


Project Identification & Selection Project Initiation & Planning

1/26/2015

© Abdou Illia MIS 4200 - Spring 2015

Learning Objectives

- Describe the steps involved when identifying and selecting projects and initiating and planning projects.




- Discuss the content of and need for a Baseline Project Plan.

2

Projects Identification and Selection

- A three-step process
 1. Identify potential IS projects
 2. Classify & rank projects
 3. Select project for development



Ch4:82-113 3

1. Identify potential IS projects



- ❑ Projects are identified by
 - Top management
 - Steering committee
 - User departments
 - Functional mngrs or IS staff
- ❑ Top-Down identification
 - Senior management or steering committee
 - Focus on global needs of organization (top mgt)
 - Cross-functional focus (steering committee)
- ❑ Bottom-up identification
 - User departments or functional managers
 - Don't reflect overall goals of the organization
 - Narrow an tactical focus

Note: Projects identified by IS Development group based on ease of integration with existing systems.

Ch4:82-113

4

2. Classify & rank development projects



- ❑ Assessing the merit of potential projects
- ❑ Can be performed by
 - Top management
 - Steering committee
 - User departments
 - Functional mngrs or IS staff
- ❑ Criteria vary based on project, organization's size, etc.

TABLE 3-2. Possible Evaluation Criteria When Classifying and Ranking Projects

Evaluation Criteria	Description
Value chain analysis	Extent to which activities add value and costs when developing products and/or services; information systems projects providing the greatest overall benefits will be given priority over those with fewer benefits.
Strategic alignment	Extent to which the project is viewed as helping the organization achieve its strategic objectives and long-term goals.
Perceived benefits	Extent to which the project is viewed as improving profits, customer service, etc., and the duration of these benefits.
Resource availability	Amount and type of resources the project requires and their availability.
Project identification	Priority of individuals and the length of time needed to complete the project.
Technical difficulties	Level of technical difficulty to complete the project successfully within given time and resource constraints.

- ❑ Relative ranking guides project selection

5

3. Select IS development projects



Figure 3.3 Numerous factors must be considered when selecting a project.



- ❑ Ongoing activity b/c business condition changes over time
- ❑ Incremental commitment
 - Continuous reassessment of project after each phase
- ❑ Primary deliverable: schedule of IS projects

6

Project Initiation and Planning - PIP

- Many activities of PIP could also be completed during Systems Analysis
- Main actor: experienced system analyst (or team of system analysts)
- Objective is transforming vague system request into tangible project description



General rule:
10 to 20% of entire development effort should be expanded on PIS



Ch4:82-113

7

Project Initiation and Planning (cont.)

- Main deliverable is
 - Baseline Project Plan (BPP)
 - Internal document
- Baseline Project Plan (BPP) reflects estimates of the project's ...
 - Scope
 - Benefits
 - Costs
 - Risks
 - Resources



Ch4:82-113

8
