

LE CENTRE  
DE SERVICES PARTAGÉS  
DU QUÉBEC



**Bibliothèque Cécile-Rouleau**  
Service de l'accueil et de la référence

**Gestion de projet en technologie de  
l'information**  
Bibliographie sélective

**Marcel Lévesque**  
bibliothécaire

**26 septembre 2013**

## TABLE DES MATIERES

DANS L'ADIMINISTRATION PUBLIQUE .....	3
ENTRE LA RÉUSSITE ET L'ÉCHEC .....	4
OUTILS LOGICIELS.....	8
PLANIFICATION, CONCEPTION, GESTION.....	8
PROJETS WEB .....	10
RÔLE DES INTERVENANTS .....	11

## DANS L'ADMINISTRATION PUBLIQUE

Cats-Baril, W. et R. Thompson (1995). "Managing information technology projects in the public sector." Public Administration Review **55**(6): 559.

This article focuses on managing information technology projects in the public sector. Project management frameworks have been developed in the private sector that can provide guidelines, but blindly adopting such frameworks to the public sector can be misleading. What is needed is a workable project management framework that addresses the common elements of risk assessment and project management, while taking into account the unique needs of public organizations. The role of IT in public organizations has been the subject of numerous research efforts, including a major research program at the University of California at Irvine. The Irvine group argued that many of the intended benefits of IT, such as better information for planning and managerial control, had not been realized. A long-term, longitudinal study found that most payoffs from computerization were not immediate, and the prospects for future payoffs in these areas were mixed. Other research has focused on the control of information resources at the state level. A national study of state governments investigated new organizational structures, planning processes, and policy formulation activities relating to the acquisition, use and management of IT.

Lopatosky, J. (2008). "Lessons Learned From Technology Projects in Maine State Government." Policy & Practice (19426828) **66**(3): 10-13.

The article presents the lessons learned by the author for being appointed as information technology (IT) director of the Maine Medicaid Information System project at the state's Department of Health and Human Services (DHHS). These include observing project management principles, ensuring that the project's goals and objectives are met, and the utilization of efficient software to test the systems's effectiveness.

Richmond, I. (2008). "On time, on target [IT project management]." Engineering & Technology (17509637) **3**(16): 52-54.

Despite how much governments around the world invest in IT to improve effectiveness and efficiency, public confidence in their ability to deliver large and complex IT projects remains poor. Public sector's recent project history is a litany of budget-busting.

Snow, C. (2007). "Know the audience." American City & County **122**(10): 26-26.

This article explores issues surrounding information technology (IT) project management in the public sector. The top city and county officials must be apprised of the IT department's activities--particularly large, newsworthy projects -- but their time constraints and limited technical knowledge require that project managers tailor their messages appropriately. A color-coded document that depicts the overall health of the project is easier for elected officials and executive management to digest than a lengthy report.

Walser, K. (2013). "IT Project Governance - why IT Projects in Public Administration Fail and What can be Done About it." Proceedings of the European Conference on e-Government: 543-550.

Based on literature review, this article investigates the reasons why IT projects in public administration fail in terms of IT governance. COBIT control objectives and management guidelines provide indicators for possible improvements. This then suggests a separate project governance model based on checks and balances between the following stakeholders: administrative management, project-initiating centre, finance department and project management. On this basis, a large IT project initiated by the Swiss federal administration, that has since been stopped, is analysed with regard to the interactions presented in the model. In summary, the project governance model is useful when evaluating projects, for example with regard to checks and balances from an administration management point of view.

## **ENTRE LA RÉUSSITE ET L'ÉCHEC**

(2006). "Does ROI Matter?" InfoWorld **28**(8): 36-38.

The article debates on the value of metrics for information technology (IT) project management. According to David S. Linthicum, CEO of Bridgewater, while everyone is bound and determined to establish IT architecture within their enterprise, few have attempted to find out their return on investment to justify their approach and their technology choices. Even though it is appropriate to approach new technology with excitement, people also need to determine the business case for this movement. Gene Rogers, chief technologist for Transformational Space Systems at Boeing Co., said that the problem with any metric is that a person maximizes what he asks for at the expense of everything else. He commented that management by algorithm is the least effective and efficient way to operate a company.

Coq, T., Ed. (2012). Méthodes et informatique : réussite du projet informatique par la méthode. [Paris], Hermès science publications: Lavoisier.

Cutting, T. (2006). "Surviving process." Computerworld **40**(6): 34-34.

This article presents practical recommendations on successful information technology (IT) project management. Processes can appear as an obstacle to the employees tasked with getting their ideas to market. The project team may find itself torn between the domination of the project management office and businesspeople's struggle for freedom. Project managers should endeavor to question processes, educate project team members and stakeholders, cut down on redundancy, manage conferences, know their limits, enlist their resources, call on the management for help, and communicate achievements.

Deixonne, J.-L., Ed. (2012). Piloter les systèmes d'information : s'appuyer sur les TIC et

le SI pour devenir une entreprise numérique. Paris, Dunod.

Engle, P. (2011). "Crunch time." Industrial Engineer: IE **43**(6): 20-20.

The article explores the causes of the failure of information technology projects to achieve their objectives within the planned schedule and the means to address this matter. It is caused by underestimating the project's scope, changing requirements, and distractions. Delays of the project can also be attributed to delays in obtaining information from stakeholders and changes in scope. It is deemed important to anticipate some issues during planning and review the project charter and schedule.

Hayes, F. (2010). "Big Projects, Done Small." Computerworld **44**(22): 32-32.

In this articles, the author discusses the performance of highly-financed information technology (IT) projects compared to small-time ones in the U.S. He mentions that while sub-million dollar projects have a 75% success rate, those projects that reach 10 million dollars have only a 10% chance of getting the job done. He describes the various factors which promote huge projects including company politics, personal ambitions and hidden restructuring plans.

Jude, M. (2006). "Wanted: A new value model. (Cover story)." eWeek **23**(50): 38-39.

The article presents a new model for project valuation which can recognize the requirement to change business processes in order to reap the rewards of the technology. Many business enterprises report that large IT implementations rarely provide the kinds of benefits expected on the front end. Therefore, there is need for a different way of valuing IT that recognizes and makes explicit business mutations before the technology is purchased. The new model of valuation would include true benefits, and recognize that some benefits can be achieved only through associated business redesign costs.

Kanter, J. et J. J. Walsh (2004). "Toward More Successful Project Management." Information Systems Management **21**(2): 16-21.

Abstract Improving an organization's ability to develop and implement projects depends on the organization's skills and experience, past performances, management climate, and the specific project. Initiating an improvement program is based on understanding the specifics of a company's development environment. the program itself strives to maximize organizational strengths and involves examining past failures and current weaknesses, focused workshops to develop critical project management success factors, and task groups to facilitate change

Kappelman, L. A., R. McKeeman, et al. (2006). "Early Warning Signs of it Project Failure: The Dominant Dozen." Information Systems Management **23**(4): 31-36.

Abstract The postmortem examination of failed IT projects reveals that long before the failure there were significant symptoms or 'early warning signs.' This article describes the top 12 people-related and project-related IT project risks, based on 'early warning sign' data collected from a panel of 19 experts and a survey of 55 IT project managers.

Karlsen, J. T. et P. Gottschalk (2004). "Factors Affecting Knowledge Transfer in IT Projects." Engineering Management Journal **16**(1): 3-10.

This article presents empirical research studying factors affecting knowledge transfer in information technology (IT) projects. The factors evaluated in this research include information technology, systems and procedures, and culture. The various dimensions of IT project success include project performance, project outcome, system implementation, benefits for the client organization, and benefits for the stakeholders. A survey conducted in Norway collected data on knowledge transfer and project success. Research results show that total project success relates to the extent of culture for effective knowledge transfer.

Lech, P. (2013). "Time, Budget, And Functionality? – IT Project Success Criteria Revised." Information Systems Management **30**(3): 263-275.

The purpose of this article is to explore the relevance of classic project success measures of Enterprise Systems implementation projects' success from the adopting organizations' perspective. Based on a mixed quantitative-qualitative approach, the results show that, although the organizations valued project management criteria, they did not perceive them as determinants of success if the goals of the project were achieved. A refined set of success criteria is proposed on the basis of these findings.

Legrenzi, C. et J. Nau, Eds. (2012). Le contrôle de gestion du SI : méthodes et outils pour la maîtrise des coûts informatiques. Paris, Dunod.

Mearian, L. (2004). "Killing Time on IT Projects." Computerworld **38**(22): 36-36.

The article provides information on the approaches that can be used by managers to avoid wasting time in making IT projects. Despite all the advances in project management process and professionalism, too many IT projects still come in late. Some project managers still use a waterfall or phase-gate life cycle, which is designed to yield fewer defects but draws out project time, says Johanna Rothman, president of Rothman Consulting Group Inc. Other project life cycles provide alternatives that reduce defects without affecting speed, she adds. Important e-mail messages exchanged among project team members can get lost amid the spam, wasting time. At the beginning of a project, Mark Brooks, a project leader at a large financial services firm, establishes a six-letter acronym to be used in the subject line of every e-mail that deals with the project. Business stakeholders waste project time when they cannot decide on issues ranging from technical standards to which worldwide offices must comply with an upgrade. Although business decisions can be highly political and sensitive, project managers need to be assertive and push for closure, said Larry Sisemore, an international manager of systems development at FedEx Corp.

26 septembre 2013

Ndjambou, P. (2005). Une étude empirique du succès des systèmes d'information de gestion de projet dans les entreprises québécoises. MBA-Gestion internationale des PME, Université du Québec à Trois-Rivières.

RÉSUMÉ: <http://www.uqtr.ca/biblio/notice/resume/18441947R.pdf>

Perkins, B. (2007). "12 Things You Know About Projects but Choose to Ignore." Computerworld **41**(11): 34-34.

The article discusses several factors that contribute to the failure of an information technology (IT) project in the U.S. According to the author, one of the major reason for project failure is weak executive sponsorship because it depends on how the executive will lead the project to success. Another is poor business case which leads to the development of incorrect expectations. Furthermore, the lack of dedicated resources adds to the failure of projects. The author suggests to evaluate the project with the use of industry guidelines and to make inquiries with experienced project managers.

Perkins, B. (2011). "Ensuring Project Success." Computerworld **45**(21): 34-34.

In this article the author discusses how to make information technology (IT) projects successful. According to the author, project plans must consider the availability of high-demand skills; and plans should also accommodate an organization's culture. The author says that plans that ignore budget constraints are unsuccessful.

Purvis, R. L. et G. E. McCray (1999). "Project Assessment: A Tool for Improving Project Management." Information Systems Management **16**(1): 55-60.

Abstract Application development projects fail for a myriad of reasons; most, however, stem from poor project management. This article describes a practical guide for analyzing projects from the initiation phase to close-out. Performed correctly, the guide increases the chances of project success as well as gives an organization an opportunity to develop project management skills.

Soloman, M. (2005). "Under Budget, on Time, and in Sync: How to Stage Successful Rollouts." Searcher **13**(2): 28-39.

This article describes the initial requirements and details inherent in the implementation of large-scale information technology projects. This article addresses how project leaders galvanize support for an effort that will require sacrifice and an ultimate change in the way end users search, receive, and even collaborate on the content they pull. Information professionals are often called upon to elevate the research process for laypersons. This article discusses the list of initial requirements through the sweaty details inherent in the implementation of large-scale information technology projects. Yesterday's whiteboard doodle may be tomorrow's blueprint. There is no single, repeatable formula for constructing search, portal, and content management architectures. But there can be a united determination where search communities see their participation as the key to better results. In this treatment of information technology implementation practices case study, the author taps the minds of seasoned project insiders and

26 septembre 2013

outside consultants and vendors to forge priorities. These managers guide readers through the business goals and operational objectives of their project sponsors and an expanding pool of vested participants and also share their own marketing and education efforts. INSET: Nine Practice Leaders.

Stewart, B. A. (2008). When Projects Are Just Make-Work. (Cover story). Computerworld, Computerworld. **42**: 19-19.

The author reflects on the reasons behind the failure of information technology (IT) projects in the U.S. He asserts that there are many projects under way, but have no funding. He says that there is a failure of management on both the business and IT sides. He adds that companies with many IT projects in progress, claims things are going well, even though more than 80 percent of those projects are underfunded.

Sumner, M., D. Bock, et al. (2006). "Exploring the Linkage Between the Characteristics of IT Project Leaders and Project Success." Information Systems Management **23**(4): 43-49.

This article examines factors affecting the success of IT projects. Data were collected about the leadership capabilities of IT project managers for 57 IT projects using the Leadership Practices Inventory (LPI). The assessments provided by supervisors, subordinates, and peers (but not the IT project managers themselves) were found to be significant predictors of project success, as measured by actual versus planned project duration times.

## **OUTILS LOGICIELS**

Capitaine, V., Ed. (2013). Project 2013 : guide pratique pour les chefs de projet. Paris, Dunod.

Carlier, A., Ed. (2011). Le pilotage des évolutions des SI : solutions propriétaires et logiciels libres. Paris, Hermes science publications : Lavoisier.

Mazier, D., Ed. (2011). Gestion de projets : les meilleurs outils : des solutions pour tous les projets Web, marketing, communication. St-Herblain [France], Éditions ENI.

Sy, D., Ed. (2008). SharePoint for project management. Beijing, O'Reilly.

## **PLANIFICATION, CONCEPTION, GESTION**

Baillet, T., Ed. (2012). Architecture logicielle : pour une approche organisationnelle fonctionnelle et technique. St-Herblain [France], Éditions ENI.



Bigand, M., Ed. (2006). Conception des systèmes d'information : modélisation des données, études de cas. Paris, Éditions Technip.

Constantinidis, Y., Ed. (2011). Cahier des charges informatique. Paris, Eyrolles.

Constantinidis, Y., Ed. (2011). Expression des besoins pour le système d'information : guide d'élaboration du cahier des charges. Paris, Eyrolles.

Englander, O. et S. Fernandes, Eds. (2012). Manager un projet informatique. Paris, Eyrolles.

Frémaux, V.-G., Ed. (2006). Le projet informatique de A à Z : approche pragmatique de la gestion de projet. Paris, Ellipse.

Fried, L. (1992). "The rules of project management." Information Systems Management 9(3): 71-74.

You can't control people. It's never too early to plan. Project management and control must be built in, not added on. These are just a few of the 18 rules one project manager (a father) passes along in a letter to a new project manager (his daughter) so that she can better prepare, plan, and manage her organization's software projects.

Georgel, F., Ed. (2006). IT gouvernance : management stratégique d'un système d'information. InfoPro. Management des systèmes d'information. Paris, Dunod.

Kalika, M., F. Rowe, et al., Eds. (2012). Systèmes d'information et management des organisations : cas et applications. Paris, Vuibert.

Martin, P.-Y., Ed. (2002). Guide de mise en place d'un progiciel : appel d'offres, négociation, maîtrise d'ouvrage. Paris, Éditions d'Organisation.

McGrane, K., Ed. (2013). Stratégie de contenu mobile. Paris, Eyrolles.

Messenger Rota, V., Ed. (2010). Gestion de projet agile. Paris, Eyrolles.

Morley, C., Ed. (2012). Management d'un projet système d'information : principes, techniques, mise en oeuvre et outils. Paris, Dunod.

Rivard, S., Ed. (2013). Le développement de systèmes d'information : une méthode intégrée à la transformation des processus. Québec, Presses de l'Université du Québec.

Satzinger, J. W., Ed. (2003). Analyse et conception de systèmes d'information. [Repentigny, Québec], Éditions Reynald Goulet.

Stanley, F. J. (1988). "Establishing a Project Management Methodology." Journal of Information Systems Management 5(4): 15-24.

26 septembre 2013

The systems development process has become increasingly complex as a result of advances in computer technology and the ever-broadening scope of systems development efforts. Given this environment, a sound project management methodology is essential to maintaining control and ensuring that projects are completed on time and within budget. To help IS managers review and evaluate their systems development process, this article discusses the basic elements of effective project management.

Tinnirello, P. C. (2005). "IT projects need yardstick." eWeek 22(18): 39-39.

This article focuses on project management in the information technology (IT) industry. The academic and business communities should begin an earnest effort to establish an IT Project Management Scale. The author envisioned a 15-step scale that would be divided into three major divisions--large, medium and small--with each subdivided into five categories of complexity. The scale would function exponentially, and projects would be placed on the scale via a scoring algorithm that includes a multitude of project factors in combination with business and financial ratios such as project expense versus corporate profit, business risk and the usual return-on-investment calculations. Among the benefits of such a scale would be a better basis for hiring project management professionals and for outsourcing services that are appropriate to the task at hand. It would also provide a better mechanism for justifying the need for projects in order to gain funding from reluctant chief financial officers. And, most important, it would improve your best practices in project management by enabling more accurate assessment of techniques and methodologies and the impact of these procedures on project outcome.

## PROJETS WEB

Chu, N., Ed. (2008). Réussir un projet de site Web. Paris, Eyrolles.

Hiard, V., Ed. (2011). Gestion d'un projet Web : planification, pilotage et bonnes pratiques. Saint-Herblain [France], Eni.

Parent, K., A. Thibodeau, et al. (2003). Les meilleures pratiques en matière de conception et de gestion des sites Internet publics. [Sainte-Foy, Québec], Centre d'expertise des grands organismes, Réseau d'échange sur la communication publique.

Reyt, J.-N., Ed. (2009). Le guide du Web management : pilotez votre projet Web. Paris, Dunod.

## RÔLE DES INTERVENANTS

Amghar, A., Ed. (2001). Management de projets : du savoir-faire au savoir faire faire. Sainte-Agathe, Québec, Éditions J.C.I.

Bradel, M. (2005). "Tricks of the Trade." Computerworld **39**(13): 47-47.

This article presents simple information technology (IT) project management techniques that have nothing to do with technology, methodology, or Project Management Institute certifications. Project teams can be cranky, but when crankiness evolves into a toxic environment that threatens to block progress, then the project manager needs to take action to detoxify. A manager can give a lethargic team an energy boost by actively involving them in project scheduling. Human beings are very visual, so when it comes to deadlines and tracking project progress, it is best to post this information and the bigger and more prominently located, the better. Project teams need to have opportunities to get out of their cubicles and into structured get-togethers.

Cipresso, B. (2008). L'efficacité de la gestion des ressources humaines en contexte de gestion de projet de systèmes d'information. Relations industrielles, Université de Montréal.

Gabay, J., Ed. (2011). Maîtrise d'ouvrage des projets informatiques : guide pour le chef de projet. Paris, Dunod.

Glen, P. (2009). "Monitor Your Sponsors." Computerworld **43**(20): 36-36.

In this article, the author discusses the importance of monitoring information technology sponsors. The author asserts that it is important that project managers and sponsors clarify what a project is going to need from its sponsor. He says that the absence of clarity will result to misconceptions on the nature of the authority of the sponsor. He suggests that effective use of sponsors can happen if a manager thinks on what he needs from sponsors and how they can guarantee alliance.

Glen, P. (2011). "Talking to the Business: Our Problems, Their Visions." Computerworld **45**(20): 40-40.

In this article the author presents his views on the difference of views between information technology (IT) and business professionals in starting a new project. He states the first meeting could be bit frustrating because the vision of two professionals are different. He suggests IT people to give the business people time to envision the work completely and try to see work as the act of problem solving.

Guérin, B.-A., Ed. (2012). Conduite de projets informatiques : développement, analyse et pilotage. Saint-Herblain [France], Éditions ENI.

Karlsen, J. T. et P. Gottschalk (2006). "Project Manager Roles in IT Outsourcing." Engineering Management Journal **18**(1): 3-9.

This article contributes to providing insight into the growing form of outsourcing by studying different managerial roles by IT project managers in outsourcing and termination projects. During the last several years outsourcing has emerged as a major issue in IT management. In this article we have examined which management roles are emphasized by the client's and vendor's project managers in both outsourcing as well as termination projects. The six managerial roles we applied were leader, resource allocator, spokesman, entrepreneur, liaison, and monitor. An important insight from this study is the need for a contingent approach to outsourcing projects and that the appropriate leadership role depends on the outsourcing perspective, time, and situation. Another result from this study is that external project manager roles are found to be significantly more important in outsourcing termination projects than in outsourcing projects. Although this paper is based on limited data, it lays the foundation for a framework of management roles in IT outsourcing projects. An engineering manager can use this article to better understand which roles project managers should emphasize in IT outsourcing and termination projects.

Kueviakoe, D., Ed. (2004). Le chef de projet informatique. Paris, Eska.

Maders, H.-P. et É. Clet, Eds. (2005). Comment manager un projet : les sept facettes du management de projet. Les livres outils. Performance. Paris, Éditions d'Organisation.

Patanakul, P. (2011). "Project Manager Assignment and Its Impact on Multiple Project Management Effectiveness: An Empirical Study of an IT Organization." Engineering Management Journal **23**(4): 14-23.

Because project managers influence the success of projects, assigning the right project manager to a project is a crucial management decision. Despite the importance of the decision, research on project manager assignment is very limited. The objective of this study is to empirically examine the impact of the approaches used in project manager assignment on project management effectiveness, especially in a multiple project management setting. The research results confirm the significance of project manager assignment and reveal assignment approaches that enhance effectiveness in terms of resource productivity, organization learning, project success, and personal satisfaction.

Reich, B. H., C. Sauer, et al. (2008). "Innovative Practices for IT Projects." Information Systems Management **25**(3): 266-272.

Abstract Based on 57 interviews with senior IT project managers in the UK Canada, USA and New Zealand, this article presents innovative practices they have developed during difficult projects. In our respondents' view, traditional project management methods and techniques are only a starting point. Through their quotes, they show how one has to be creative and entrepreneurial to lead projects successfully.

Wren, J. (2005). "A culture of governance." eWeek **22**(27): 37-37.

The article presents the author views on the need of a culture of governance in IT project management. According to the author, most executives create either an IT project management office or a more comprehensive enterprise PMO and expect the members of either group to plan, implement and administer corporate governance without executives' direct, continuing involvement. But without a culture of governance, these offices will fail. More important than organizational structure, processes, methodologies or tools is an organization's culture, the bedrock upon which governance rests. If the culture drives priorities based on emotion, politics, or "squeaky wheel" or "first come, first served" policies, assets and investments will be suboptimized, with or without fancy tools and high-profile PMOs. The senior leadership team inculcates culture. What's more, to govern effectively, this leadership team must be intimately involved in the analysis and decision-making processes without delegating the work to others.

Zetlin, M. (2012). "Power of the Executive Sponsor. (Cover story)." Computerworld **46**(22): 18-24.

The article focuses on the factors that should be considered while selecting an executive sponsor who responsible for managing an information technology (IT) project within a company. It states various factors that are essential while selecting the executive sponsor which include having strong interpersonal relations within the company, and expertise in the field and offers tips for convincing the selected IT professional to become a project sponsor.