CSIA6040 Assignment 3 – Project Analysis

In this assignment, your team is required to conduct <u>a case study on Cybersecurity/Critical Infrastructure project failure</u>. For a starter, your team needs to identify an IT Project failure case (see below for suggested cases).

Deliverables for this project include:

1. Paper (12-page minimum excluding title page and references, single-spaced, 12-point times new roman, and 1-inch all margins, <u>cite all your sources properly including bibliography using standard APA style</u>) – Team leader should submit it to Canvas
2. Peer evaluation (a template will be provided)

✓ All deliverables are due by listed deadline in your syllabus

Your paper will include, but not limited to:

1. Company/Organization Overview/Goals
2. Project Overview/Goals
3. Key factors that contributed to project failure
   - Highlight failure areas followed by what are contributing factors for each area
4. What IT project management practice or mechanisms could have been put in place to prevent failure? Were project failure areas controllable?
   - This section may involve applying particular knowledge/techniques you learned in class
5. Was the project a success?
   - This section simply requires you to conduct a simple post-project audit. There may be elements of success you can highlight but generally we are talking about failures so I mainly want to hear about the key reasons the project is a failure. See article on IT project metrics below at CIO.com (the link is at the end of this document). You may find any useful IT project metric to assess IT project success.

Suggested Topics from Barry Shore article (or you may feel free to pick your own IT project failure case):

- FBI VCF
- Airbus 380
- Columbia Shuttle
- Mars Orbiter
- NY City Subway Communications System

Also see the cases discussed in the article "Why your IT project may be risker than you think"

Here are some other links to lists of IT Project Failures:

- http://www.zdnet.com/blog
- http://www.computerworld.com/article/2533563/it-project-management/it-s-biggest-project-failures----and-what-we-can-learn-from-them.html
- http://calleam.com/WTPF/?tag=examples-of-failed-it-project
- https://en.wikipedia.org/wiki/List_of_failed_and_overbudget_custom_software_projects

Good Starting Sources:

- Shore, Barry, "Systematic Biases and Culture in Project Failures", Project Management Journal, December 2008, Volume 39, Number 4, pp 5-16.
- Interesting article on CIO, http://www.cio.com/article/440721/Common_Project_Management_Metrics_Doom_IT_Departments_to_Failure
- Charette, R. N. (2005). "Why software fails." IEEE spectrum 42(9): 36.