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Robotic Process Automation in Project Management: Implementation Guidelines and Lessons

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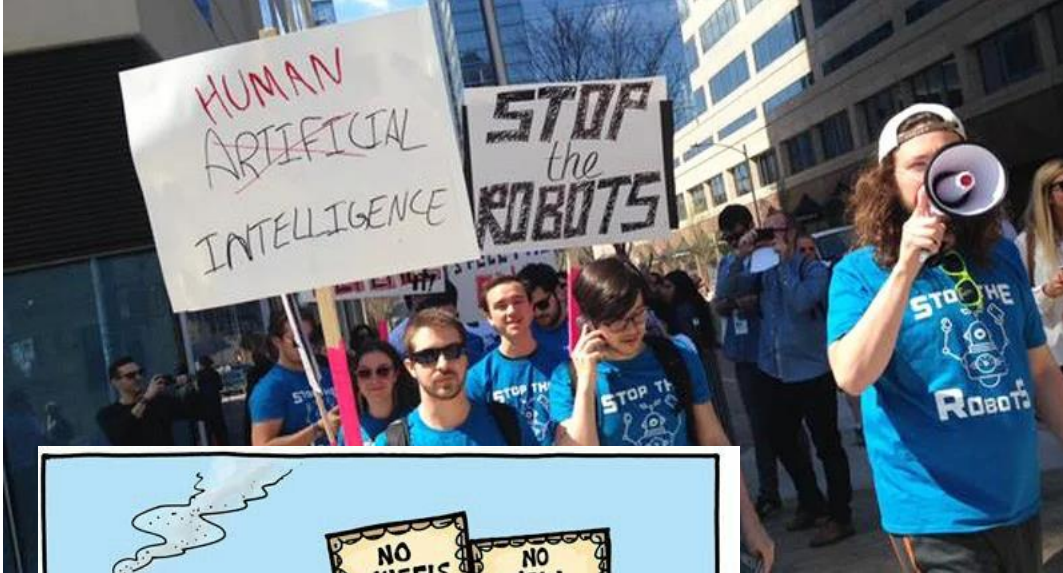
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29 November 2024



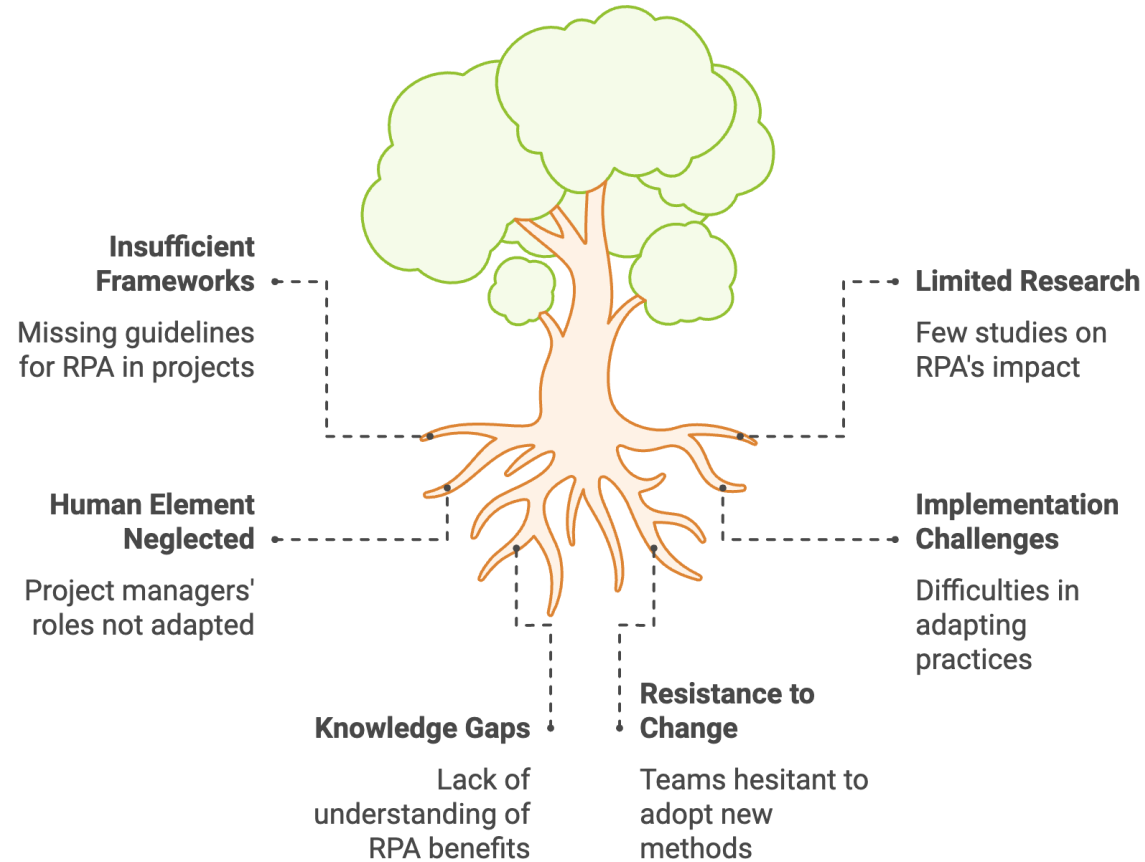
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Research Background

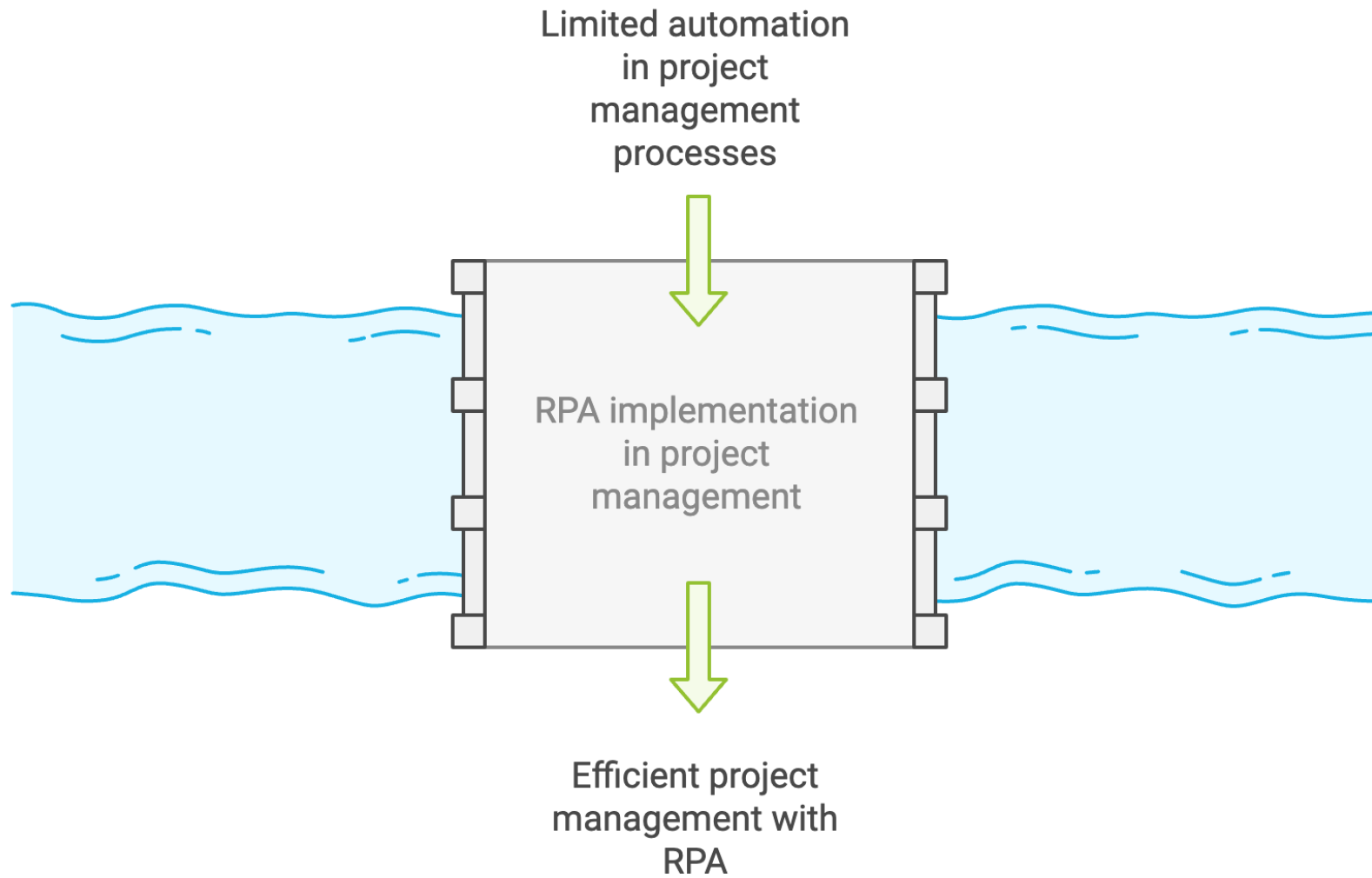


Research Rationale and Motivation

Lack of RPA Integration in Project Management



Research Gap



Literature Review – Overview

1

Process characteristics for RPA

- Process structure and degree of standardisation
- Process maturity
- Exception handling requirements
- Automation simplicity
- Digitisation or interaction with multiple systems

3

Implementation guidelines

- Pre-implementation
- Implementation
- Post-implementation

2

Tools for RPA process identification

- User interface tools
- Process mining
- Questionnaires
- Understanding human routines

4

RPA and Project Management

- Project management cycle
- Initiation to closure



Literature Review – Implementation Guidelines

RPA Implementation Journey

Post-implementation

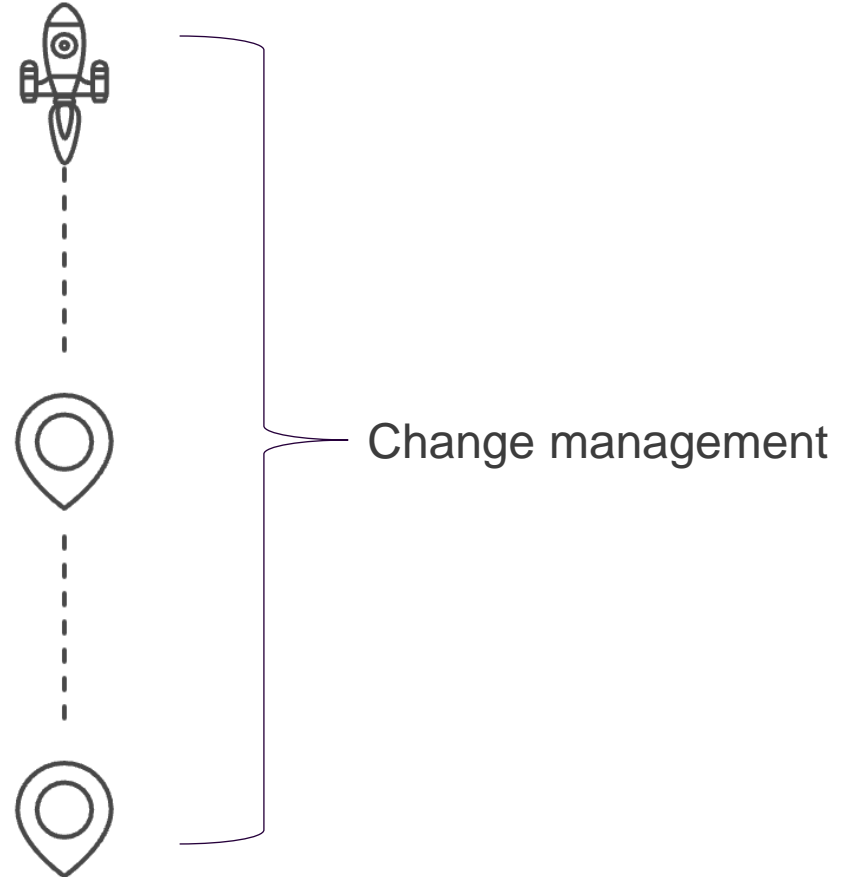
Emphasizes change management and refining the management model

Implementation

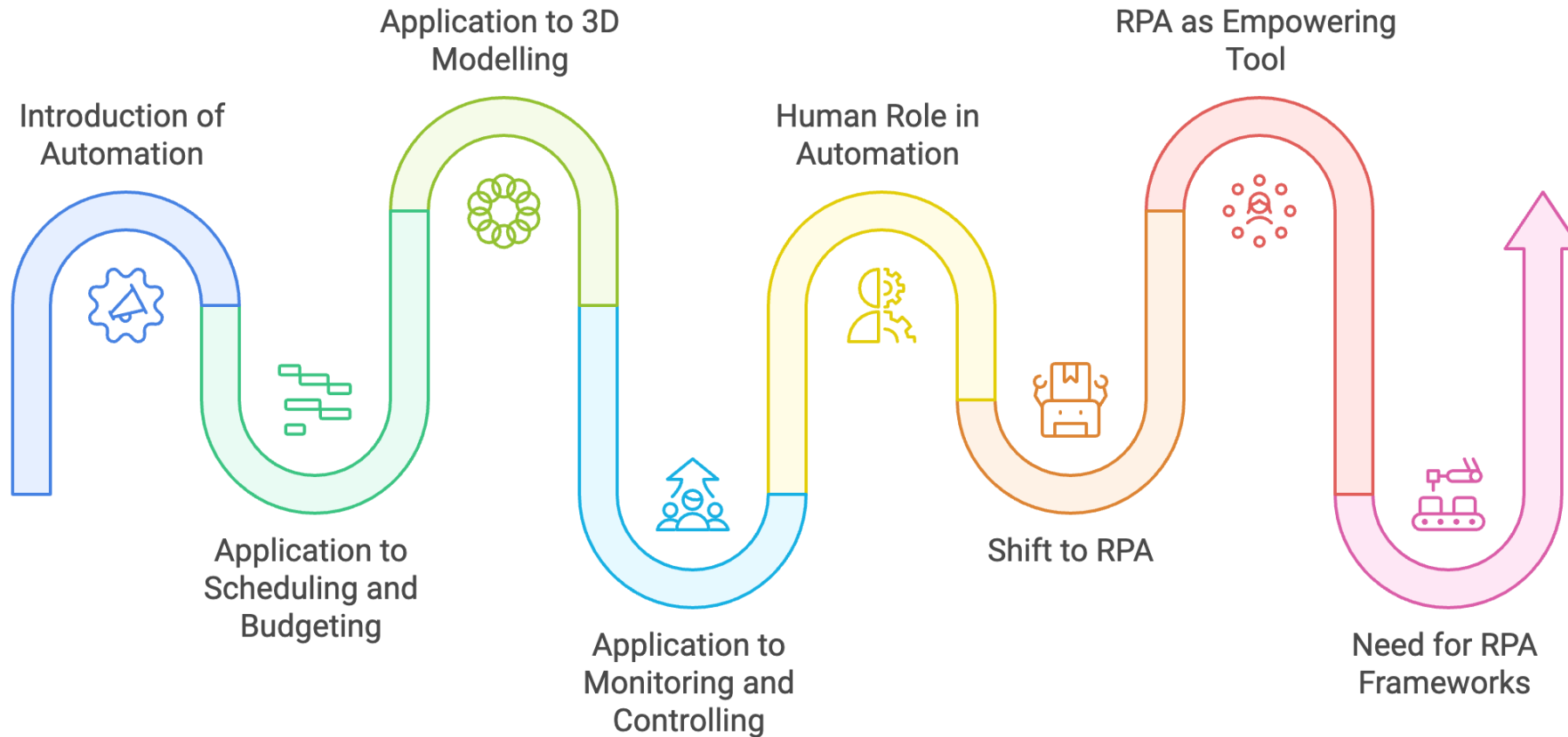
Involves testing and establishing a center of excellence

Pre-implementation

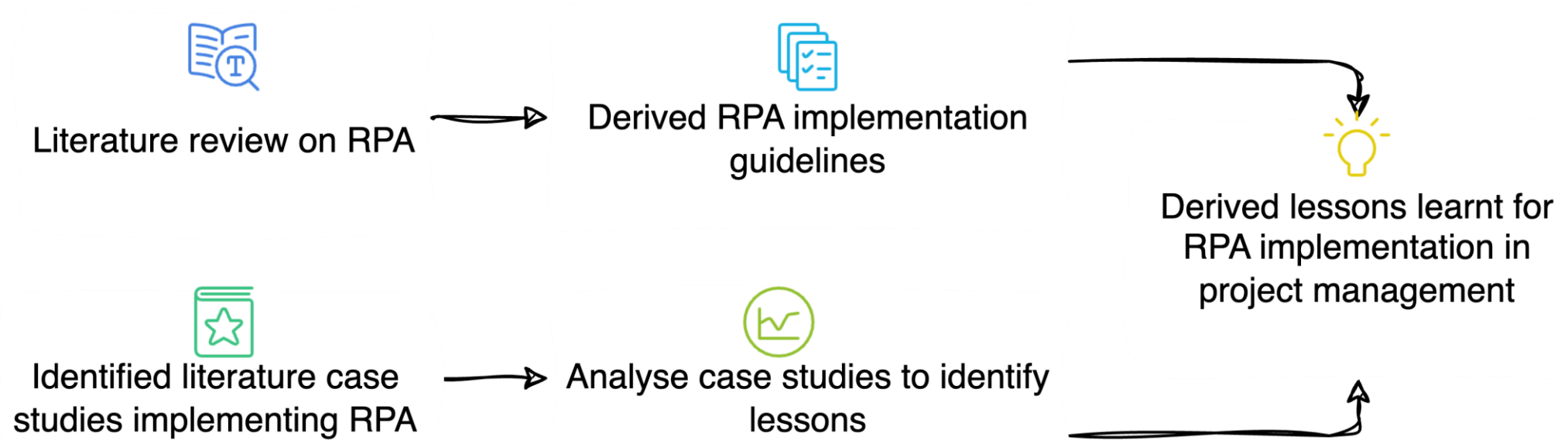
Focus on standardising processes and planning for automation



Literature Review – RPA and PM



Research Methodology

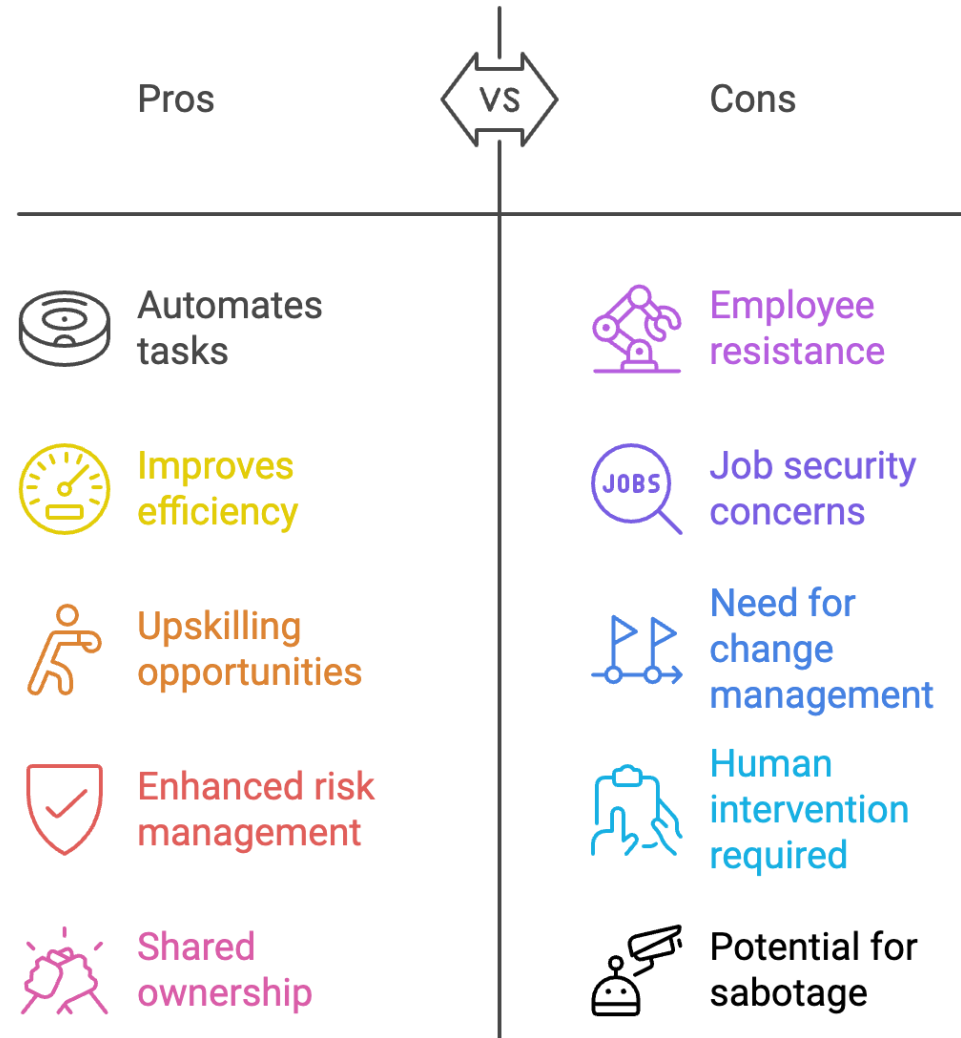


RPA Implementation Lessons Learnt for PM

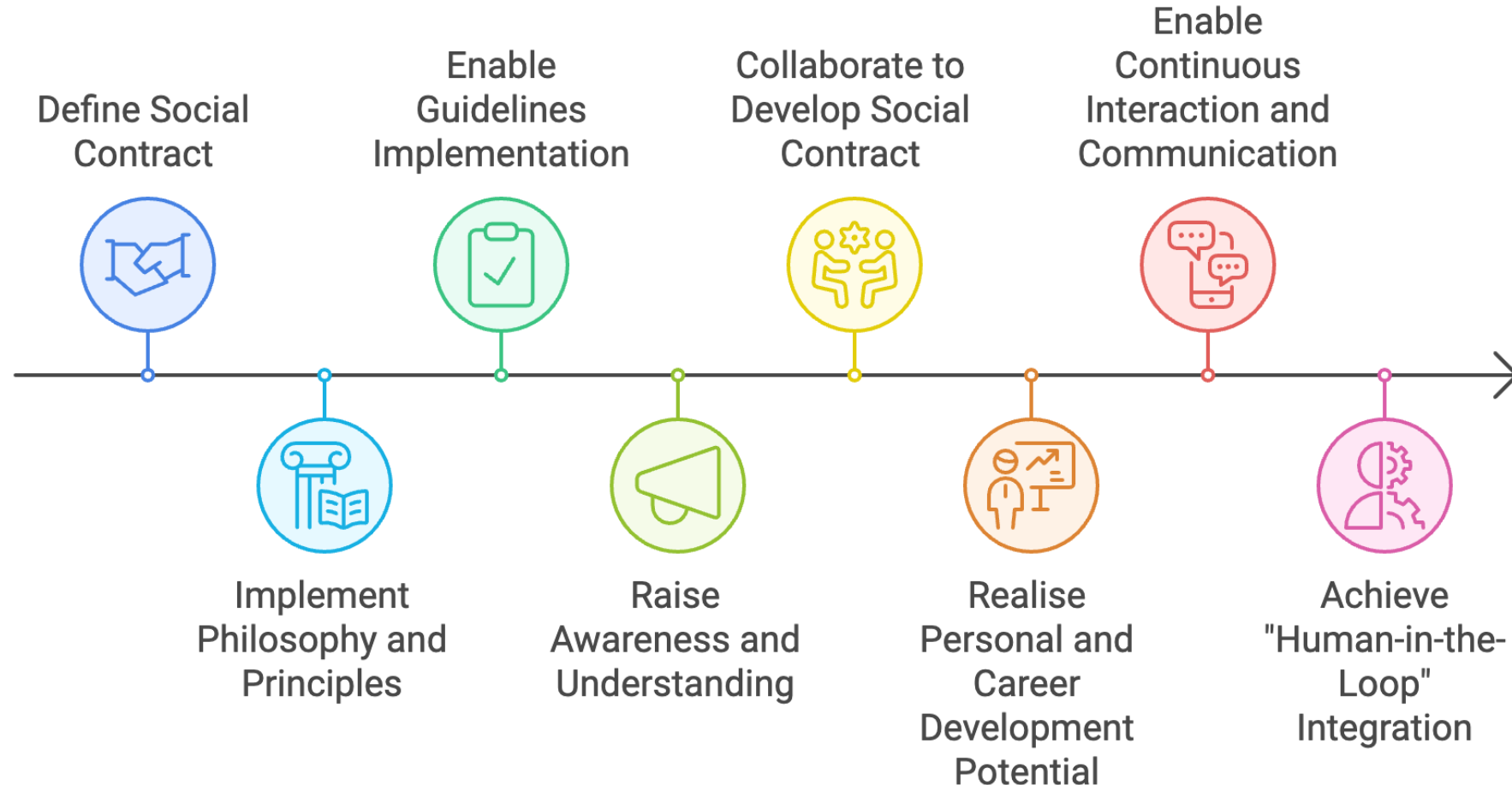
RPA study	Application	Technology capability	RPA implementation lessons
Dunlap and Lacity (2017)	Health claim automation	Claim processing automation	Human integration is important to retrieve the value of technology
Auth et al. (2019)	Project management bots	<ul style="list-style-type: none"> • Personal project management assistants • Team communication services • Project team assistance for data entry, editing, risk analysis and project monitoring 	
Kirchmer and Franz (2019)	Digital transformation		Ongoing governance process monitoring to retrieve the value of technology implementation
Turcu and Turcu (2021)	HR practices in SMEs	Data processing in the recruitment process	Human intervention is required for verification
Cabello Ruiz et al. (2022)	Invoice processing		Hybrid interaction between RPA and humans
Garg et al. (2022)	Project management	<ul style="list-style-type: none"> • Repetitive and simple task automation • Enhance stakeholder communication • Guide data processing 	Change management is paramount through ensuring continuous communication with the project team
Waizenegger and Techatassanasoontorn (2022)	Financial institution case studies		Change management during implementation to facilitate adoption of RPA as tools, teammates, innovative enablers compared to being seen as a threat



RPA Implementation Lessons Learnt for PM



Implications and Recommendations for PM



Limitations and Future Research

