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.

Instructional Topics:

- Project Management Fundamentals
- Project Management and the Information Technology Context
- Project Management Process Groups
- Project Integration Management
- Project Scope, Time, and Cost Management

Learning Objectives:

- 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.
Course Outcomes:

The curriculum of the School of Informatics is designed along two axes. One is the technical dimension, running from the logical and mathematical foundations of information technology to issues of distributed information and knowledge systems. The other axis represents the human dimension, from the individual working with a computer and the area of human computer interaction to groups interacting via computer with each other and the areas of social and organizational informatics.

This course belongs to the second axis and its theoretical and philosophical perspectives will be part of a university education which goes beyond a trade school approach to help students critically evaluate new trends in their chosen field and become professionals who can adapt successfully to this field’s rapid rate of change.

This course will help students define what a project is, what project management entails, the role of the project manager, and important key terms in the context of project management in general and information technology projects in particular. The course also allows students to discuss and evaluate recent trends affecting IT project management, including globalization, outsourcing, virtual teams, and agile project management.

Principle 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.

Course Resources:

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

**Other Resources:**
Note: this text is available in e-book format at approximately one half the price:
http://www.coursesmart.com/IR/4362270/9781133526858?__hdv=6.8

eText ISBN: 13 9781285375304
10 1285375300

You will need a popplet account. Please create a free account at http://popplet.com/
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.

Course Evaluation And Grading:
Students will be evaluated on knowledge of textbook content, writing and presentation skills, analysis and application of thinking skills.

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<tr>
<td>Attendance &amp; Participation</td>
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Expectations/Guidelines/Policies:

Course Communications
Communication for this course will be administered through IUPUI email. Please email me at fawzbenm@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 Canvas.

Deadlines
To ensure the student’s success in this course you must read all assigned readings to include book chapters and online articles. The power point slides contain lecture notes that are intended to add more in-depth understanding of chapter content. In the power point slides there are hyperlinks to provide a more information regarding the subject matter. Students are encouraged to use the hyperlinks as additional reading/research sources. All class projects must be submitted according to their related due dates. It is important that students adhere to the class project due dates. Any project submitted late will result in a 5 point deduction each day it is late. Plagiarism will not be tolerated. When submitting written work, resources must be cited to give credit to the resource. Please be aware there are deadlines for completion of the required projects, assignments, and exams. The student may proceed through the course faster than the prescribed calendar but you CANNOT fall behind. Students who proceed through the course at an accelerated rate must wait until the next unit/exam is open to proceed. No unit will be opened until the date posted.

Testing
Exams may be taken at any time during their availability. Only one attempt to take each exam is allowed. It is not permitted to start the exam, log off your computer, and then come back at another time to complete the exam. The exam MUST be completed at one sitting. Note the dates of the exam’s availability. The exam grade will be available immediately after submitting the exam. There is no retaking of exams once graded. After the deadline, exams will not be available. The student will need to make special arrangements with the instructor to take the exam after the posted deadline. There will be a ten (10) point reduction from the percentage scored on the exam if taken after the deadline. After one week the exam WILL NOT be available.

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.

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. 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. **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](http://aes.iupui.edu) for more information.

5. **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.

All students are responsible for reading the Code of Student Rights, Responsibilities and Conduct of IUPUI at [http://www.iupui.edu/code/](http://www.iupui.edu/code/), in particular the:

- Policy on Academic Dishonesty /Integrity
- Policy regarding late work and make-up exams
- Innovative class procedures and structures, such as cooperative learning exercises, panel presentations, case study materials, class journals.
- All students are responsible for reading the Code of Student Rights, Responsibilities and Conduct of IUPUI.
- Policy on Plagiarism
- Policy regarding children attending

**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.

**Hardware and software needed:** You will need a reliable laptop with an Internet connection. You will use Canvas CL and Microsoft Office software; you may also wish to create graphics with a graphics package.

You will need some kind of storage medium to back up any files you produce for the class. Remember to back up your files frequently. If you lose your only copy of a file, I will sympathize with you, but you will still be responsible for assignments.

**Student Responsibilities**

**The Three Main Deliverables for this course Include:**
- Preparation to take the CompTia Project + exam.
- Generate a portfolio piece showcasing your knowledge of formal project management processes.
Create a Project Management Plan for your capstone experience (or another small project).

**Assignments:** All assignments are posted under the Assignment Tab in Canvas CL; your assignment files should be sent back to me using that Tab's functionality. Even if you are submitting a late assignment, you can upload it under the Assignments tab. As a last resort, and only if you are having trouble with the Assignments tab, you may send me an assignment through Canvas e-mail.

**Discussion Assignments and Posts:** There are discussion questions, which require the student to respond to the discussion question, and the second responses to peers. I will post the Discussion Questions (DQ) on readings and course objectives each week. The purpose of the discussion board is to allow students to engage in active conversation regarding theory and experiences. There is no limit to the number of times the student must respond to a question but there must be a minimum of two responses to each discussion posting by other learners.

**Exams:** There will be non-cumulative exams during the course of the semester. The exams will consist of multiple choices, true/false, fill in the blank and short answer/essay. Questions may be drawn from your book, from speakers, from class activities and additional readings as assigned. Some exams may be given online, they will be “open book” and you will have access to all your materials. However, you will have a limited time window in which to take an exam and the ability to submit it one time, so it is best to be very familiar with the material if you want to quickly find/check an answer.

**Changes**
Any changes in the Course Syllabus or Schedule will be posted on the Announcement page of Canvas. Any emergent notifications will be addressed via email. Students are encouraged to communicate with the instructor as needed throughout this course.
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<thead>
<tr>
<th>WEEKS</th>
<th>Teaching/Learning Activities and Student Deliverables</th>
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| Week-1 | Meyers Briggs  
Getting to Know you (SP2015-I402-N420)  
Update your picture in Canvas  
About Me pt. 1  
Map the Syllabus in Popplet  
Lesson Presentation: Introduction to Project Management  
TEST :: Chapter 1 |
| Week-2 | Lesson Presentation: The Project Management and Information Technology Context  
Case Analysis #1  
TEST :: Chapter 2 |
| Week-3 | Lesson Presentation: The Project Management Process Groups  
Cover Phases - Knowledge - Areas - Activities - Templates  
Project Phase Visualization & 10 Questions  
Review Chapter Three |
| Week-4 | PM Phases - Knowledge Areas - Activities - Templates  
Cover Small Project Options and Necessary Templates  
TEST :: Chapter 3 |
| Week-5 | Case Analysis #2  
Lesson Presentation: Project Integration Management  
Initial Small Project Proposal  
TEST :: Chapter 3 |
| Week-6 | Lesson Presentation: Project Scope Management  
Cover Terms and Ideas from Chapter 5 and Review MindView Software  
Small Project :: Project Charter  
Small Project Documentation  
TEST :: Chapter 5 |
| Week-7 | Lesson Presentation: Project Time Management Question  
Small Project :: Scope Statement  
TEST :: Chapter 6 |
| Week-8 | Case Analysis #4  
Lesson Presentation: Project Cost Management  
Small Project :: Gantt Chart  
TEST :: Chapter 7 |
| Week-9 | Lesson Presentation: Project Quality Management  
Small Project :: Communication Plan. Progress Report Template  
TEST :: Chapter 8 |
| Week-10 | Small Project :: Risk Management, Change Control  
Lesson Presentation: Project Human Resource Management  
TEST :: Chapter 9 |
| Week-11 | Case Analysis #5  
Lesson Presentation: Project Communication Management  
TEST :: Chapter 10 |
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<td>Week 14</td>
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<td>Week 15</td>
<td>*** Review &amp; Final Course Project ***</td>
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<td>Week 16</td>
<td>*** FINAL EXAM ***</td>
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