Schedule

*(Keep in mind that all dates are tentative – check the Community site regularly for changes in the schedule!)*

You are expected to review the assigned readings and other course material before each class.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Cases for Discussion</th>
<th>In-Class Activity</th>
<th>Assignment Due</th>
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</thead>
</table>
| Jan. 13 | Course Introduction  
• Review Syllabus  
• What is Business Systems Analysis? |                                          | Projects and Process              |                                          |
| 2 Jan. 20 | Process and Systems Thinking  
• What is a system?  
• Systems thinking versus process thinking?  
• Innovation theory and process improvement | Colby General Hospital                     | Determining Process Boundaries     | Weekly Writeup                           |
| 3 Jan. 27 | Understanding Process  
• Process modeling  
• Process decomposition | Wawa: Supply Change Management            | Decomposing a Process             | Weekly Writeup                           |
| 4 Feb. 3 | Defining the Problem  
• Problem scope  
• Identifying stakeholders  
• Techniques for problem definition | Pharmacy Service Improvement at CVS        | Defining the Problem              | Weekly Writeup Group Member List and Topic Proposal Due |
| 5 Feb. 10 | Requirements Gathering  
• Asking good questions  
• What makes a good requirement?  
• The Request for Proposal (RFP) process | Building Watson: It’s Not So Elementary, My Dear! | Gathering Requirements            | Weekly Writeup                           |
| 6 Feb. 17 | Project Portfolio Management  
• Choosing from possible options  
• Articulating the value of a project | The AtekPC Project Management Office      | Creating and Assessing a Project Portfolio | Weekly Writeup Individual Report Due |
| 7 Feb. 24 | MIDTERM EXAM                              |                                          |                                  |                                          |

Guest speaker: Lessons Learned from Enterprise Process Redesign

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Spring 2015  Richard Flanagan
<table>
<thead>
<tr>
<th>Mar. 3</th>
<th></th>
<th>SPRING BREAK</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>8 Mar. 10</td>
<td>GLOBAL MBA</td>
<td></td>
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</tbody>
</table>
| 9 Mar. 17 | Overview of Project Management  
• The triple constraint  
• Allocation of resources  
• Contrasting development methodologies | Reinventing the Practices of Distance Information Systems Development: CGI and the Hubble Project (A and B) | Allocating Project Resources | Weekly Writeup |
| 10 Mar. 24 | Project Planning  
• Breaking down a project  
• Understanding task dependencies  
• Creating a project plan | Creating a Project Plan | Weekly Writeup |
| 11 Mar. 31 | Change Management  
• Communicating changes  
• Change in systems versus change in culture  
• Understanding the effects of change on the organization | Partners Healthcare System: Transforming Healthcare Delivery Through Information Management | Communicating Change | Weekly Writeup |
| 12 Apr. 7 | Conflict Management  
• Causes of IT project failures  
• Why conflict occurs  
• Resolving and avoiding conflicts | MediSys Corp.: The IntensCare Product Development Team | Resolving Conflict | Weekly Writeup |
| 13 Apr. 14 | Lessons Learned from Managing Large Projects |  |  |  |
| 14 Apr. 21 | Group project presentations |  |  | Group Report and Presentation Due |
| Apr. 28 | Study Period |  |  |  |
| May 5 | FINAL EXAM |  |  |  |