Case Study: IT Department at Kimble

James Driscoll

ECPI University

Kimble College entered a project to upgrade its IT infrastructure with a specific goal of improving data management and administrative functions. As part of this project, they hired Dan Gray as Vice President of information systems. As vice president, he was also the project manager and had complete oversight of any projects related to the IT systems campuswide.

Mr. Gray oversaw the work of 46 employees that worked in four sections within the IT department. They include Help Desk, Junior Programmers, Senior Programmers, and Project Team Leaders. Mr. Grays success rate was not as good as it the college administrators had hoped it would be. After three years in the position, at least 50% of the projects that he took on were over budget and behind schedule raising serious concerns for the administrators (Pinto, J. K. 2018).

**Management Style**

Mr. Gray’s management style has a lot to do with the lack of confidence the Kimble College administrators are experiencing right now. Mr. Gray is what could be considered a poor manager. There are several reasons for this opinion. First, he is not a strategic business partner. Mr. Gray is operating without regard to Kimble Colleges goals. Second, he is focused on himself rather than focusing on his stakeholders, Kimble College. We can see this in that he keeps taking on projects presumably before others are finished and he is not able to provide comprehensive updates to any of the projects that are being worked. Third, it seems that instead of the quality of the finished project, Mr. Gray is more concerned with the quantity of the projects being worked (Alexander, 2020).

**Monitoring System**

The Critical Path Methodology presumably would be the best methodology to implement. The reason for that is threefold: 1) he can determine all the critical tasks that need to be accomplished. 2) he can determine the schedule for each task. 3) It facilitates a critical path timeline to finish the project as quickly as possible while meeting the goals of the project (Which Project Management Methodologies Should You Use, n.d.). Of course, that is going to mean Mr. Gray is going to need to be more organized and informed than he appears to be currently.

**Project Status Information**

Luckily for Mr. Gray, there are a multitude of tools available that will enable him to get an updated status of any project that his team is working on, that will facilitate him going to the college administrators and not sound completely clueless. The first tool available is called the project S-curve. This tool allows for the tracking of the budget. The second tool available is called the Tracking Gantt Chart. This tool allows for the real-time tracking of the completed work against the planned timeline (Pinto, J. K. 2018).

**Hard Data**

One way to generate hard data regarding the status of a project is using resource usage schedules. This schedule facilitates determining the amount of money spent each month on a project while making it easy to compare to the planned cost. From there, it can be calculated whether the project is under budget, on budget, or over budget (Pinto, J. K. 2018).

**Key Success Drivers and Inhibitors**

The Key Success Drivers and Inhibitors table facilitates the analysis of soft behavioral issues to determine if they will have an affect on the project. This would be a valuable tool for Mr. Gray to use as the Project Manager when he is getting to know the people that are on his team. He can use this to assess their technical knowledge, what their motivation is, how their communication skills are, etc (Pinto, J. K. 2018).

**Recommendation**

The recommendation for the president of Kimble College is to immediately pause every project being worked. If it has not been done already, Mr. Gray needs to be pulled in and given written notice to get the projects back on track or he will be fired. It is also recommended that all projects stay paused until Mr. Gray provides a comprehensive status of each project along with a detailed plan on how to get them back on track that will be reviewed and approved by the president.

# References

Alexander, M. (2020, December 10). *10 Traits of Highly Effective Project Managers*. Retrieved from CIO: <https://www.cio.com/article/276269/project-management-six-attributes-of-successful-project-managers.html>

Pinto, J. K. (2018). *Project Management: Achieving Competitive Advantage* (5th Edition). Pearson Education (US). <https://ecpi.vitalsource.com/books/9780134730509>

*Which Project Management Methodologies Should You Use*. (n.d.). Retrieved from Teamwork: <https://www.teamwork.com/project-management-guide/project-management-methodologies/>