



MANAGING INFORMATION ACROSS THE ENTERPRISE: IMPLEMENTING A PROGRAM MANAGEMENT OFFICE (PMO)

Edward M. Jankovic, D.I.B.A.
Michael Lohle, Ph.D
Kathleen Y. Terry

Abstract

Program management offices (PMOs) can help develop and implement organizational improvements. PMOs can increase the efficiency and effectiveness of product and service delivery and help bridge the strategy–execution gap to sustain a competitive advantage. A PMO is one essential element for driving collaborative vision, prioritization, communication, and execution of projects [Allen, 2006]. This article introduces (1) PMO concepts (framework, structure, and procedures), (2) a PMO Case Study Methodology to implement an organization’s PMO, and (3) concepts in case method research for the classroom experience that could be used in universities’ business, information systems, and enterprise resource planning curricula.

KEY WORDS: Program management office (PMO), project management body of knowledge (PMBOK), Project Management Institute (PMI), request for proposal (RFP), program management, Information Technology (IT), Return on Investment (ROI)

LEARNING OBJECTIVES

The learning objectives of this article are to:

- a. Develop and implement an effective **program management office (PMO)** to bridge the gap between business strategy and project execution while alleviating risk and creating competitive advantages;
- b. Encourage students as individuals and teams to act as role players (PMO managers, analysts, team members, and leaders) in contemporary and active environments in preparation for their real roles in the world of work;
- c. Comprehensively examine the more difficult aspects of variable identification in the solution to problem solving, and devote more time to the rationales behind decisions;
- d. Provide a classroom experience that rewards research of the methodology in addition to its use in fact discovery, both at the individual student level and at the student team level; and
- e. Highlight an example of how this methodology can be used in an actual case study (locally and globally implementing a PMO in an organization).