Chapter 53
How's ICT Project Management Going in Portugal?

David Silva
Universidade do Minho, Portugal

Paula Gomes
INESC TEC, Portugal

Jose Angelo Pinto
Ambithus, Portugal

Filipa Ramalho
INESC TEC, Portugal

ABSTRACT

This chapter presents the preliminary results of an IT organizational project management maturity research called OPM3® Portugal Project, which is currently underway. It was designed by Portuguese research and development organization Ambithus, based on PMI's (Project Management Institute) OPM3® (Organizational Project Management Maturity Model) standard. A descriptive analysis of IT organizations is made, the case studies selection criteria are explained, and a relevant literature revision of clustering models is made. Preliminary results from the IT organizations are presented and organized by Project Management and Portfolio Management processes, and Organizational Enablers. After the results analysis, it presents a list of processes and procedures that serves as the guidelines for what IT organizations need to improve to obtain a better level of maturity in Project Management. The overall results show that the IT Portuguese industry is strong on its processes and has a good level of maturity in project management.

INTRODUCTION

All over the world, organizations are increasingly focusing on efficiency and effectiveness, and seeking to perform more with fewer resources. It becomes more important than ever to devote special attention to the production of the results, since there is only one opportunity to do things well. This special attention has a name: Project Management (PM). According to Kalantjakos (2001), in recent years society have witnessed the explosive growth of PM over the world. Organizations, from the largest to the smallest, are establishing goal-oriented work in such a way that they can produce the results in the first opportunity. To achieve this, it is mandatory to organize the work using PM.

The concept of Best Practices (BP) has been developed as a set of things or actions that organizations consistently use, showing results superior to those achieved with other means. In addition, a "best" practice can evolve to become better as improvements are discovered. BP is considered by some as a business buzzword, used to describe the process of developing and following a standard way of doing things that multiple organizations can use. In PM, a BP is a great organizational process for a substantial number of Project Managers that assess particular practice as a favourable means for achieving certain outcome (goal and/or objective). According to Bjørkeng, Clegg & Pitsis (2009), the concept practice, in the work context, defines a particular operation or method as active, not being merely a process punctuated by events, but a movement that develops through the intensity of connections that lead the construction process.

The BP are made available to Project Managers to implement in their areas of expertise and professional intervention. These BP are also seen/understood as an impulse to eliminate or reduce a given problem, or the fomentation of a simple change that is often driven by the overwhelming era in that we live in, (we are dependent on continuous information and communication) making also possible the existence and/or opening of new business opportunities.

As usually understood by most people, a project is always temporary, always has a purpose, and may be aiming the creation of products, services or simply achieve a certain result. There are some good projects that aren't always successful, by a whole raft of reasons: deadlines are not met, the result was not the intended or expected costs are exceeded. To prevent such situations from happening, the Project Managers began to reference the concept of maturity in projects, addressing the use of BP, preferably suitable to the organization in which the project is allocated and adapting to the area of action, size, complexity, and resources of the organization. It is exactly because of this need that the OPM3® model appears.

OPM3® Model

In 2003, the Project Management Institute (PMI) proposed the OPM3® (Organizational Project Management Maturity Model), which, not only provides a systematic evaluation and improvement method for the organization from a single project to a portfolio of projects, but also, for the first time, introduces and solidifies the BP in each of the commercial procedure (Fahrenkrog, Wesman, Lewandowski, & Keuten, 2003). OPM3® is a model of maturity, a framework that organizations use to identify and implement changes to improve their PM processes, which is intended to be adopted by Project Managers and organizations in general, as a global standard for the organizational PM (Fahrenkrog et al., 2003).

This model includes tools and methods that allow the continuous assessment, diagnostic techniques that identify potential problems and deficiencies within the projects as well as the detailed design of the improvements to be implemented. The OPM3® "is organized as a book containing the explanatory information on the model, a master list of project practices, considered to be the best in Management, a means of assessing the state of Organizational Project and a glossary (...) containing the detailed cataloguing of capabilities that lead to best practices and the information necessary to help the Project Manager to use these data to develop a plan for improving your organization" (Fahrenkrog et al., 2003, p. 2).

OPM3® compares the organizational activities with BP, assessing them in project, program and portfolio management by analysing Capabilities, presence of specific organizational activities that have been

21 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/hows-ict-project-management-going-in-portugal/155326

Related Content

Recruiting for Resilience: C-Suite Leaders in the Life Sciences Share Lessons Learned
Helen Mary Meldrum (2022). *International Journal of Applied Management Theory and Research (pp. 1-18).*
www.irma-international.org/article/recruiting-for-resilience/288506

Understanding the Dependence Structure Between the Futures and Spot Prices of Wheat in Egypt
Osama Ahmedand Fadi Abdelradi (2019). *International Journal of Food and Beverage Manufacturing and Business Models (pp. 20-37).*
www.irma-international.org/article/understanding-the-dependence-structure-between-the-futures-and-spot-prices-of-wheat-in-egypt/223929

Studying the Relationship Between Electronic Recruitment Determinants and Organization Attractiveness: The Mediating Role of Attitude Towards Using E-Recruitment
Nermeen Atef Ahmed Hegazyand Amal Abdelrahman Elsayed (2022). *International Journal of Applied Management Theory and Research (pp. 1-16).*
www.irma-international.org/article/studying-the-relationship-between-electronic-recruitment-determinants-and-organization-attractiveness/300278

A Democratic Approach to Strategic Management in Sport Organizations
Robert C. Schneider (2014). *Handbook of Research on Strategic Management in Small and Medium Enterprises (pp. 305-326).*
www.irma-international.org/chapter/a-democratic-approach-to-strategic-management-in-sport-organizations/107036

Turning a Person Into a Brand
Halima Zaman (2019). *International Journal of Applied Management Theory and Research (pp. 45-53).*
www.irma-international.org/article/turning-a-person-into-a-brand/227056