

QUESTIONNAIRE

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MASTERS OF SCIENCE PROJECT MANAGEMENT CAPSTONE

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Question 1. Describe the main problems facing ITD and the university in terms of IT-related projects, and provide an analysis of each.

The main problems of the ITD are:

1. IT projects are hurting the budget
2. IT projects are not planned and executed in coordination with the ITD
3. The University Deans and Directors do not coordinate with IT and believe they know better than ITD on what their systems need
4. Relationships between ITD and University departments need to be improved, starting with the ITD ACIO
5. End users are not being utilized as stakeholders in IT projects, therefore their input is not included
6. Some IT projects are being done without any ITD consultation
7. Large implementation projects are being outsourced
8. Departments and colleges give IT issues to an internal employee instead of using the ITD.

Question 2. Write an overall critique of the current ITD organizational structure. Identify major strengths as well as weaknesses of the current organizational structure, and analyze how the organizational issues contributed to current problems.

The current ITD structure does not foster a good project management environment, good intra-university department relationships or any sort of standardization/evaluation system. Some of the strengths the current structure has is it is very well organized for a functional working environment within its own department. The chain of command is well defined and there are no crossing boundaries of management or leadership. Projects are completed within the boundaries of the functional structure. This type of organizational structure also allows for in-

depth expertise. If the scope of the project is narrow and the proper functional unit is assigned primary responsibility, then in-depth expertise can be brought to bear on the most crucial aspects of the project (Larson & Gray, 2014).

Some of the major weakness is there is a lack of focus, poor integration with the other university departments and projects are completed slowly or outsourced completely. Because of the current structure project priorities get complicated. One project might be important to the ITD section that is working on it but other departments might have different priorities. Since they are using a functional structure, integration tends to be lacking. Instead what is happening is each section is primarily concerned with their specific portion of the project and not the project as a whole. 44% of the project being late can be contributed to this type of organizational structure. This is in part attributable to slow response time—project information and decisions have to be circulated through normal management channels (Larson & Gray, 2014). Furthermore, the lack of horizontal, direct communication among functional groups contributes to rework as specialists realize the implications of others' actions after the fact (Larson & Gray, 2014).

Question 3. Propose a new organizational structure that you believe could potentially improve the situation of IT-related projects in the university. Describe the reasons you chose this particular organizational structure, and detail how the proposed organizational structure might lead to a different outcome. You are required to support your recommendation with evidence from the materials covered in this course. The new organization structure must be significantly different from the current organization, and each option must differ significantly from each other. Feel free to think out of the box if necessary, but remember that your design must be practically implementable.

The first major change would be to fire or re-assign the current Assistant Chief Information Officer. This position will be removed completely as it serves no significant purpose and is a major contributor to bad relations with the aligned university departments. This position would be replaced with a new position titled University Department IT Liaisons. This position's task and purpose would be to integrate the other departments into the ITD project management arena. Each University Department would select an individual to be trained by the ITD to assist and have departmental oversight of any ITD ran project that was specific for their University Department.

An example of how this would work is let's say the University Human Resource Department is in need of an upgraded network system as well as new HR managing software. This project would be lead and ran by the ITD with the HR ITD liaison. The HR ITD liaison would work directly with the project management team to help ensure HR department goals and objectives are being met. This will not only enable the other departments to be integrated into ITD projects but help the ITD PMs running intra-university department projects. However, one other addition will be required to ensure project success.

There is a need to create a Project Management Office and certified PMPs for each ITD section to lead projects. The PMO creation will help to ensure the allied universities visions, objects and goals are met with each ITD project by managing the ITD portfolios and providing much needed guidance and assistance in this type of PM environment. The project office (PO) is the unit responsible for the continued support of consistent application of selection criteria, standards, and processes; training of and general assistance to project managers; and continued improvement and use of best practices (Larson & Gray, 2014). Furthermore, having defined Project Managers for each ITD section who can work directly for the PMO will help ensure

project success by staying focused on the overall project and not the individual sections goals/objectives. With a defined project manager, a team under the PM consisting of the required experts, a department liaison and a PMO office for support, the issues the ITD are facing will disappear.

Question 5. Define in details all roles, responsibilities, and reporting structures in the proposed organizational structures. If you add or change roles, identify the skills needed for each added or changed role.

1. University Department IT Liaison

- a. Role: Representative of the University Department for which an IT project is being completed.
- b. Responsibilities: Work with the ITD PMO and ITD Project Team to help ensure Departmental integration. Liaison will ensure Department project goals and objectives are well defined. Liaison will work with the ITD PMO/PMs to ensure Department goals and objectives will be met within the scope of the project. Liaison will meet with Department leadership to give updates on project status.
- c. Reporting: Liaison will report directly to the ITD PMO office to be assigned to a PM Team for project integration. Liaison will not have any direct authority over project decisions, they will only be a line of communication between the ITD and the University Department they represent.

2. Project Management Office:

- . Role: ITD Project Oversight and Quality Control
- a. Responsibilities:
 - Maintaining and tracking the portfolio of projects within an organization.

- Integration of the processes of managing projects within the social/cultural environment of the allied university organizations.
 - Creating and maintaining the internal project management information system.
 - Recruiting and selecting project managers both within and outside the organization.
 - Establishing standardized project planning and reporting methodologies.
 - Training personnel in project management techniques and tools.
 - Auditing ongoing and recently completed projects.
 - Developing comprehensive risk management programs.
 - Providing in-house project management consulting and mentoring services.
 - Maintaining an internal project management library containing critical documents, including project plans, funding papers, test plans, audit reports, and so forth.
 - Establishing and benchmarking best practices in project management.
- a. Reporting: PMO will report directly to the ITD Chief Information Officer
2. IT Section Project Managers
- . Role: Lead/Manage ITD Projects
- a. Responsibilities: Have or be working to obtain a PMP certificate. Work with the Department Liaison and PMO to ensure project success. Manage ITD projects so that they are in-line with ITD and allied university goals/objectives.
- b. Reporting: PMs will report directly to the PMO unless otherwise defined in the project charter as required.

Question 6. Provide details about the mission and specific objectives of the new organization structures.

The mission of the new ITD structure is to provide quality, timely and budgeted IT support and project management for the Allied Universities.

The objectives are:

- Ensure all IT projects are completed on time and within budget.
- IT related projects are lead and managed by the ITD with University Departmental Support
- Educate and train Allied University Department Liaisons on ITD support capabilities and project management procedures.
- Increase relationships with Allied University Departments through integration.
- Eliminate or limit IT project outsourcing.

Question 7. Analyze any conflict problems in this case and provide recommendations for remedies.

The first conflict that stands out in this case is the Assistant Chief Information Officer has not been courteous when it comes to communication with the University Deans and Directors. This can't be tolerated. The first suggestion is to fire the ACIO. The second recommendation is to move him to another department. The last recommendation and our number one choice is to eliminate his position and create positions that will enhance the ITD project management process. This would also solve the issue of the ACIO believing that project management is of no use in a university setting.

The second conflict is the struggling relationship between the ITD and other University Departments. This has led to the other departments not using ITD for their IT needs by putting the burden on an inner department employee. This has also lead to ITD not engaging with the end users for their input as to how they need their systems or projects to work. I n some cases

this has contributed to departments completing IT projects without any ITD support at all. The recommended solution to fix the relationship issues is to integrate ITD with the other University Departments through a formal project management system and University Department Liaisons.

Question 9. Describe, preferably with examples, how IT project-related decisions will be made in the new organizational structure. Include recommendations and examples of how conflicts will be resolved, more specifically with the assistant Chief Information Officer.

IT related project decisions will be made by any change request, after the initial charter has been drafted, will flow from the Project Manager to the PMO office to the CIO for approval. If the change alters in any way the Department who the project is for then the ITD University Department Liaison will send that information to their Department Head for approval. Any conflicts or disputes will be brought to the PMO by either the project manager or the Department Liaison for review by the CIO and the Stakeholder Department Head for review. Final decision will be made by the CIO. The CIO position is terminated and not a factor.

Question 10. Describe in detail how you will get deans and director to buy in on your proposals and how you might get them to cooperate and coordinate with your division any possible IT- related projects or problems.

The primary method for buy-in to the new proposal is through the creation of a Departmental Liaison. This will give each department a foot hold in the project planning and execution of any IT related project that effects their Department. This will also enable cooperation and coordination between the ITD and the Allied University Departments. The

other part that will help give the Deans and Directors buy-in will be the establishment of a formal project management process with the PMO and dedicated PMs.

References

- Larson, E. W. & Gray, C. F. (2014). *Project management: the managerial process with MS Project 2007* (6th Ed.). New York, NY: McGraw-Hill/Irwin.
- Lussier & Achua (2013). *Leadership Theory, Application, & Skill Development* (5th Ed.). Mason, OH: South-Western.