Case Questions: Reinventing the Practices of Distance Information Systems Development: CGI and the Hubble Project (A/B)

1. What are the major challenges of the Hubble project?
   a. What does this project have in common with IBM’s Watson project? How does it differ?
   b. Why did Financials select CGI? Do you think this was a good decision?
   c. If you were CGI, would you take on this project? What are the threats to the success of the project? What are the specific risks to CGI?

2. Do you agree with the selection of the agile approach for this project?
   a. Do you think a more traditional, structured approach be more appropriate?
   b. What are the major objections to using an agile approach for this project? Do their modifications of the agile methodology sufficiently address those objections?
   c. In what ways does their proposed approach consistent with “systems thinking”?

3. What actions did CGI propose to lessen the project’s risks?
   a. Assess how their modification of an agile development approach affects the risk level of the project. What risks are mitigated? What risks still remain?
   b. What are the desired skills and qualities of the project leader and the team members on this project?
   c. Do you think this project will be successful? What has to “go right” in order for that to happen?
Case Questions: The AtekPC Project Management Office

1. Why did AtekPC want to implement a PMO?
   a. What challenges was the company facing that could be solved by a PMO? What challenges were unlikely to be solved by a PMO?
   b. How did the mission of the PMO fit with the mission of AtekPC?
   c. What skills must be acquired by AtekPC to run an effective PMO?

2. Do you think Strider should have advocated a PMO-light approach, or instead gone with a PMO-heavy approach?
   a. What are the pros and cons of each approach?
   b. Which approach fit better into the culture of AtekPC?
   c. Do you believe it is more important to change the organizational culture to fit the best PMO strategy, or to choose the PMO strategy that best fits the existing culture? Explain.

3. What challenges might you face in convincing managers that a PMO approach is the proper course of action across the entire organization?
   a. What are the risks associated with establishing a PMO?
   b. How (specifically!) would you quantify the benefits of a PMO to managers?
   c. What resources and commitments would you need from mid-level managers? From the CEO and CFO of the organization?
Case Questions: Partners Healthcare System: Transforming Healthcare Delivery Through Information Management

1. According to the case, what were the key barriers to improving performance of health care delivery across the industry?
   a. How did Glaser (the CIO) set up his IT organization to deal with those barriers at PHS?
   b. What changes did the enterprise-wide rollout of the LMR/CPOE system bring to the core business processes of PHS?
   c. What were the key risks associated with the changes brought by the system?

2. Why was achieving adoption of the new system by the medical practitioners a more difficult task than getting the PHS business units adopt the system?
   a. What were the cultural changes required of the medical practitioners?
   b. What were the technical changes required of the medical practitioners?
   c. Evaluate the effectiveness of Glaser’s strategy to persuade the medical practitioners to adopt the new system. In what ways was his approach reflective of “systems thinking?”

3. Now that the system is in place, how would you manage future changes to the LMR/CPOE system across the practitioner network?
   a. How would you implement changes that primarily affected the technology (i.e., system maintenance)?
   b. How would you implement changes that primarily affected business processes (i.e., the way that information was recorded or retrieved)?
   c. How would you evaluate and prioritize changes and make decisions about timing of their rollout?
Case Questions: MediSys Corp.: The IntensCare Product Development Team

1. Evaluate the effectiveness of “parallel development” as it was implemented at MediSys.
   a. What were the potential benefits of this approach?
   b. Why was it a challenge to the existing culture at MediSys? So why do you think most employees “embraced” parallel development and cross-functional teams?
   c. What were the key problems in the way parallel development, and the cross-functional teams that went with them, were implemented at MediSys?

2. What were the major conflicts (and their relative importance) for the IntensCare team?
   a. What role did the team members’ functional responsibilities play in those conflicts?
   b. What role did pressures external to the organization play in those conflicts?
   c. What role did the team leadership (i.e., Jack Fogel) play in those conflicts?
   d. What role did organizational culture and individual personalities play in those conflicts?

3. If you were Valerie Merz, how would you proceed? *(Assume you cannot resign!)*
   a. Would you “go up” and take the issue to senior management, “go down” and try to take over the project, or “go across” and try to resolve the conflicts with the other team members?
   b. How would you restructure or reposition the team to meet its goals? Would you even attempt this? Why or why not?
   c. How would you resolve the conflict over the “modular design” issue?