

Assignment 1

IT Project Management

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Abstract

In this assignment we go over identifying criteria for a succesful project, taking on the hypothetical role as the project manager for ‘Det Digitale Tinglysningsprojekt’-project.

We will identify some succes criteria, argue their value to the company and device a process from which we can reach realistic goals and come to an agreement on.

Lastly, we will describe what ‘Measurable Organisational Value’ means, and how it is developed in practice.

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1 [A] Identifying & Arguing Criteria for Success

First, we will identify five criteria for a succesful project, if I was the project manager, for this particular project.

1.1 Chosen Success Criteria

- 1 If the project is succesful we will see a decrease in manual labor by at least %50 within the first year of its operation.
- 2 If the project is succesful we will see a decrease in cost of operation by at least 88,3 mio. DKR. yearly, measurable 3 months after the system is brought online.
- 3 If the project is succesful, no application which this project is intended to handle, will involve any paper.
- 4 If the project is succesful the system should not be required to change existing systems to facilitate it — it should integrate naturally into existing systems.
- 5 If the project is succesful applicants should be able to use the solution by way of ‘Digital Signatur’, and nothing else.

1.2 Argumentation

I argue that (1) should be set lower than the projected expectation from the prior analysis, as new systems, and especially those in the public sector, have proven to be difficult to implement and set in motion. Also, unexpected problems can arise during such a shift of operations. Therefore the goals are set to reflect a realistic point of view, rather than an optimistic one.

The projection of (2) is rather straight forward, as it is primarily job lay-offs, which I consider to be quite easy to determine ahead of time, therefore this is kept a strict requirement for the project.

In the documents (3) is rather clearly defined as an objective the project seeks to solve. This should be a strict constraint.

The among the many parties affected by the introduction of this system, there is a clearly communicated goal of integrating the system well with existing systems — although somewhat vague or implicit. Point (4) puts this forth as a strict constaint.

The usability of the system is of utmost importance, and because its user base is so large, I argue from (4) that we should enforce and constrain the

project to the use of ‘Digital Signatur‘ authentication system, as the target audience is familiar with it. If we impose other or additional systems, the project will suffer a decline in projected usage, which would affect all other variables.

1.3 Ensuring acceptance and realistic criteria

I would present the five criteria above to the stakeholders and argue, why they have been either loosened or kept as a strict constraint. This gives the stakeholders some measure of realistic goals, that provide a tangible foundation which we can then pursue. Furthermore, I would use the MOV methodology, as described in the following section, to make sure that every criteria reflects the stakeholders interests and values, while maintaining a realistic and clearly definable goal.

2 [B] Measurable Organisational Value (MOV)

In short, ‘Measurable Organisational Value‘, or MOV, provides the guidelines for which the solution seeks to achieve. It is second step, and a critical part of building a so-called ‘business case‘.

2.1 Characteristics

The MOV should encompass the following traits and characteristics.

Measurable means that we can compare the defined metric in the final product with the projected value expectation at the evaluation stage of the product.

2.2 Development

In practice, a MOV is developed by the following;

Desired Area & Impact is defined in dialogue with the client. The client expresses how the initial idea came to be, and the reasoning behind it. From this we, as project managers, gain an understanding of the nature of project, as well as necessary background information, motivation and how the project is expected to impact the organisation.

Desired Value is defined by asking interrogative questions, rooted in the the former step. These questions should be characterised by the use

of comparative adjectives (e.g. better, faster, cheaper). This ensures that we have a clearly defined goal of value, as well as provides a solid foundation for the following step. In other words, how is the former step translated into measurable/comparable values.

Metric is a collection of affected business variables, that the project will either contribute positively and negatively to. The former step supports this by the comparative questionnaire form, as comparatives are by nature measurable by increase or decrease. This step allows stakeholders to determine the viability of, and risks associated with the project.

Time Frame puts additional constraints on the project, in the form of returned value as a function of time (i.e. an increase in customers by at least %5 six months from the system goes online). Make note that this is not a projected expectation, but a constraint that the project must deliver.

Agreement From the previous steps everyone involved with developing the MOV, including stakeholders and project manager, must review the MOV to ensure that it accurately describes the intent and that it is indeed a realistic pursuit. All parties must verify and agree to this.

Summarize From the agreement, a concise statement or figure is produced that summarizes the goal of the project. In example, one or more sentences that describes the achievement sought to accomplish, like ‘The project is succesful if we see a %5 increase in customers by the end of the first six months of its operation‘.