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Professional Issues in IT

Topic 4:
Applied IT Project Management

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Applied IT Project Management Topic 4 - 4.2

Scope and Coverage

This topic will cover:

- IT project management strategies
Why strategy is important
- Applying project management
Strategy, lifecycle and phases
- Analysing, evaluating and concluding
- Reporting findings



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Learning Outcomes

By the end of this topic, students will be able to:

- Explain what strategy is and its importance;
- Give examples of approaches to project management strategy;
- Give examples of techniques and tools;
- Apply strategy to a project management scenario through tools or techniques;
- Undertake lifecycle and phase analysis, evaluation and conclusion;
- Present findings.



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What is Strategy?

- Strategy is:
“..the pattern or plan that integrates an organisation’s major goals, policies and actions into a cohesive whole”
(Cadle & Yeates 2001:24)
- Many definitions of strategy exist:
“There is no single, universally acceptable definition of strategy”.
(Cadle & Yeates 2001:24)

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Observation Project Identification - 1


- On-going, evolving process
 - Across all levels of an organisation
 - Encouraging all employees through daily activities to
 - identify potential projects
- Organisations should have formal procedures in place
 - Standard forms/report format
 - Named staff member to receive proposals
 - Formal processes following submission (timescales/research/decisions)

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Observation Project Identification - 2

- Common in IT
 - Large amount of interaction between IT department and other departments
 - Growth market: new innovations and technologies

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Project Management Strategy

- Any organisation involved with projects should have a strategy in place for how to select and proceed with each project.
- The project approach is dependant on the organisation's priorities: Strategic or Organisational
- Need to balance long and short term needs.

Example:

- Observation
- Four stage selection pyramid
- Always start at top of pyramid
- Variation on a theme


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Four Stage Project Selection




Strategic Planning

Business Analysis

Project Planning

Resource Allocation

Schwalbe 2006

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Four Stages Explained - 1

- Conscious process approach
- Strategic Planning
 - Documentation of organisation's strategic goals/objectives
 - Projects should align
 - Projects chosen should be based on value
- Business Analysis
 - Identifying which business areas support strategic goals
 - Undertaking projects that align with business areas

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Four Stages Explained - 2

- Project Planning
 - Initial Project Selection
 - Identifying projects that align both in strategy and business
 - Preliminary Project Scope Statement
- Resource Allocation
 - Final project selection based on findings from 3 previous stages
 - Organisation's willingness to allocate required resources will affect selection

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Techniques and Tools - 1

- Many techniques and tools exist
 - Choices made are important; these should add value to process
- The techniques and tools chosen are dependant on the priorities of the organisation
 - Strategic priority will demand a differing approach to organisational priority

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Techniques and Tools - 2

- Examples
 - SWOT
 - Boston Consulting Group Matrix (BCG)
 - Porter's 5 Forces
 - Net Present Value Analysis (NPV)
 - Return on Investment (ROI)
 - Balanced Scorecard
 - Weighted Scoring Model

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Project Authorisation

- Based on strategic priority an approved project will usually fall within:
 - Market demand
 - Strategic opportunity
 - e.g. Increase market share
 - Customer request
 - Technology advancement
 - Legal requirement

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Project Management Strategy - 1

- After a project is authorised, strategy continues throughout the life of the project
- Approach: Program vs. Individual
 - Program** involves managing similar projects together
 - Greater control/ Potential benefits
 - e.g. a program group for all software development projects

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Project Management Strategy - 2

- Individual projects**
 - Potential to have several projects aiming to achieve the same objectives
 - Many complete lifecycle quicker due to less liaison
 - Often dependant on organisation size
 - Dependant on how many projects an organisation is undertaking

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Project Management Strategy - 3

- Ongoing observation of fulfilment of organisation requirement
 - Continued alignment with strategic goals/ business objectives
 - Long-term projects more susceptible
 - Software projects at risk due to nature of industry
 - Important that project manager liaises with department's and organisation's management team

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Project Management Strategy - 4

- Managing strategy through a project's lifecycle
- PRINCE2
 - **P**ROjects **I**N **C**ontrolled **E**nvironments
 - Widely used in UK government and international private sector
 - Structured project management methodology
 - Organised and controlled start, middle and end
 - Framework based, process driven approach
 - Flexible and adaptable
 - Based on good practice

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PRINCE2

- Business case focused
 - Business justification and rationale
 - Throughout project, not just at start of project
 - Drives all project processes (phases)
- Philosophy
 - Right project, right reasons, right time
- Defined Roles
 - Structured to incorporate developing organisation as well as clients, users etc.

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Any Questions?

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