

# Chapter 2:

# The Project Management and Information Technology Context

## Information Technology Project Management, Seventh Edition



Information Technology  
PROJECT MANAGEMENT | 7e

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Note: See the text itself for full citations.

# Learning Objectives

- ▶ Describe the systems view of project management and how it applies to information technology (IT) projects
- ▶ Understand organizations, including the four frames, organizational structures, and organizational culture
- ▶ Explain why stakeholder management and top management commitment are critical for a project's success

# Learning Objectives

- ▶ Understand the concept of a project phase and the project life cycle, and distinguish between project development and product development
- ▶ Discuss the unique attributes and diverse nature of IT projects
- ▶ Describe recent trends affecting IT project management, including globalization, outsourcing, virtual teams, and agile project management

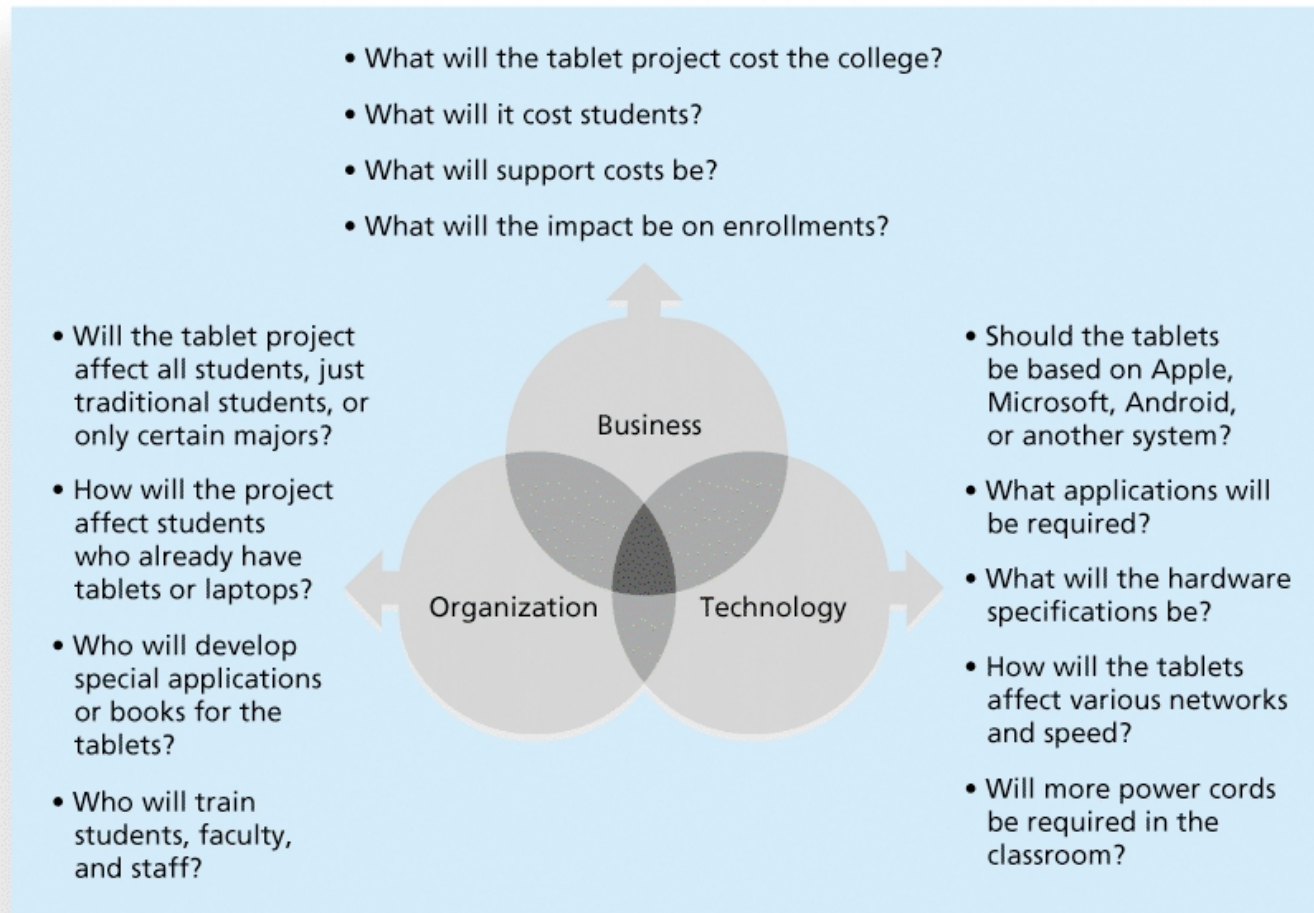
# Projects Cannot Be Run In Isolation

- ▶ Projects must operate in a broad organizational environment
- ▶ Project managers need to use **systems thinking**:
  - taking a holistic view of carrying out projects within the context of the organization
- ▶ Senior managers must make sure projects continue to support current business needs

# A Systems View of Project Management

- ▶ A **systems approach** emerged in the 1950s to describe a more analytical approach to management and problem solving
- ▶ Three parts include:
  - **Systems philosophy**: an overall model for thinking about things as systems
  - **Systems analysis**: problem-solving approach
  - **Systems management**: address business, technological, and organizational issues before making changes to systems

# Figure 2-1. Three Sphere Model for Systems Management



# Figure 2-2. Perspectives on Organizations

<b>Structural frame:</b> Roles and responsibilities, coordination, and control. Organizational charts help describe this frame.	<b>Human resources frame:</b> Providing harmony between needs of the organization and needs of people.
<b>Political frame:</b> Coalitions composed of varied individuals and interest groups. Conflict and power are key issues.	<b>Symbolic frame:</b> Symbols and meanings related to events. Culture, language, traditions, and image are all parts of this frame.

# What Went Wrong?

- In a paper titled “A Study in Project Failure,” two researchers examined the success and failure of 214 IT projects over an eight-year period in several European countries.
- The researchers found that only one in eight (12.5 percent) were considered successful in terms of meeting scope, time, and cost goals.
- The authors said that the culture within many organizations is often to blame
- Among other things, people often do not discuss important leadership, stakeholder, and risk management issues



# Organizational Structures

- ▶ 3 basic organization structures
  - **Functional:** functional managers report to the CEO
  - **Project:** program managers report to the CEO
  - **Matrix:** middle ground between functional and project structures; personnel often report to two or more bosses; structure can be weak, balanced, or strong matrix

# Figure 2-3. Functional, Project, and Matrix Organizational Structures

