Chapter XII

VLITP Management Framework

ABSTRACT

The traditional way to achieve the automatic execution of project management processes is to develop or purchase an application that executes the steps required. However, in practice, these applications only execute a small part of the overall process. Execution of a complete VLITP management process can also be achieved by using a framework of software with human interfaces, where needed when applications are not able to execute the management process automatically. Certain aspects of VLITP management process can only be accomplished with human interventions. Due to the complexity of managing VLITP, changing the scope is costly and an overview of the VLITP and their state is difficult to obtain. In order to effectively deliver its objectives, VLITP often requires that the underlying activities be constructed according to the principles of a framework. Thus, it is often difficult to make a suite of existing legacy systems fit with a VLITP. The commercial project management market has focused on specific process models to reduce the complexity of VLITP management. This chapter presents a framework that provides the basis for identifying and describing generally accepted principles and practices of VLITP. The purpose is to guide the project management team of VLITP in the execution of one of the most challenging jobs in business today.
INTRODUCTION

There are numerous reasons why IT projects often never come to fruition. This book has detailed the issues involved with implementing VLITPs. The author anticipates that by understanding what leads to failure of VLITPs, readers would understand what is required not only to minimize the risks but also to dramatically improve chances of completing on time and under budget. By delegating a full chapter to methodological framework and approach for VLITP, the book demonstrates that business focus must lead as technology supports the efforts of meeting organizational goals of the business. The framework that follows is specifically modular and high-level to fit with the focus of this book—managing all types of VLITPs—which is combining business process management, various best practices for project management and using techniques from several software development frameworks.

The book shows how a VLITP is often an essential factor in the success or failure of the host organization, and forms the focus of the vital relations, which a business maintains with its external environment. Because technological competence of an organization is equal to the sum of the technological competencies of its various units, VLITPs are at the center of the definition of businesses in a 21st century organization (Lane et al., 2001). This requires that VLITPs occupy an important place in the organizational imagery and giving rise to important symbols (Currie and Guah, 2006). Thus, VLITPs are frequently at the very core of management strategy, corporate culture and organization identity. Unlike those who see VLITP as an extraneous variable imposed on the organization, this book shows how strategic management of innovative initiatives (like VLITP implementation) is an essential component of business policy in the 21st century. Thus, it must be understood and actively practiced by top management of multinational organizations.

Sufficient space has also been given to the imagery issue about host organization, the ideal role of employees and the importance of properly managing the implementation process of VLITPs. Also emphasized in this book are the issues of power structure within host organizations which can also help to cement a set of shared values and practices around the objectives of VLITPs as well as serve to complement and enrich the implementing process.

The next section goes through a proposed framework for implementing VLITPs. It takes into account the various topics explained in this book and concludes with the need to manage VLITP as a major change process in the host organization. Each stage of the VLITP is demonstrated by both the business and technological perspective of the project management team (see Figure 12.1).
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