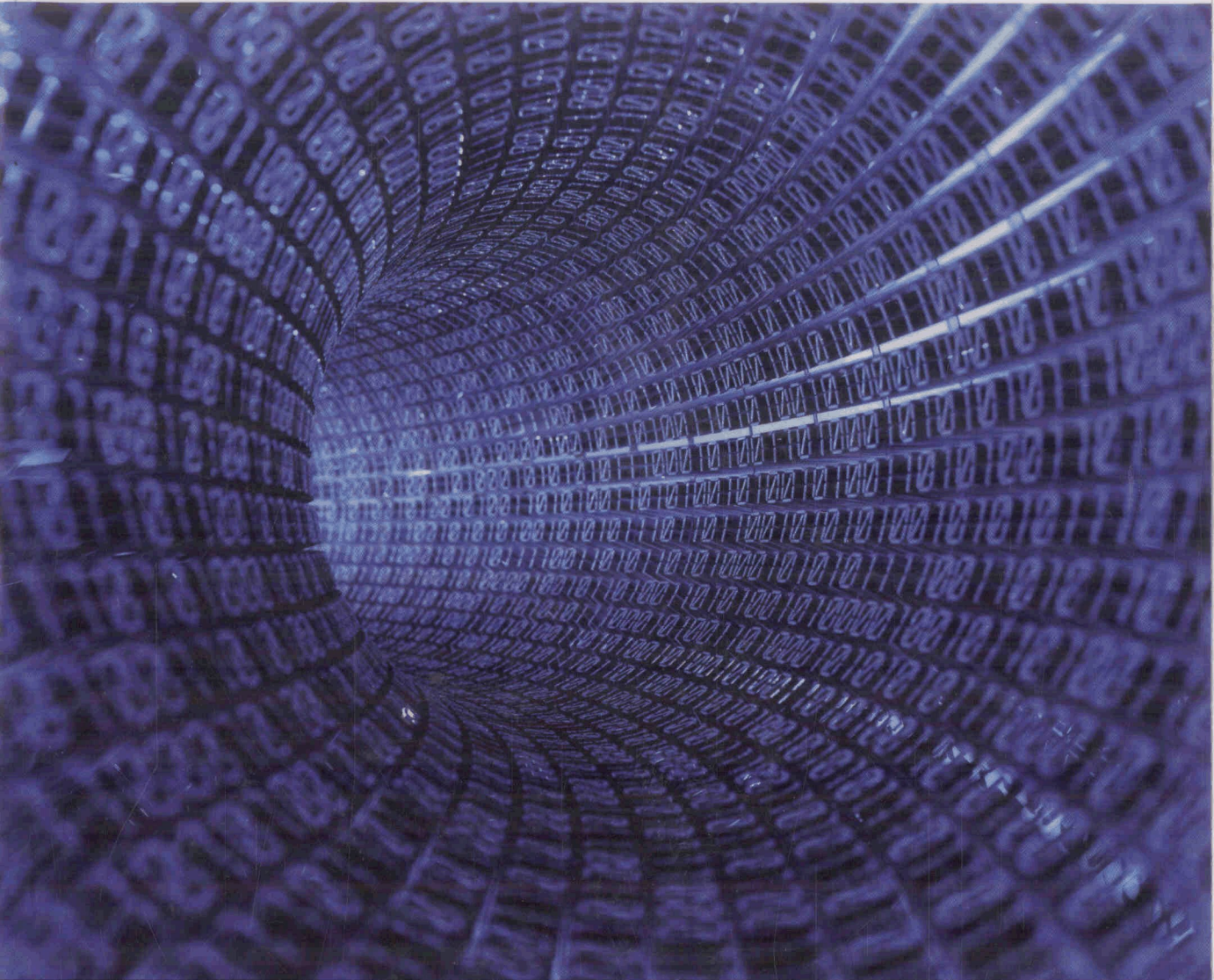


INFORMATION SYSTEMS PROJECT MANAGEMENT



DAVID AVISON | GHOLAMREZA TORKZADEH



Detailed Contents

Preface	XI
Acknowledgments	XV
1. Introducing Information Systems Project Management	I
1.1. What Is an Information System?	3
1.2. What Is Project Management?	5
1.3. Why “Information Systems” Project Management?	6
1.4. Project Management in Modern Organizations	9
1.5. Principles, Techniques, and Tools	11
1.6. Information Systems Project Life Cycle	15
1.7. Stakeholders	19
1.8. Project Management and Ethics	23
1.9. Text Content and Objectives	25
1.10. Interview With a Project Manager	29
1.11. Chapter Summary	30
Appendix to Chapter 1: Codes of Behavior	32
2. Aligning the Information Systems Project With Organizational Goals	37
2.1. Project Management Portfolio	39
2.2. Setting Priorities for Project Management	42
2.3. What Is a Strategic Plan?	42
2.4. A Strategic Plan and Information Systems Project Management	43
2.5. Organizational Mission, Goals, and Objectives	44
2.6. Planning	46
2.7. Achieving Alignment	48
2.8. Project Proposal and Management Support	49
2.9. Public Relations	50
2.10. Change Management	51
2.11. Interview With a Project Manager	52
2.12. Chapter Summary	53
Appendix to Chapter 2: IT Failure in Australia	55

3. Using an Information Systems Development Methodology	61
3.1. What Is an Information Systems Development Methodology?	63
3.2. Structured Systems Analysis and Design Method (SSADM)	65
3.3. Dynamic Systems Development Method (DSDM)	68
3.4. Software Development	75
3.5. Issues	79
3.6. Interview With a Project Manager	80
3.7. Chapter Summary	81
Appendix to Chapter 3: Do IS and IT Matter? Whose Side Are You On?	83
4. Defining Project Scope	87
4.1. Requirements Definition	90
4.2. Project Scope	92
4.3. Work Breakdown Structure	95
4.4. Work Breakdown Structure as a Management Tool	99
4.5. Work Breakdown Structure Approach	101
4.6. Assigning Responsibility	102
4.7. Structured Walkthroughs	104
4.8. Programs and Projects	106
4.9. Interview With a Project Manager	107
4.10. Chapter Summary	108
Appendix to Chapter 4: Hendrich Electronics Incorporated	109
5. Estimating Project Costs and Benefits	115
5.1. Estimating Costs and Benefits	117
5.2. Project Value	119
5.3. Resource Estimates	124
5.4. Estimating Software Development Costs	126
5.5. Multiple Estimates	128
5.6. Phase Estimating	129
5.7. Practical Considerations	130
5.8. Software and Group Decision Support Systems	133
5.9. Interview With a Project Manager	140
5.10. Chapter Summary	142
Appendix to Chapter 5: Customer Relationship Management at MedicalCo	145
6. Managing Information Systems Project Time and Resources	153
6.1. Time as a Resource	155
6.2. Monitoring Time	157
6.3. Project Activity Network	159
6.4. Critical Path Analysis	161
6.5. Estimating Activity Duration	165
6.6. Resource Implications	171
6.7. Avoiding Project Delay	173
6.8. Interview With a Project Manager	175

6.9. Chapter Summary	179
Appendix to Chapter 6: An Introduction to Microsoft Project	180
7. Leading Information Systems Projects	225
7.1. Trust	227
7.2. Communication Skills	229
7.3. Planning	231
7.4. Stress Management	232
7.5. Conflict Management	233
7.6. Essential Skills and Qualities of Effective Project Managers	233
7.7. Being a Good Team Member	237
7.8. Careers in Project Management	238
7.9. Interview With a Project Manager	241
7.10. Chapter Summary	243
Appendix to Chapter 7: NGC Natural Gas Company	244
8. Developing the Project Plan	277
8.1. Purpose of a Project Plan	278
8.2. Project Planning Process	281
8.3. Planning and Project Success	283
8.4. Practical Considerations	284
8.5. Projects in Controlled Environments (PRINCE)	285
8.6. Interview With a Project Manager	289
8.7. Chapter Summary	290
Appendix to Chapter 8: London Ambulance—From Failure to Success	292
9. Forming the Project Team	301
9.1. Team as a Core of Activity	303
9.2. Teamwork Attitudes	305
9.3. Team and Project Success	307
9.4. Team Development	309
9.5. Team and Project Execution	311
9.6. Interview With a Project Manager	314
9.7. Chapter Summary	316
Appendix to Chapter 9: The Sarbanes–Oxley Act	318
10. Assessing Project Risk	323
10.1. Sources of Information Systems Project Risks	325
10.2. Identifying Information Systems Project Risks	329
10.3. Evaluating Information Systems Project Risks	334
10.4. Responding to Project Risks	337
10.5. Implementing Responses to Risks	338
10.6. Focusing on the Benefits	339
10.7. Interview With a Project Manager	341
10.8. Chapter Summary	343
Appendix to Chapter 10: How to Transform a Failing Project	345

11. Outsourcing and Offshoring Information Systems Projects	351
11.1. Outsourcing IS Activities	354
11.2. Offshoring IS Activities	357
11.3. Risks in Offshore Outsourcing IS Activities	359
11.4. Opportunities and Challenges	362
11.5. The Management of Offshore Information Systems Projects	365
11.6. Interview With a Project Manager	368
11.7. Chapter Summary	370
Appendix to Chapter 11: Beltech Incorporated	373
12. Ensuring Project Quality	377
12.1. Quality Matters	379
12.2. Quality Management	381
12.3. International Quality Standards	383
12.4. Capability Maturity Model (CMM)	384
12.5. Quality Planning	387
12.6. Quality-Control Techniques	388
12.7. Statistical Quality Control	392
12.8. Interview With a Project Manager	396
12.9. Chapter Summary	399
Appendix to Chapter 12: IT Project Management at A-BANK (Part 1)—Implementation	401
13. Measuring Project Success	411
13.1. Project Failure	413
13.2. Evaluating Information Systems: A Broader View	415
13.3. Causes of Failure	417
13.4. Project Success	418
13.5. User Satisfaction	425
13.6. Perceived Usefulness	428
13.7. Interview With a Project Manager	432
13.8. Chapter Summary	433
Appendix to Chapter 13: IT Project Management at A-BANK (Part 2)—Evaluation	435
14. Closing the Project	443
14.1. Administrative Closure	446
14.2. Performance Appraisal	448
14.3. Information Systems Project Audit	449
14.4. Interview With a Project Manager	453
14.5. Chapter Summary	455
Appendix to Chapter 14: Reflections on IS Project Management	457
Index	461
About the Authors	479