcomes and benefits and there is no specific guidance on embedding the outputs from the project to achieve the outcomes and benefits other than it's the senior user role and accountability. 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. Change management is predominately the accountability of the business change manager role on the programme board to prepare the business for change, transition and adopt new capabilities and embed outcomes of benefit.

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[1] In Praxis, change management is known as a function and included in this section for comparison purposes only.

Praxis	PRINCE2 6th edition	MSP 5th edition	Comparison
[Knowledge Management](#)[2] 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.	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 Method, Competence and Capability Maturity. Each of these functions 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 theme that covers 'knowledge' management. PRINCE2® simply uses the principle of learn from experience to seek, record and act upon lessons throughput the project lifecycle. It advises to be aware of international standards and bodies of knowledge when applying them in a manner appropriate to its business. 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.

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[2] In Praxis, Knowledge Management is known as a function and included in this section for comparison purposes only.

Praxis	PRINCE2 6th 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, and to recognize that objectives set out in the original PID have been achieved (or approved changes to the objectives have been achieved), or that the project has nothing more to contribute.	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. PRINCE2® gives guidance on how to close a simple project, when using an agile approach, from a supplier perspective and with a programme. In MSP®, formal closure means that the Senior Responsible Owner disbands the programme organization and agrees with the sponsoring group to close the programme.

Praxis	PRINCE2 6th edition	MSP 5th edition	Comparison
Benefits Realisation 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	No equivalent. Begin to realize and measure benefits is an activity within the Embed the outcomes process.	In Praxis, the process for realising benefits is incorporated into both projects and programmes. In PRINCE2®, the 'what' and 'why' of the benefits realisation approach is described in the business justification theme but not the 'how' in detail. It advises that the benefits management approach may be managed by the project, by corporate, programme management or by the customer, and is likely to be managed beyond the life of the project. It ignores that benefits need to be managed at a portfolio level and contribute to organisational (including strategic) objectives to achieve clear line of sight. 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 focuses on financial benefits and ignores non-financial benefits which are equally important particularly in business case options analysis, investment appraisal and portfolio prioritisation.

Themes

The following table provides a high level comparison of the relevant functions from Praxis, themes from PRINCE2® and MSP®. Only functions that have some coverage in PRINCE2® and MSP® are included. Functions such as procurement that are not addressed by PRINCE2® or MSP® are not included in the table.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	MSP 5th edition (themes)	Comparison
Benefits management	No equivalent theme. The business case theme contains the benefits management approach that defines the management actions that will be put in place to ensure that the project's outcomes are achieved and confirm that the project's benefits are realized.	No equivalent theme The Design theme includes a section on benefits.	In Praxis, the realisation 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 realisation of the benefits in the business case. In PRINCE2®, the senior user is responsible for specifying the benefits from the project, and is accountable for confirming that the forecast benefits are realized. However, it also states that corporate, programme management or the customer is accountable for the benefits management approach (post-project). It makes no distinction between financial and non-financial benefits. 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 Senior Responsible Owner (SRO). It also 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.

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[3] Change Management and Knowledge Management are functions are intentionally included in the Process section to demonstrate comparison with the AXELOS guides.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	MSP 5th edition (themes)	Comparison
[Business case management](#)	Business case theme The purpose of the business case theme is 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 goal is to summarise 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 business justification usually documented in a business case. This sets out 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 ● achievable: whether use of the products is likely to result in envisaged outcomes and resulting benefits. In MSP®, options analysis of the business case exists within the Decisions theme while the Justification theme includes investment appraisal advice using payback, net present value and internal rate of return. These techniques ignore the value of money and asset salvage rates and excludes multi-criteria analysis to determine the optimal mix between benefits, costs, and risks.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	MSP 5th edition (themes)	Comparison
Change control	Change theme	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 PRINCE2® the 'change' theme refers to change control (as applied in scope management). The purpose is to identify, assess and control any potential and approved changes to the project baselines. PRINCE2® uses the term 'issue' to cover any relevant event that has happened, was not planned and requires management action during the project. Issues may be raised at any time during the project by anyone with an interest in the project or its outcome. In MSP®, specific processes or cycles for the areas of risk, issue 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. 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.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	MSP 5th edition (themes)	Comparison
Configuration management	Change theme	Knowledge theme	In Praxis, configuration management encompasses the administrative activities concerned with the creation, maintenance, controlled change and quality control of products. In PRINCE2®, configuration management is included in the Change theme in terms of configuration item records and product status account, or a report on the status of the management and specialist product. 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.
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 life cycle In PRINCE2®, control is covered in the Progress theme. Its purpose is 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 unacceptable deviations. 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.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	MSP 5th edition (themes)	Comparison
Leadership	No equivalent theme.	No equivalent theme	In Praxis, leadership is recognised as having many definitions because it is exercised in so many different contexts. 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®, it states leadership, motivational skills and other interpersonal skills are immensely important in project management but impossible to codify in a method. Leadership styles vary considerably and a style that works in one situation may be entirely inappropriate in another. For this reason, PRINCE2® cannot address this aspect of project management in any detail. In MSP®, designing the three lines of defence 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.
Organisation management	Organisation	Organisation	The principles of the organisation 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).

Praxis (functions)[3]	PRINCE2 6th edition (themes)	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 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 quality theme defines and implements the means by which the project will verify that products are fit for purpose. However, PRINCE2® does not prescribe a particular or detailed approach to quality management. In MSP®, the assurance theme covers the assurance roles and responsibilities related to the three lines of defence; the assurance approach and how it supports governance; and how assurance activities are planned.
Planning	Plans	Design	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 In PRINCE2®, the plans theme is primarily about delivery planning of products using work packages. It covers the project, stage and team level plans. 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 (projects and other work) in detail.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	MSP 5th edition (themes)	Comparison
Risk management	Risk theme	Design theme	In Praxis, risk is recognised 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 risk theme is used to identify, assess and control uncertainty and, as a result, improve the ability of the project to succeed. 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 (M_o_R®) v4.
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. In PRINCE2®, how to prepare a schedule is defined to some extent as part of the product based planning technique within the Plans theme. 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 realisation 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.

Praxis (functions)[3]	PRINCE2 6th edition (themes)	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.
			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.
Stakeholder management	Organisation	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 organisation theme looks at the importance of how the project board will communicate with stakeholders in the process of identifying and communicating effectively with those people or groups who have an interest in, or influence on, the project's outcome.
			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.

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 resources. This is to maximise the efficient use of available resources and avoids 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. 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.
Categorise	Categorise	In Praxis, categorises 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.
Prioritise	Prioritise	In Praxis, prioritisation 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®, prioritising 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.

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 process 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 plans	Although not identical in content, each of these terms represents the main output of the definition phase of a project or programme.
Sponsor	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 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.

References

1. AXELOS (2017), Managing Successful Projects.
2. AXELOS (2020), Managing Successful Programmes.
3. AXELOS, (2013), Management of Portfolios.