

3 Summary

The objective of this work from the beginning was to identify the most common issue for the 2016-2017 Change Requests in Swedbank IT Infrastructure and Operations Project Portfolio and find which could be avoided or minimized in the future.

Assumption was that I will find most common issue for the change requests, which could be avoided or minimized in the future.

The result of the analysis was that most common Project Management Process Group where CRs were represented in was Planning Process Group – 27 out of 30 were in that Project Management Process Group. Second was Monitoring and Controlling Process Group. Most common Knowledge area was Project Cost area – 15 out of 30 CRs. Second was Project Time Management – 12 out of 30. Third was Project Scope Management.

After breaking all the areas down, where CRs were identified in, most common area where CRs had been found in were – Project Cost Management

- 7.1 - Plan Cost Management
- 7.2 - Estimate Costs
- 7.3- Determine Budget
- 7.4 – Control Costs

Second most common where CRs were found in is Project Time Management

- 6.1 – Plan Schedule Management
- 6.2 – Define Activities
- 6.4 – Estimate Activity Resources
- 6.5 – Estimate Activity Durations
- 6.7 – Control Schedule

Third most common where CRs were found in is Project Scope Management

- 5.1 – Plan Scope Management
- 5.2 – Collect Requirements
- 5.6 – Control Scopes

As such, project managers should be knowledgeable of and consider the various industry techniques and tools in the definition and execution of project cost estimation, determining the budget, controlling the costs, defining activities, estimating activity resources, estimating activity durations and controlling schedules.

Possible question for the future could be should we try to avoid and reduce changes or look more into how to manage changes in more efficient way and encourage reasonable changes to happen. Changes generally happen for good reason and if dealt with in the right way will ultimately deliver a better solution for stakeholders. Despite most of projects in Infrastructure and Operations demand rather deep upfront planning usage of agile methods in planning and execution should be considered as well.