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企业IT项目控制模式对绩效的影响研究

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The effect of control modes on enterprise IT project performance

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摘要 成功控制IT项目一直是项目经理和用户关注的热点。在国内128家企业IT项目调查的基础上,从项目经理和用户代表的角度建立四种控制模式(行为、结果、价值观和自我控制)对IT项目绩效的影响模型,并通过实证分析比较各种控制模式对绩效的有效作用。结果表明在控制模式对绩效的作用上,项目经理和用户的看法存在相同点和不同点。二者均认为通过加强结果控制和价值观控制能有效提高过程绩效,同时过程绩效的提高有助于产品绩效的提升,但自我控制的作用不明显。不同的是,项目经理认为结果控制比行为控制更能促进过程绩效的提升,而用户认为结果控制和行为控制对于绩效的提升不存在显著差异。

关键词: IT项目管理 控制模式 绩效 企业信息化

Abstract: Successfully controlling IT projects continues to be a primary concern by project managers and users. Based on the survey of IT projects from 128 Chinese enterprises, a model for examining the effect of four control modes (behavior, outcome, value, and self control) on IT project performance is created, and their relative importance are compared with each other. The results show that there are concordance and discordance on the effectiveness of control modes for project managers and users. From the perspective of both stakeholders, outcome control and value control have a positive effect on process performance, which is also positively related to product performance. However, self control does not have a significant effect on the performance. In addition, outcome control is relatively more important than behavior control on the process performance for the project managers, whereas the effect of these two control modes on performance has no significant different for the users.

Keywords: IT project management control mode performance enterprise informatization

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