Article Review

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**Article Summary**

**Purpose**

The primary aim of this article is to give a better understanding of how to manage the project practices related to the creation of an information system (IS). The key investigation, in this case, entails the ISO 21500:2012/PMBoK5 aspect used by project executives in such a project.

**Objectives**

The article indicates some of the critical elements that are required to be considered while creating an information system for any organization. These aspects include scope management, the cost incurred, and time management. Other essential considerations include quality and risk management. Thus, for researchers to ensure the transformation of inputs, outputs, and interaction of various activities in an information system, the project must be properly managed from the initial to the closing period (Varajão, Colomo-Palacios & Silva, 2017). The article highlights the key elements that contribute to project failure. It focuses on how to resolve inappropriate management techniques such as the choice of the wrong methodology, project underestimates, irregular change in scope, and the risks of failing to re-assess the project.

**Research Method**

The article utilizes web-based surveying of information systems project managers. The data obtained from the implementation of this method is analyzed through descriptive statistics as well as reliability estimates (Varajão, Colomo-Palacios & Silva, 2017). In this perspective, this method is used because it is more advanced in dealing with project management processes as compared to the use of other qualitative approaches. Nonetheless, a questionnaire is used as a measuring tool whereby it comprises forty-seven processes that are organized in ten knowledge areas, which include the integration, cost, human resource, stakeholder, procurement, time, communications, quality, scope, and risk. A sample of IS project executives is drawn from the worldwide community of Linkedln users, and a topic containing a link to an online survey is posted in different teams of project management. One hundred and seven surveys are completed, which represents 472 projects that are analyzed to give valid results of the key considerations in ensuring adequate project management.

**Results**

**Findings**

The responses given by the project management managers are found to be consistent. All the processes of project management are ranked in an average scale between zero and three. The top five frequently used processes are listed with an overall average of two. The most commonly used process is found to be the determination of the project's budget, followed by the development of a schedule (Varajão, Colomo-Palacios & Silva, 2017). The third process that managers effectively used in the definition of scope. The fourth processes is the collection of the project requirement and, finally, the description of other activities.

The processes that are found to be scarcely used is the performance of quantitative risk analysis, planning how to conduct risk management, developing project Charter, and planning risk responses. Information system projects are high performing elements, and the difference in their outcome is the fundamental processes used to ensure that they are quality. Therefore, the capability of managers to implement project management processes helps to tell the level of their qualifications.

The always and often levels of implementation in information system projects include the scope, cost, and time management (Varajão, Colomo-Palacios & Silva, 2017). A project should be allocated adequate time of completion, it should be adequately budgeted and address the right issue. The focus of these processes helps to yield a positive project. However, delays may be expected in IS projects as individuals try to use all the key processes to come up with a sufficient project. The important central processes include quality management and risk management.

**Meaning**

The findings insinuate that most individuals implement all the processes of project management while creating an information system. Some managers are viewed as not certified in conducting project management because of failure to implement all the key processes such as incompetence in performing risk management to give a quality project. Risk management is helpful because they assist in escalating the likelihood and impact of positive occasions, as well as de-escalating the possibility of negative effects in a project. The processes such as scope, time, and cost management are critical to any project, but they are not adequate to guarantee the scope, time, and cost compliance in projects.

**Conclusion**

Experienced researchers seem to be more aware of the importance of risk management processes and the use of other management aspects. It is significant to ensure that the cost, time, scope, and other management processes are used in any project to deal with its complexity (Varajão, Colomo-Palacios & Silva, 2017). Risk and quality management are areas of great concern for any project because when ignored, they can be the root cause of diverse problems such as project failure.

**Discussion**

**Author’s opinion**

The consideration and implementation of project management processes work towards ensuring that the critical requirements of a project are met and validated. A successful project must adequately utilize all the management processes. Individuals who require to come up with a successful project should consider the high usage of these processes. Most importantly, risk management of a project should entail the identification, response plan, analysis, and control of risks on a project (Varajão, Colomo-Palacios & Silva, 2017). Quality management should cater to quality policies, goals, and responsibilities of the project that satisfy the needs for which it is undertaken.

**Major points of the Article**

Researchers who are interested in coming up with a successful project should examine in detail the process implementation of the most neglected aspects, such as quality and risk management (Varajão, Colomo-Palacios & Silva, 2017). These two areas are a matter of great concern as they play a crucial responsibility in the accomplishment of a project. Nonetheless, practitioners, educators, and researchers should not ignore other project management processes such as time, cost, and scope. All bodies of knowledge, when properly utilized, are suitable in ensuring a project's success.

Reference

Varajão, J., Colomo-Palacios, R., & Silva, H. (2017). ISO 21500: 2012 and PMBoK 5 processes in information systems project management. *Computer Standards & Interfaces*, *50*, 216-222. Retrieved from <http://ism.hiof.no/papers/290.pdf>