

It project implementation failures



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Topic: IT Project Implementation Failures. Introduction: The case here basically talks about the failure in the implementation of the Clinician provider order Entry System (CPOE) system. The system, which had been planned to be implemented, would promote the doctor to make online clinical order instead of verbal system of order entry. This would however reduce the time, would ensure speed order placing and most importantly would ensure error reduction in the system. 1. Five indicators of project failure manifested in the case: The failure of the implementation of the IT system in the name CPOE failed drastically in spite of properly designing and planning. The major indicators of the failure in the project implementation are: a. One of the major reasons that affected the failure of the project could be that the project ran out of budget to be controlled. An initial project plan was designed with the budgeted requirements needed for the implementation of the project. But in course of time while the project was in progress it was observed that there was huge drainage in fund and this caused a major impediment to the progress of the project. One reason for the failure of the CPOE system was that the project overran the budgeted requirement. (Wager, Lee & Glaser, 2009) b. Another most important factor, which literally led to the failure of the project, could be the time overruns. When the initial outlay of the project is designed a time period is also determined which is recognized as the deadline for the implementation of the project. But in case of the CPOE project it was observed that lack of proper system planning and designing led to creeping up of a large number of issues during the progress of the project. This led to severe delay in the implementation plan of the project. The project, which was divided in several modules, started to get delayed when problems started creeping up in

implementing each module. (Wager, Lee & Glaser, 2009; Lorenzi 2005, pp. 118-119) c. Another major reason contributing the failure in the project CPOE was the lack of faith of a section of employees in the project. When the project plan was designed a major chunk of the employees resisted the project concept, as they perceived that after the project got implemented it would lead to increase in work pressure for some employees at the salary they used to get previously. This also caused major hindrance delaying the implementation of the project. (Wager, Lee & Glaser, 2009; Kuhn, 2007, p. 37; Mantas, 2004, pp. 39-41) d. Another reason for the failure of the CPOE project was the insufficient and inefficient leadership. The lack of effective understanding between the CIO Dr Sparks and the executive project manager Sally Martin led to failure in implementation of the project. The communication between them was not also transparent as in course of project implementation the flow of information regarding the interim problems did not reach Dr Sparks, which led to severe delay in time implementation. (Wager, Lee & Glaser, 2009) e. Lastly one reason regarding the failure of the project could be the lack of candor for the project. The environment was not at all conducive to the smooth implementation of the project as the major reason behind them is the organizational inertia and the resistance to change.

2. Different Approaches I would have taken to minimize the effect of indicator:

A) The first thing which I might have done is designing a proper project outlay and considering the different costs that could be incurred in process and also would take care of budget in case there are problems in course of progress. I should have designed the budget in efficient manner considering any problems in course of time as well as project lag.

B) I should first build a prototype for the project taking into

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relevant features and debug the system errors which occur there. This would help in minimizing implementation and designing errors in the main project, which would help in reducing the delay to a great extent. C) To generate employee interest, I would convince the employees regarding the huge advantages once the project get implemented that would save much of time and cost and effort. D) The communication system should be proper and updates of the project each and every day should reach the top management, which would help them to decide or change any action or steps in the process. E) I would look at generating an environment full of candor by providing proper incentives to the employees generating effective results. This would lift the employee morale and interest in participating in the project. Bibliography: 1. Kuhn, K A., (2007), Medinfo 2007, IOS Press. 2. Lorenzi, N M., (2005), Transforming health care through information, Springer. 3. Mantas, J., (2004), Global health informatics education, IOS Press. 4. Wager, K A. Lee, F W. & P. J P Glaser. (2009), Health Care Information Systems: A Practical Approach for Health Care Management, John Wiley and Sons.