MIS5102 Final Exam Study Guide

The following is a list of items that you should review in preparation for the exam. Note that not every item on this list may be on the exam, and there may be items on the exam not on this list.

You will be asked to explain the major concepts of the course (particularly since the midterm), and relate them to the cases and articles we’ve covered. As before, you should also be able to apply these concepts to new scenarios.

Major topics:

• Overview of Project Management
  o What is a project? What is it not?
  o The triple constraint and how it affects the project outcome and the allocation of resources
  o Agile development versus the SDLC
  o CGI/Hubble Case: The difficulties in managing unstructured projects in uncertain environments and the appropriateness of the agile methodology in these situations.

• Project Planning
  o The “magical” interdisciplinary view: business, customer, technology
  o Elements of a project plan and what “process tools” map to each of them
  o Design principles of a work breakdown structure (WBS)
    ▪ Why are each of those principles important to a good project plan
  o Critical path analysis – computation and interpretation
  o Project Simulation: The difficulty in managing the triple constraint in practice, and the consequences of ignoring one of the sides of the “triangle.”

<< GO TO NEXT PAGE >>
• Change Management
  o Compare and contrast the two types of change management
    ▪ Importance in the context of project management
  o Managing the people during change (“selling” the change)
    ▪ “The rider, the elephant, and the path” and achieving buy-in
  o Using Kotter’s Change Management Model to prepare the organization for change
  o Partners Case: Information Technology as an agent of organizational and industry change, and how organizations can manage stakeholders to ensure success.

• Conflict Management
  o Why do IT projects fail?
    ▪ Spotting the signs of failure
  o Role of politics in project management, change management, and processes changes
    ▪ How distribution of power matters in getting projects done
  o Managing technology projects in contentious environments
    ▪ MediSys Corp. Case: How dysfunctional environments can arise from good ideas executed poorly (i.e., cross-functional teams), and how to navigate difficult organizational dynamics.

• Managing Large Projects
  o What makes a large project “large?”
  o The relationship between project management, process analysis, and innovation
  o Keys to managing large projects

• And don’t forget from the first half...
  o Systems Thinking versus Process Thinking
    ▪ For example, what are the “systems” issues in the cases?
  o Innovation and the signals of change
    ▪ For example, how can recognizing the signals of change enable project portfolio management?