Project Governance

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Motivation

Seeking for the ways to improve ICT project management practices and reduce project failure chances, enterprises implement different project management best practices. But many of them fail to realize the relationship between the success of their ICT projects and the key concepts of the PG. To identify the factors that influence the effectiveness of project management activities and to find a comprehensive project governance approach to add value to the business, the researcher decided to look into "What can be done to improve the PG?" by conducting a case study at one of the departments of the one of the biggest world-wide companies.

Objective

The main goal of the research is to examine the current level of adoption of the main PG and ITG aspects in the chosen business unit of the sample organization and perform the critical analysis on how these factors influence department's project management activities. Based on the findings, recommendations will be provided on the implementation of the suitable approach to help the chosen department to improve the project governance.

Implication

The implication is to contribute to the improvement of the project management activities within the chosen organizational unit and enable the department to: Successfully manage ICT projects
- Track project performance at any time of its implementation
- Better align IT systems with business strategy
- Minimize IT-related risks
- Optimize and adequately utilize resources needed for IT solutions
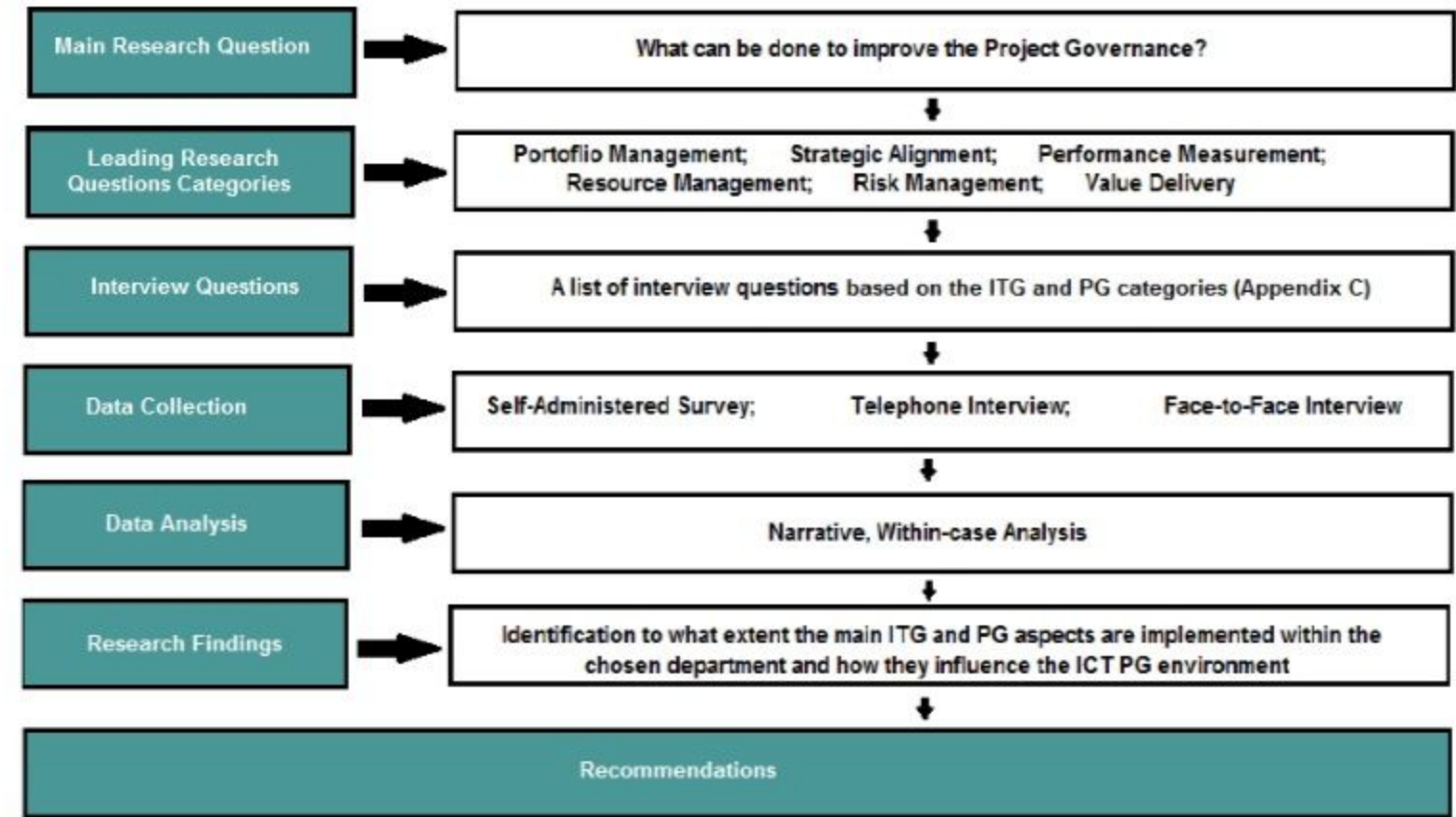- Ensure business value delivery.

Theoretical Background

To obtain a comprehensive understanding of the Project Governance and IT Governance, main concepts of both were studied. These aspects later will be applied in the case study:
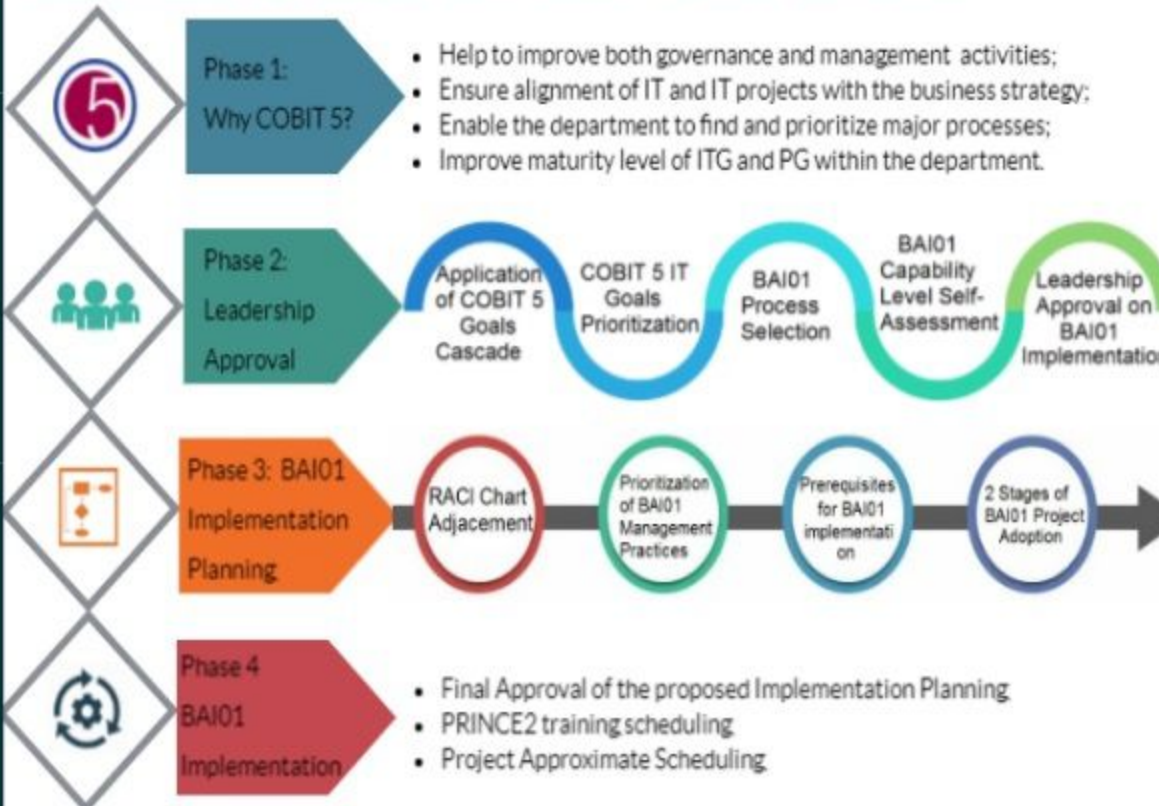

Research Methodology and Case Study

A case study at the selected department was conducted by applying a holistic approach while assessing the extent of the adoption of the main aspects of PG and ITG.

Research findings have shown that all PG/ITG aspects needed improvements. Therefore, with a focus on the latest versionof Control Objectives for IT and related Technology (COBIT) framework, the researcher will help the company to find the best way how to manage their projects and programmes taking into consideration the ITG and PG main factors.

Main Research Question	What can be done to improve the Project Governance?
Leading Research Questions Categories	Portofolio Management; Strategic Alignment; Performance Measurement; Resource Management; Risk Management; Value Delivery
Interview Questions	A list of interview questions based on the ITG and PG categories (Appendix C)
Data Collection	Self-Administered Survey; Telephone Interview; Face-to-Face Interview
Data Analysis	Narrative, Within-case Analysis
Research Findings	Identification to what extent the main ITG and PG aspects are implemented within the chosen department and how they influence the ICT PG environment
Recommendations	

Recommendations and Conclusions

Phase 1: Why COBIT 5?
- Help to improve both governance and management activities;
- Ensure alignment of IT and IT projects with the business strategy;
- Enable the department to find and prioritize major processes;
- Improve maturity level of ITG and PG within the department.

Phase 2: Leadership Approval
Application of COBIT 5 Goals Cascade → COBIT 5 IT Goals Prioritization → BAI01 Process Selection → BAI01 Capability Level Self-Assessment → Leadership Approval on BAI01 Implementation

Phase 3: BAI01 Implementation Planning
RACI Chart Adjacement → Prioritization of BAI01 Management Practices → Prerequisites for BAI01 implementation → 2 Stages of BAI01 Project Adoption

Phase 4 BAI01 Implementation
- Final Approval of the proposed Implementation Planning
- PRINCE2 training scheduling
- Project Approximate Scheduling

To improve the PG at the chosen department and focus on the key aspects of successful ITG and PG, COBIT5 was chosen as an umbrella framework for IT governance and IT-related risk management. A four-phase project has been initiated to adopt the framework and implement the BAI01 Manage Programmes and Projects process.

The researcher helped the department to make a huge step forward to improvement of its PG and ITG processes by adopting COBIT5 framework. The case study that the researcher has conducted gave the department a better understanding of the business goals and showed the importance of each of the ITG and PG aspects on the overall ICT projects delivery success.

The researcher has accomplished her goal by recognizing the factors that influence the success of the organizational unit PG and directing on how to improve the identified aspects to better manage their ICT projects. In addition to this, the researcher has provided COBIT 5 tools to help the GSCC to continue improvement of the management of IT-related processes focusing on their strategic alignment with the business as well as value delivery by risk and resource optimization.