INFO I402
Informatics Project Management
Department of Human-Centered Computing
Indiana University School of Informatics and Computing
IUPUI

Semester: Spring 2014
Section Number: 15731
Meeting Room and Time: IT 355, Mondays and Wednesdays, 10:30 – 11:45 am
Credit Hours: Three credit hours
Course Web Site: http://oncourse.iu.edu

Instructor: Jennifer K. Stewart
Office Address: IT 593
Office Phone: (317) 278-9209
Email Address: jekstewa@iupui.edu

Please put the name of the course in your subject line.
Office Hours: Friday 3:00-4:30 PM and by appointment

Prerequisites
There are no prerequisites for this course.
Course Description

This course will focus on project management in an Informatics setting. Students will become conversant in the tools and techniques of project management, such as project selection methods, work breakdown structures, network diagrams, critical path analysis, critical chain scheduling, cost estimates, earned value management, motivation theory and team building.

Learning Outcomes

Upon completion of this course, students will be able to

• Discuss the relationship between project, program, and portfolio management and the contributions each makes to enterprise success
• Understand the role of project managers by describing what they do, what skills they need, and career opportunities for IT project managers
• Understand organizations, including the four frames, organizational structures, and organizational culture
• Explain why stakeholder management and top management commitment are critical for a project’s success
• Understand the concept of a project phase and the project life cycle, and distinguish between project development and product development
• Describe the five project management process groups, the typical level of activity for each, and the interactions among them
• Understand how the project management process groups relate to the project management knowledge areas
• Describe several templates for creating documents for each process group
• Discuss the strategic planning process and apply different project selection methods
• Explain the importance of creating a project charter to formally initiate projects
• Describe project management plan development, understand the content of these plans, and review approaches for creating them
• Describe the process of planning scope management
• Discuss methods for collecting and documenting requirements to meet stakeholder needs and expectations
• Explain the scope definition process and describe the contents of a project scope statement
• Discuss the process for creating a work breakdown structure using the analogy, top-down, bottom-up, and mind-mapping approaches
• Explain the importance of validating scope and how it relates to defining and controlling scope
• Describe how project managers use network diagrams and dependencies to assist in activity sequencing
• Understand the relationship between estimating resources and project schedules
• Explain how various tools and techniques help project managers perform activity duration estimates
• Use a Gantt chart for planning and tracking schedule information, find the critical path for a project, and describe how critical chain scheduling and the Program Evaluation and Review Technique (PERT) affect schedule development
• Discuss different types of cost estimates and methods for preparing them
• Understand the importance of project quality management for information technology (IT) products and services
• Describe quality management planning and how quality and scope management are related
• Discuss the importance of quality assurance
• Explain the importance of good human resource management on projects, including the current state of the global IT workforce and future implications for it
• Discuss human resource management planning and be able to create a human resource plan, project organizational chart, responsibility assignment matrix, and resource histogram
• Understand important issues involved in project staff acquisition and explain the concepts of resource assignments, resource loading, and resource leveling
• Understand the importance of good communications on projects and the need to develop soft skills, especially for IT project managers and their teams
• Explain the elements of planning project communications and how to create a communications management plan
• Discuss the elements of planning risk management and the contents of a risk management plan
• List common sources of risks on information technology (IT) projects
• Describe the process of identifying risks and create a risk register
• Explain quantitative risk analysis and how to apply decision trees, simulation, and sensitivity analysis to quantify risks
• Describe the work involved in planning procurements for projects, including determining the proper type of contract to use and preparing a procurement management plan, statement of work, source selection criteria, and make-or-buy analysis
• Discuss how to conduct procurements and strategies for obtaining seller responses, selecting sellers, and awarding contracts
• Discuss the process of identifying stakeholders, how to create a stakeholder register, and how to perform a stakeholder analysis
• Describe the contents of a stakeholder management plan
Principles of Undergraduate Learning

This course is designed to demonstrate IUPUI’s principles of undergraduate learning (PULs):

1A. Core communication: written, oral and visual skills
1B. Core communication: quantitative skills
1C. Core communication: information resources skills
2. Critical thinking
3. Integration and application of knowledge
4. Intellectual depth, breadth, and adaptiveness
5. Understanding society and culture
6. Values and ethics

In particular, this course assesses PUL 1C, 2, 3, and 4.

Textbook

Title: Information Technology Project Management
(Seventh Edition)
Author: Kathy Schwalbe
Year: 2014
Publisher: Course Technology, Cengage Learning
1-133-52687-X

Assignments

Running Cases
We will complete two running cases during the course of the semester. We will conduct one running case as we go through the material, and a second running case at the end of the semester. The first running case will be assigned in pieces to accompany the corresponding chapter in the textbook. The second running case will be assigned after all the units have been completed.

Quizzes

There are 25 quizzes total. There will be an introductory quiz before each lecture (with the exception of chapter one), and a quiz after unit is complete.

Exams

There will be four tests over material presented in class and in the textbook. The exam will be administered entirely in OnCourse. We will not meet in class on the day of the test. An optional cumulative exam will be available at the end of the semester. You do not have to take this exam. If you choose to take the exam and your score is higher than your lowest test score, you may drop your lowest test score and use the score of the exam.
Tentative Weekly Schedule

Minimum percentage for each letter grade:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Minimum Percentile</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>100</td>
<td>Professional level work, showing highest level of achievement</td>
</tr>
<tr>
<td>A</td>
<td>93</td>
<td>Extraordinarily high achievement, quality of work; shows command of the subject matter</td>
</tr>
<tr>
<td>A–</td>
<td>90</td>
<td>Excellent and thorough knowledge of the subject matter</td>
</tr>
<tr>
<td>B+</td>
<td>87</td>
<td>Above average understanding of material and quality of work</td>
</tr>
<tr>
<td>B</td>
<td>83</td>
<td>Mastery and fulfillment of all course requirements; good, acceptable work</td>
</tr>
<tr>
<td>B–</td>
<td>80</td>
<td>Satisfactory quality of work</td>
</tr>
<tr>
<td>C+</td>
<td>77</td>
<td>Minimally acceptable performance and quality of work</td>
</tr>
<tr>
<td>C</td>
<td>73</td>
<td>Minimally acceptable work; does not demonstrate mastery</td>
</tr>
<tr>
<td>C–</td>
<td>70</td>
<td>Minimally acceptable work; minimum course grade allowable for graduation</td>
</tr>
<tr>
<td>D</td>
<td>60</td>
<td>Unacceptable work</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
<td>Failure</td>
</tr>
</tbody>
</table>

Policies, Expectations, and Guidelines

Attendance Policy

A basic requirement of this course is that you will participate in all class meetings and conscientiously complete all required course activities and assignments. Attendance is required in this course. Attendance will be taken at the beginning of each class period.

Each student is allowed to miss two class periods in the semester. Each absence beyond these is considered unexcused unless it falls under one of the excused absences listed below. Each unexcused absence will result in a reduction of 2 points (out of 100 points) of the course score. Six or more unexcused absences will result in an F of the course grade. For each absence, the student is responsible for all covered materials and assignments.

Only the following is considered an excused absence with appropriate documentation submitted to the instructor:

- Death in the immediate family (e.g. mother, father, spouse, child, or sibling);
• Hospitalization;
• Jury duty;
• Court ordered summons;
• Religious holiday;
• University/school coordinated athletic or scholastic activities.

**Tardy Policy**

Regular tardiness disrupts the class and affects the learning of other students. All students are expected to be on time each class. Punctuality is a measure of responsibility. An accumulation of regular tardiness could reduce your overall course grade. The tardy policy is structured as follows:

- Tardy (5 – 15) minutes = 1 tardy
- Tardy > 15 minutes = 1 absence
- 3 Tardies = 1 absence

**Assignment Policy**

Late assignments will not be accepted unless accompanied by a doctor’s note or other appropriate documentation. Assignments are due at the date specified on the calendar, unless altered by the instructor.

**Quiz and Exam Policy**

All quizzes and exams will be administered online through Oncourse. You may use open notes/open book for the exams and quizzes.

The exams will not be cumulative. The exam will be administered entirely in Oncourse. You will have a 24-hour period in which to start the exam from when it is released to you. You will need to block off 90 minutes to complete the exam. You will only be able to log in one time to complete the exam.

Test questions will be randomized from a pool of questions. Each exam will be different.

If you have the proper documentation from Adaptive Services, modifications to the exams will be made for you. Notify me at the beginning of the semester, not the week of the exam.

**Taking Good Notes in Class**

Presentation software will be used to present text and diagram. Students will not be given access to the slide deck during the semester. Therefore, it is critical for every student to take good notes in class. Learning to take lecture notes is a key skill to succeed academically.

**Collaborative Learning**
One of the best ways to learn new materials is to collaborate in groups. You are encouraged to
discuss class materials and homework assignments with your classmates to help each other.
However, the homework you hand in must be your own work, in your own words, and your
own explanation.

Honor Code

You may discuss your homework and projects with classmates. However, all submitted work
must be your own. In the case of a group assignment, you must document who you worked
with and describe the nature of your collaboration.

Course Communications

Communication for this course will be administered through IUPUI email. Please email me at
jeksteaw@iupui.edu, make sure to add the course title in your subject line. Other students
from different courses will be contacting me via this medium so a properly formatted subject
line will aid our communication. All announcements, assignments, grades, tests, quizzes etc.
will take place in Oncourse.

Incomplete:

The instructor may assign an Incomplete (I) grade only if at least 75% of the required
coursework has been completed at passing quality and holding you to previously established
time limits would result in unjust hardship to you. All unfinished work must be completed by
the date set by the instructor. Left unchanged, an Incomplete automatically becomes an F after
one year.
http://registrar.iupui.edu/incomp.html

Code of Conduct

All students should aspire to the highest standards of academic integrity. Using another
student’s work on an assignment, cheating on a test, not quoting or citing references correctly,
or any other form of dishonesty or plagiarism shall result in a grade of zero on the item and
possibly an F in the course. Incidences of academic misconduct shall be referred to the
Department Chair and repeated violations shall result in dismissal from the program.

All students are responsible for reading, understanding, and applying the Code of Student
Rights, Responsibilities and Conduct and in particular the section on academic misconduct.
Refer to The Code > Responsibilities > Academic Misconduct at http://www.indiana.edu/~code/.
All students must also successfully complete the Indiana University Department of Education
“How to Recognize Plagiarism” Tutorial and Test. https://www.indiana.edu/~istd You must
document the difference between your writing and that of others. Use quotation marks in
addition to a citation, page number, and reference whenever writing someone else’s words
(e.g., following the Publication Manual of the American Psychological Association). To detect
plagiarism instructors apply a range of methods, including Turnitin.com.
http://www.ulib.iupui.edu/libinfo/turnitin
Academic Misconduct:

1. **Cheating:** Cheating is considered to be an attempt to use or provide unauthorized assistance, materials, information, or study aids in any form and in any academic exercise or environment.
   
a. A student must not use external assistance on any “in-class” or “take-home” examination, unless the instructor specifically has authorized external assistance. This prohibition includes, but is not limited to, the use of tutors, books, notes, calculators, computers, and wireless communication devices.

b. A student must not use another person as a substitute in the taking of an examination or quiz, nor allow other persons to conduct research or to prepare work, without advanced authorization from the instructor to whom the work is being submitted.

c. A student must not use materials from a commercial term paper company, files of papers prepared by other persons, or submit documents found on the Internet.

d. A student must not collaborate with other persons on a particular project and submit a copy of a written report that is represented explicitly or implicitly as the student’s individual work.

e. A student must not use any unauthorized assistance in a laboratory, at a computer terminal, or on fieldwork.

f. A student must not steal examinations or other course materials, including but not limited to, physical copies and photographic or electronic images.

g. A student must not submit substantial portions of the same academic work for credit or honors more than once without permission of the instructor or program to whom the work is being submitted.

h. A student must not, without authorization, alter a grade or score in any way, nor alter answers on a returned exam or assignment for credit.

2. **Fabrication:** A student must not falsify or invent any information or data in an academic exercise including, but not limited to, records or reports, laboratory results, and citation to the sources of information.

3. **Plagiarism:** Plagiarism is defined as presenting someone else’s work, including the work of other students, as one’s own. Any ideas or materials taken from another source for either written or oral use must be fully acknowledged, unless the information is common knowledge. What is considered “common knowledge” may differ from course to course.
   
a. A student must not adopt or reproduce ideas, opinions, theories, formulas, graphics, or pictures of another person without acknowledgment.

b. A student must give credit to the originality of others and acknowledge indebtedness whenever:
   1. directly quoting another person’s actual words, whether oral or written;
   2. using another person’s ideas, opinions, or theories;
   3. paraphrasing the words, ideas, opinions, or theories of others, whether oral or written;
4. borrowing facts, statistics, or illustrative material; or
5. offering materials assembled or collected by others in the form of projects or collections without acknowledgment

4. **Interference:** A student must not steal, change, destroy, or impede another student’s work, nor should the student unjustly attempt, through a bribe, a promise of favors or threats, to affect any student’s grade or the evaluation of academic performance. Impeding another student’s work includes, but is not limited to, the theft, defacement, or mutilation of resources so as to deprive others of the information they contain.

5. **Violation of Course Rules:** A student must not violate course rules established by a department, the course syllabus, verbal or written instructions, or the course materials that are rationally related to the content of the course or to the enhancement of the learning process in the course.

6. **Facilitating Academic Dishonesty:** A student must not intentionally or knowingly help or attempt to help another student to commit an act of academic misconduct, nor allow another student to use his or her work or resources to commit an act of misconduct.

**Other Policies**

1. **IUPUI course policies:** A number of campus policies governing IUPUI courses may be found at the following link: [http://registrar.iupui.edu/course_policies.html](http://registrar.iupui.edu/course_policies.html)

2. **Classroom civility:** To maintain an effective and inclusive learning environment, it is important to be an attentive and respectful participant in lectures, discussions, group work, and other classroom exercises. Thus, unnecessary disruptions should be avoided, such as ringing cell phones engagement in private conversations and other unrelated activities. Cell phones, media players, or any noisy devices should be turned off during a class. Texting, surfing the Internet, and posting to Facebook or Twitter during class are generally not permitted. Laptop use may be permitted if it is used for taking notes or conducting class activities. Students should check with the instructor about permissible devices in class. IUPUI nurtures and promotes “a campus climate that seeks, values, and cultivates diversity in all of its forms and that provides conditions necessary for all campus community members to feel welcomed, supported, included, and valued” (IUPUI Strategic Initiative 9). IUPUI prohibits “discrimination against anyone for reasons of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, or [veteran] status” (Office of Equal Opportunity). Profanity or derogatory comments about the instructor, fellow students, invited speakers or other classroom visitors, or any members of the campus community shall not be tolerated. A violation of this rule shall result in a warning and, if the offense continues, possible disciplinary action.

3. **Right to revise:** The instructor reserves the right to make changes to this syllabus as necessary and, in such an event, will notify students of the changes immediately.

4. **Bringing children to class:** To ensure an effective learning environment, children are not permitted to attend class with their parents, guardians, or childcare providers.
5. **Disabilities Policy:** In compliance with the Americans with Disabilities Act (ADA), all qualified students enrolled in this course are entitled to reasonable accommodations. Please notify the instructor during the first week of class of accommodations needed for the course. Students requiring accommodations because of a disability must register with Adaptive Educational Services (AES) and complete the appropriate AES-issued before receiving accommodations. The AES office is located at UC 100, Taylor Hall (Email: aes@iupui.edu, Tel. 317 274-3241). Visit http://aes.iupui.edu for more information.

6. **Administrative Withdrawal:** A basic requirement of this course is that students participate in all class discussions and conscientiously complete all required course activities and/or assignments. If a student is unable to attend, participate in, or complete an assignment on time, it is the student’s responsibility to inform the instructor. If a student misses more than half of the required activities within the first 25% of the course without contacting the instructor, the student may be administratively withdrawn from this course. Administrative withdrawal may have academic, financial, and financial aid implications. Administrative withdrawal will take place after the full refund period, and a student who has been administratively withdrawn from a course is ineligible for a tuition refund. Contact the instructor with questions concerning administrative withdrawal.

7. **Emergency Preparedness:** Safety on campus is everyone’s responsibility. Know what to do in an emergency so that you can protect yourself and others. For specific information, visit the emergency management website. http://protect.iu.edu/emergency

**Mission Statement**

The Mission of IUPUI is to provide for its constituents excellence in
- Teaching and Learning;
- Research, Scholarship, and Creative Activity; and
- Civic Engagement.

With each of these core activities characterized by
- Collaboration within and across disciplines and with the community;
- A commitment to ensuring diversity; and
- Pursuit of best practices.

IUPUI’s mission is derived from and aligned with the principal components—Communities of Learning, Responsibilities of Excellence, Accountability and Best Practices—of Indiana University’s Strategic Directions Charter.

**Statement of Values**

IUPUI values the commitment of students to learning; of faculty to the highest standards of teaching, scholarship, and service; and of staff to the highest standards of service. IUPUI recognizes students as partners in learning. IUPUI values the opportunities afforded by its location in Indiana’s capital city and is committed to serving the needs of its community. Thus, IUPUI students, faculty, and staff are involved in the community, both to provide educational
programs and patient care and to apply learning to community needs through service. As a leader in fostering collaborative relationships, IUPUI values collegiality, cooperation, creativity, innovation, and entrepreneurship as well as honesty, integrity, and support for open inquiry and dissemination of findings. IUPUI is committed to the personal and professional development of its students, faculty, and staff and to continuous improvement of its programs and services.