1. Introduction

Information technology (IT) and information systems (IS) have been instrumental in revolutionary gains in the efficiency and effectiveness of organisations in the past few decades. Information technology is implemented through IS projects. While IS projects share many of the features of conventional projects (complex efforts involving the inter-related activities usually involving a variety of people), IS projects tend to involve higher levels of uncertainty due to the technological uncertainties involved in translating human creativity.

IS projects have thus been found to involve critical trade-offs between time and cost (which themselves tend to be positively related) and project quality. IS projects are notorious for running late and over-budget. One way to cope with delays is to sacrifice project functionality. Thus IS project management involves the need for careful monitoring of projects, with the option of project cancellation retained at all times.

In this segment, we will look at IS project management, its features, life cycle and the skills required to manage IS projects.

2. Reading

Reading: Textbook and Other Readings

Required Textbook Readings:
Refer to the List of Textbook Readings for relevant readings.

Reference Readings:
- Koch, C., "When bad things happen to good projects". CIO.com. 15 October 1997
- "Outsourcing various IT functions becoming practical for companies." Asia Africa Intelligence Wire (July 13, 2004).
- For an introductory FAQ on outsourcing, see the following article from cio.com, ABC: An introduction to outsourcing
- "GM Outsourcing Overhaul, 1 Year Later", Baseline 1 no.68 (Jan 2007).
- Amoako-Gyumpah, K. and K.B. White, "When is user involvement not user involvement?" Information Strategy (Summer 1997): 40-45.
3. Segment Overview

This segment consists of the following topics:

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<th>Topic Title</th>
<th>Topic Overview</th>
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<td><strong>Segment Introduction</strong></td>
<td>This topic provides an introduction to features of IS project management.</td>
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<tr>
<td><strong>Information Systems Project Environments</strong></td>
<td>This topic introduces IS project management and discusses the problems inherent in completing such projects with designed functionality on time and within budget.</td>
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<td><strong>Information Systems Project Life Cycle</strong></td>
<td>This topic presents the project life cycle for IS projects.</td>
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<tr>
<td><strong>Information Systems Project Critical Success Factors</strong></td>
<td>This topic looks at the critical success factors of top management support, clear statement of system objectives and end user involvement.</td>
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<td><strong>Information Systems Project Management Skills</strong></td>
<td>This topic discusses the skills needed by successful IS project managers and compares these skills with those of successful functional managers. It also presents the project management roadmap.</td>
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<td><strong>Group Conflict</strong></td>
<td>This topic discusses interpersonal conflict and its impact on performance.</td>
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<td><strong>Project Communication</strong></td>
<td>This topic looks at the importance of communication plans.</td>
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<tr>
<td><strong>Matrix Organisation</strong></td>
<td>This topic presents the idea of matrix organisations and</td>
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4. Objectives

Objectives: Information Systems Project Organisation

Upon completion of this segment, you should be able to
- describe the difficulties in completing IS projects on time, within budget, with designed functionality
- describe the project life cycle of IS projects
- identify key IS project metrics and critical success factors
- describe the IS project work environment
- describe the difference between functional managers and project managers
describe how the range of project management techniques fit together in the project management process
- identify the characteristics that affect group conflict
- prepare a communication plan for a project
- explain the matrix form of organisation in IS projects