

# WHAT FALLS THROUGH THE CRACKS IN TECHNOLOGY DELIVERY

**CMISS Workshop**

**April 2, 2003**

**Oklahoma Memorial Union Frontier Room**

## **Session I: Managing Project Teams (Terrie Shaft, Pamela Carter, and Rajeev Sharma)**

(9:00am-Noon)

- Developing organization's project management capability
  - ✧ Create an organizational focus for project managers with responsibility for project management standards and procedures
    - Project management reporting across the project life-cycle
    - Monthly status reporting
    - Dashboard systems
    - Database and knowledge base of experience
  - ✧ Post-project reviews
- Developing individuals' project management capabilities
  - ✧ Interdependence, coordination, and the assignment of tasks
  - ✧ Coordination mechanisms that can be put in place
    - Individual                      - Group
    - Ideology                        - Liaison                      - Impersonal
  - ✧ Discussion of the pros and cons of assigning tasks in an interdependent v. independent manner
- Supporting the conduct of projects
  - ✧ Impact on project outcomes – budget variances and scope completion
  - ✧ Senior management roles
    - Executive responsibility for delivering business outcomes
    - Scope management
    - Business-Project interaction
  - ✧ Relationships with project manager
    - Authority, responsibility and resources
    - Continuous formal and informal reporting
  - ✧ Support, mentor and friend (for the friendless project manager)

**Lunch:**  
Noon-1:00pm  
at  
OMU Heritage  
Room

## **Session II: Rethinking IT Outsourcing (Robert Zmud, Shaila Miranda, and Leon Price)**

(1:00pm-4:00pm)

- The context of IT outsourcing
  - ✧ Should a company's business activities be carried out in-house or through service providers and/or strategic partners?
    - Business process disaggregation
    - The value net concept
  - ✧ Should a company's IT functions be carried out in-house or through service providers and/or strategic partners?
    - IT processes
    - ASPs and the ever-evolving services industry
    - IT value nets
    - Benefits and risks of IT outsourcing
    - Creating 'win-win' IT outsourcing relationships
  - ✧ The components of an IT outsourcing relationship
- The IT outsourcing process
  - ✧ What are the stages in the IT outsourcing process?
  - ✧ What are the decisions that are (implicitly or explicitly) made at each stage?
    - What do we want to outsource and why
    - Managing the risks involved
    - Elements of a contract
    - Ongoing relationship management
    - Allocating resources
  - ✧ How do the choices made at each stage constrain subsequent choices and influence outcomes?
  - ✧ Alternate sourcing pathways
    - Independent                      - Arm's-length
    - Partnering
- Putting it together – creating a strategy for IT outsourcing

**Please RSVP to Judy Oliger ([joliger@ou.edu](mailto:joliger@ou.edu)) by March 14<sup>th</sup> nominating up to two attendees from your organization.**

If you would like to send more than two attendees, we will wait-list additional participants. Workshop slots not reserved by March 14<sup>th</sup> will then be re-assigned to wait-listed participants from other organizations.