PROJECT MANAGEMENT AND INFORMATION TECHNOLOGY-
A CHALLENGING ASPECT

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ABSTRACT:

Project management is an emerging profession. The primary purpose of this article is to identify and describe that subset that is generally accepted. Generally accepted means that the knowledge and practices described are applicable to most projects most of the time, and that there is widespread consensus about their value and usefulness. Generally accepted does not mean that the knowledge and practices described are or should be applied uniformly on all projects; the project management team is always responsible for deter- mining what is appropriate for any given project. This article is also intended to provide a common lexicon within the profession and practice for talking and writing about project management. Project management is a relatively young profession, and while there is substantial commonality around what is done, there is relatively little commonality in the terms used. This article provides a basic reference for anyone interested in the profession of project management.

Keywords: project management, profession, common lexicon.

Introduction

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management is accomplished through the use of the processes such as: initiating, planning, executing, controlling, and closing. The project team manages the work of the projects, and the work typically involves:

■   Competing demands for: scope, time, cost, risk, and quality.
■   Stakeholders with differing needs and expectations.
■   Identified requirements.

It is important to note that many of the processes within project management are iterative in nature. This is in part due to the existence of and the necessity for progressive elaboration in a project throughout the project life cycle; i.e., the more you know about your project, the better you are able to manage it.

The term *project management is* sometimes used to describe an organizational approach to the management of ongoing operations. This approach, more properly called *management by projects,* treats many aspects of ongoing operations as projects to apply project management techniques to them. Although an understanding of project management is

critical to an organization that is managing by projects, a detailed discussion of the approach itself is outside the scope of this article.

Core Areas of Project Management:

01. **Project Integration Management,** describes the processes required to ensure that the various elements of the project are properly coordinated. It consists of project plan development, project plan execution, and integrated change control.

02. **Project Scope Management** describes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It consists of initiation, scope planning, scope definition, scope verification, and scope change control.

03. **Project Time Management,** describes the processes required to ensure timely complete on of the project. It consists of activity definition, activity sequencing, activity duration estimating, schedule development, and schedule control.

04. **Project Cost Management** describes the processes required to ensure that the project is completed within the approved budget. It consists of resource planning, cost estimating, cost budgeting, and cost control.

05. **Project Quality Management,** describes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It consists of quality planning, quality assurance, and quality control.
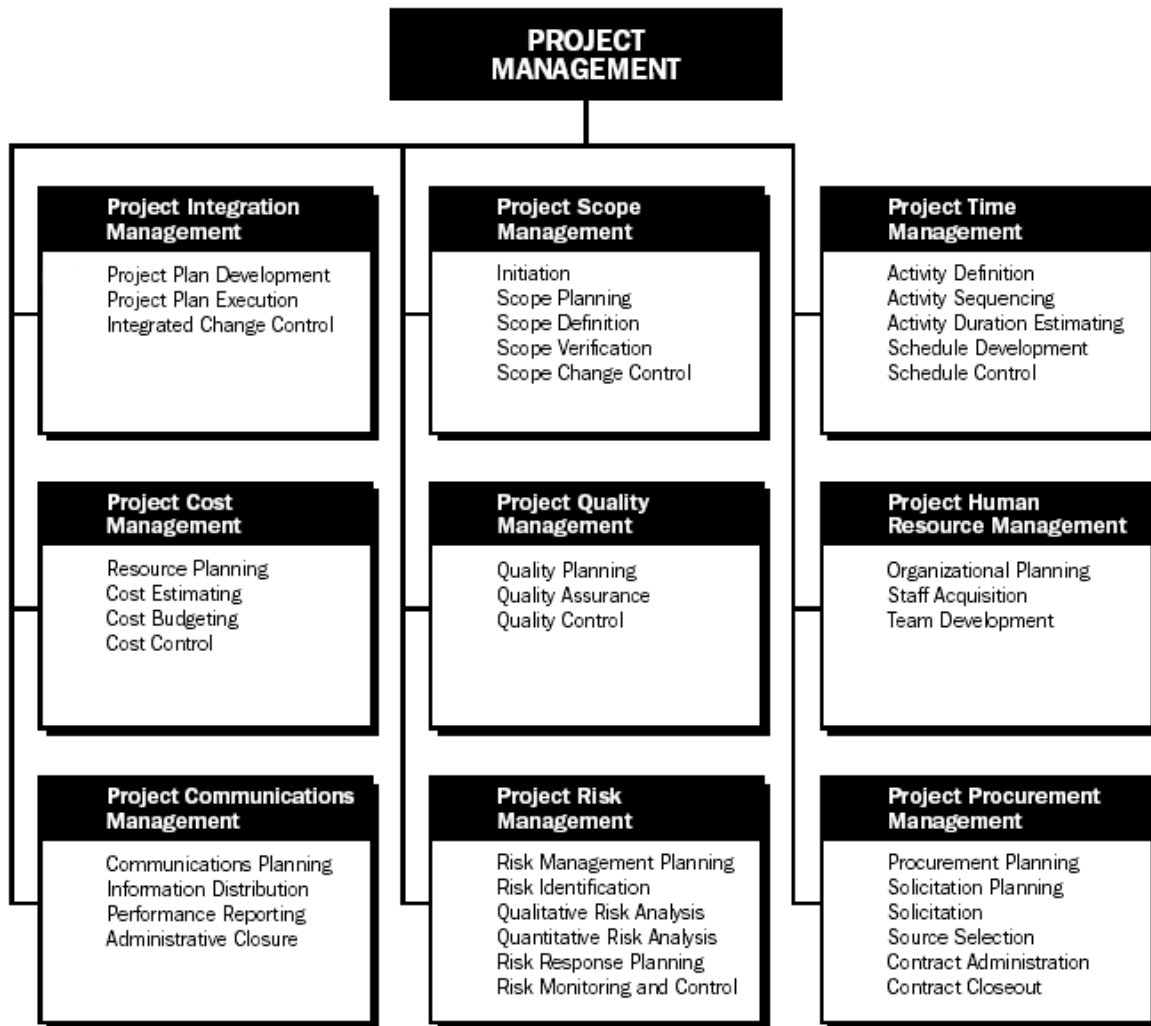
Figure. 1. Project Management Areas

06. **Project Human Resource Management** describes the processes required to make the most effective use of the people involved with the project. It consists of organizational planning, staff acquisition, and team development.

07. **Project Communications Management** describes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. It consists of communications planning, information distribution, performance reporting, and administrative closure.

08. **Project Risk Management** describes the processes concerned with identifying, analyzing, and responding to project risk. It consists of risk man- agement planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control.

09.   **Project Procurement Management** describes the processes required to acquire goods and services from outside the performing organization. It consists of procurement planning, solicitation planning, solicitation, source selection, contract administration, and contract closeout.

Project Management Challenges within Corporate Projects

1. **Undefined Goals** – When goals are not clearly identified, the whole project and team can suffer. When upper management cannot agree to or support undefined goals, the project in question typically has little chance of succeeding. The project manager must ask the right questions to establish and communicate clear goals from the outset.

2. **Scope Changes** – Also known as scope creep, this occurs when project management allows the project's scope to extend beyond its original objectives. Clients and supervisors may ask for changes to a project, and it takes a strong project manager to evaluate each request and decide how and if to implement it, while communicating the effects on budget and deadlines to all stakeholders.

3. **Inadequate Skills for the Project** – A project sometimes requires skills that the project's contributors do not possess. Project management training can help a project leader determine the needed competencies, assess the available workers and recommend training, outsourcing or hiring additional staff.

4. **Lack of Accountability** – A project manager's leadership qualities can shine when each member of the team takes responsibility for his or her role in achieving project success. Conversely, a lack of accountability can bring a project to a complete halt. Finger-pointing and avoiding blame are unproductive, but all-too-common features of flawed project management. Learning to direct teams toward a common goal is an important aspect of project management training.

5. **Improper Risk Management** – Learning to deal with and plan for risk is another important piece of project management training. Risk tolerance is typically a desirable project manager trait because projects rarely go exactly to plan. Gathering input, developing trust and knowing which parts of a project are most likely to veer off course are aspects of the project manager's job.

6. **Ambiguous Contingency Plans** – It's important for project managers to know what direction to take in pre-defined "what-if" scenarios. If contingencies are not identified, the entire project can become mired in an unexpected set of problems. Asking others to identify potential problem areas can lead to a smooth and successful project.

7. **Poor Communication** – Project managers provide direction at every step of the project, so each team leader knows what's expected. Effective communication to everyone involved in the project is crucial to its successful completion.

   o Project management training includes an emphasis on written and oral communication skills
   o Proper communication can help increase morale by establishing clear expectations
   o Good project managers keep communication and feedback flowing between upper management and team leaders.

8. **Impossible Deadlines** – A successful project manager knows that repeatedly asking a team for the impossible can quickly result in declining morale and productivity. The odds of successfully completing a project under unreasonable deadlines are generally not feasible expectations.

9. **Resource Deprivation** – In order for a project to be run efficiently and effectively, management must provide sufficient resources. Project management training shows how to define needs and obtain approval up front, and helps project managers assign and prioritize resources throughout the duration of a project.

10. **Lack of Stakeholder Engagement** – A disinterested team member, client, CEO or vendor can destroy a project. A skilled project manager communicates openly and encourages feedback at every step to create greater engagement among participants.

Conclusion :

It has been concluded that project management has of very much importance for the organization's success and growth. Organizations that do not implement the practices of project management have to suffer a lot in terms of resources, time and money. In such a competitive world, organizations have to do anything that reduces their costs and resources on any given task. Project management is one of the tools from which one organization could use its resources efficiently and minimize costs. It has very tangible and intangible benefits, therefore every organization have to think about it and implement it.

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