

Managing Information Systems Projects (IST645 M800 28893)
School Of Information Studies Fall 2010

Instructor:

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Class meets on-line: This course meets entirely through the Learning Management System, powered by WebCT/Blackboard (<http://ischool.syr.edu/learn/>). There is no on-campus residency period. First on-line class session begins Monday, August 30, 2010, and the session ends with final projects and bulletin board contributions due on Friday, December 10, 2010 (last day of classes for extended campus classes). Each week's class session stays open from Monday through Sunday.

Textbooks:

Schwalbe, Kathy: Information Technology Project Management (Sixth Edition); CENGAGE. ISBN-10: 0324786921 | ISBN-13: 9780324786927
http://www.cengage.com/search/productOverview.do?N=+4294922451&Ntk=P_Isbn13&Ntt=9780324786927 (Cost: about \$94.00 print /\$50.25 electronic from the publisher, plus sales tax and freight; also available on Amazon). If you buy a used copy, please try to get the sixth edition. We will be using Microsoft Project 2007 in the course. A free demonstration copy can be downloaded from Microsoft. If you are working in Information Technology, you may be able to get a permanent Project 2007 license through your employer. If you are on campus, the software should be available on the PC's in the iSchool's computer labs.

Guide to the Project Management Body of Knowledge (PMBOK Guide) Fourth Edition: Project Management Institute, Newtown Square, PA 2000 edition. (Cost: about \$40.00 for the paperback edition from Amazon.com; also available in paperback and CD-ROM from the Project Management Institute www.pmibookstore.org, or included in the membership dues if you join the PMI.)

I strongly recommend retaining these books as a career resource. They will be valuable additions to your professional library! The SU campus bookstore will be stocking a few copies of each text.

Course Overview:

IST 645 covers the issues necessary for successful management of information systems projects. Technical and behavioral aspects of project management are discussed. Major topics include:

- Managing the project adoption issues such as selection and approval of projects, cost/benefit analysis and requirements analysis;
- Planning for systems development and estimation;
- Scheduling and implementation issues such as project organization, implementation, and control;
- Project closure

Course objectives:

The objectives of the course are (1) to enable students to understand issues in the management or development of real-world information and telecommunications systems, and (2) to develop project management skills and experience that will be directly transferable to the students' professional lives. Instead of a final examination, the course involves a team project to complete a task of significant complexity, drawing on your education and experience in Information Systems. The project will model the development of the planning process and supporting documents for a major information system implementation project.

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Learning Outcomes:

Students who complete IST645 will be able to do the following, as they relate to projects in information and communications technology (ICT):

- Define the knowledge areas within the Project Management Body of Knowledge, as articulated by the Project Management Institute (www.pmi.org).
- Explain how project managers are credentialed by professional organizations.
- Describe the roles of project participants.
- Articulate the sequence of activities in a typical ICT project.
- Explain the nature of the deliverables that are typical outcomes of project activities.
- Describe stages in the life-cycle of an ICT product or service, from conception to maturity.
- Relate the life-cycle stages of an ICT product or service to the roles, activities, and outcomes of an embedded project.
- Use project management methods and tools to deliver written work on a project assigned for the course.
- Apply the methods and concepts of project management to case studies based on actual projects.
- Explain how application of the methods and concepts of project management may vary, depending on contextual factors such as clients' needs and project size.

Student Responsibilities:

You are expected to participate fully in all activities and discussions during the class duration, and to turn in assignments by the designated time. Unplanned late and/or incomplete assignments will be penalized. If you do not understand an assignment or have any questions on the assigned readings, it is your responsibility to inform the instructor well before the assignment due date.

A few ground rules for bulletin board discussion participation:

- Be professional. This is a good place to practice quality writing – it is NOT a chat room. Use Standard English and make sure you have a coherent presentation before contributing to the discussion.
- Be specific. Post more than just your opinion – back up your statements with facts, explanations, quotes, citations, and details.
- Be concise. A co-worker once remarked, “If you can’t make your point in five minutes, you probably don’t have one.” Stay on point, and don’t go off on unrelated tangents. (You are welcome to open a new discussion thread for unrelated tangents.)
- Be polite. It is possible for people of good will to disagree on any issue or question. If you feel the need to argue, focus on the idea and not on the person. Personal attacks are bad manners, and will not be tolerated. Review the standard rules of Net Etiquette (a.k.a. “netiquette”) at <http://www.albion.com/netiquette/corerules.html>

Course Conduct

I expect that you will actively participate in the discussion on each class topic.

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I expect you to read the assigned textbook readings and complete assigned exercises, according to the schedule at the end of this document.

I expect all work to be completed and turned in on the assigned date.

No late work will be accepted without prior arrangement. Please note that I do permit revision and resubmission of assignments, but the original submission must be on time. Submissions may be made via the student space in WebCT or to me directly by e-mail. I will acknowledge receipt of assignments by e-mail within 48 hours.

Professionals are expected to produce written documents without spelling and grammatical errors. If you have not yet begun to use professional level writing in your correspondence, start practicing now. WebCT does not have a spell-check function -- carefully proof your work prior to submission.

I do not make arrangements for extra-credit assignments.

I expect individual work should be just that -- individual. If I am at all suspicious, I shall assign 0 points to that assignment. I may initiate honor violation action at the same time.

Class participation consists of reading the lectures and assigned reading materials from the textbooks and other sources, active participation in the bulletin board discussions, performance on assigned exercises, and all written assignments given. Class participation is measured by both your intellectual engagement and your contribution to the class dialog.

Course Delivery:

The School of Information Studies uses a Web-based teaching and learning environment called "ischool Learning Management System, powered by WebCT/Blackboard" (ILMS for short). Most IST campus courses use this system as a supplement to classroom activities and all distance learning courses are conducted in LMS. Access to ILMS is available at the following URL: <http://ischool.syr.edu/learn/> Questions regarding ILMS itself should be directed to ilms@syr.edu or Peggy Brown at 315-443-9370.

This course is conducted entirely on-line through ILMS and e-mail. There is no campus residency requirement. Participation in the course will encompass lecture note documents, discussions of course topics and case studies, project management software application training and practice, and student papers. Cases for use in the course will be drawn primarily from trade publications and the text. This course will be available on WebCT to registered students on or about January 12, 2010.

Computer Literacy Requirements

Graduate students are expected to meet the minimum and recommended information technology literacy skills required of students in all School of Information Studies master's programs. Please refer to: <http://istweb.syr.edu/prospective/graduate/literacyreq.asp> for the "Computer Literacy Requirements" document.

Academic Integrity

The academic community of Syracuse University and of the School of Information Studies requires the highest standards of professional ethics and personal integrity from all members of the community. Violations of these standards are violations of a mutual obligation characterized by trust, honesty, and personal honor. As a community, we commit ourselves to standards of

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academic conduct, impose sanctions against those who violate these standards, and keep appropriate records of violations. The academic integrity statement can be found at:
http://supolicies.syr.edu/ethics/acad_integrity.htm

Student with Disabilities

Our community values diversity and seeks to promote meaningful access to educational opportunities for all students. Syracuse University and I are committed to your success and to supporting Section 504 of the Rehabilitation Act of 1973 as amended and the Americans with Disabilities Act (1990). This means that in general no individual who is otherwise qualified shall be excluded from participation in, be denied benefits of, or be subjected to discrimination under any program or activity, solely by reason of having a disability.

If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), <http://disabilityservices.syr.edu>, located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

Additionally, as your instructor, I remain open to special considerations for family emergencies or job-related issues. Just let me know as early as possible when something unavoidable comes up.

Assessment elements:

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|--|-----|
| ○ Discussion participation | 30% |
| ○ WBS and Microsoft Project software exercises | 25% |
| ○ Team Project proposal | 5% |
| ○ Weekly status reports (team) | 5% |
| ○ Final Team Project Report | 30% |
| ○ Final Personal report & Team mutual evaluation | 5% |

Grading:

| | |
|----------|----|
| 91-100 | A |
| 88-90 | A- |
| 84-87 | B+ |
| 80-83 | B |
| 77-79 | B- |
| 73-76 | C+ |
| 67-72 | C |
| Below 67 | F |

(Graduate students may not be awarded grades of 'A+' or 'D')

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Group Project:

The project teams will be assigned during the third class session, with team size to be determined by the number of students enrolled in the class. The teams will have until the close of the fourth class to select a project, clear it with the instructor, and organize the work schedule for the team project. A **four-page** (maximum) document will be prepared during the **fourth week**, defining the project, the methods to be used for obtaining information about the project, and the organizational approach that the team is planning to use in producing the final report (project team roles and division of labor), and a project schedule for the team effort, created with Microsoft Project. A **written team project status report** will be made every week thereafter. (The instructor will supply a standard status report format.) Other required written submissions are shown in the syllabus schedule. I strongly recommend that each team periodically submit its work to date to the instructor for evaluation and feedback. The best way to do this is to post the work product in the team discussion space in WebCT for sharing and evaluation, and drop me a note to let me know it's there.

The team project assignment final report is a detailed project Statement of Work / Project Document for the selected real-world project. Content of this document will include:

- An initial proposal, with supporting TEAM WORK plans per the above (WBS, MS Project plan, status reports) – documenting how you will approach the assignment, as defined above. **This is your class team's plan for how you as class members will attack the assignment – the four-page (max) document described above.**
- Project planning documents for the project your team has selected, **written as if you were the actual project team**, with project definition, deliverables / scope, business case / justification (with cost/benefit analysis, payback period, net present value calculations, as appropriate), project team organization, Client/ Customer responsibilities, Project Management approach
- Work Breakdown Structure for the project you are documenting, **written as if you were the actual project team**
- MS Project schedule file with resource assignments, milestones/kill points/review points for the project you are documenting, **written as if you were the actual project team**
- Stakeholder Analysis (Can be generic by organization position)
- Risk analysis
- Risk mitigation / avoidance / response plan
- Communication plan
- Sample status report (your form – not necessarily the same as mine)
- Scope / change control process, with request / approval form
- Quality plan / requirements: you may assume that quality standards for the performing company are in place as standard operating procedures
- Procurement plan IF your project has a significant services procurement element
- Issue tracking instruction and form
- Customer / Client acceptance page(s)
- Research sources (bibliography)
- Any other features you wish to include.

Personal Report:

A *brief* personal report on your experience and perceptions on the group project and the course experience will be required at the close of the semester. This report must be e-mailed to me directly at the address shown at the top of this syllabus. The paper must address ALL of the following points:

- The problem: a brief description of the problem addressed by the team project, with an assessment of the nature of the problem and the needs of the client.
- Interesting aspects of the project that were encountered by the team and how the problems were addressed.

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- Team Dynamics: How the team functioned as a group and how well the members fulfilled their roles, a self-assessment of your contribution, and an assessment of the contributions of the rest of the team.
- Learning outcomes: what the individual would do differently, what the individual would do the same, suggestions for guidelines for team projects
- Conclusions: Lessons learned about IS management and project management, and about the business studied.
- Your evaluation of the contributions of each member of your team, including an objective evaluation of your own contribution.

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Class Schedule: (Rev. 7/7/2010)

| Class | Date | Topic | Reading | Assignment Due |
|--------------|---|--|--|---|
| 01 | 8/30/10 | Get acquainted; get textbook Introduction to Project Management | Lecture notes Schwalbe Ch. 1 Class biographies | <ul style="list-style-type: none"> • Post biography / resume and photo in WebCT discussion thread • Discussion questions for Chapter 1 |
| 02 | 9/7/10 (9/6 is Labor Day) | Project Management in Information Technology | Lecture notes Schwalbe Ch. 2 | <ul style="list-style-type: none"> • Discussion questions for Chapter 2 • Find out if your employer (current or past) has a PM methodology; get a copy if possible |
| 03 | 9/13/10 | Methodologies; Project teams to be assigned | Lecture notes Schwalbe Ch. 3 and Appendix A: Microsoft Project; | <ul style="list-style-type: none"> • Discussion questions for Chapter 3 • Post and discuss methodologies (or lack thereof) |
| 04 | 9/20/10 | Communication Management (No class on Monday – Eid Al-Fitr) | Lecture notes Schwalbe Ch. 10 | <ul style="list-style-type: none"> • Discussion questions for Chapter 10 • Proposal for team project |
| 05 | 9/27/10 | Scope Management: (No class on Monday – Yom Kippur) | Lecture notes Schwalbe Ch. 5 And Appendix A: Microsoft Project | <ul style="list-style-type: none"> • Discussion questions for Chapter 5 • Project status report • Sample WBS assignment • First MS Project assignment: WBS • WBS for completing your team assignment |
| 06 | 10/4/10 | Project Integration | Lecture notes Schwalbe Ch. 4 | <ul style="list-style-type: none"> • Discussion questions for Chapter 4 • Project status report • Communication plan for your team |
| 07 | 10/11/10 | Time Management: staying on schedule, managing problems | Lecture notes Schwalbe Ch. 6 And Appendix A: Microsoft Project | <ul style="list-style-type: none"> • Discussion questions for Chapter 6 • Project status report • Second MS Project assignment: Critical Path; Resource list, resource loading • Schedule for your team project |
| 08 | 10/18/10 | Cost management: staying within budget; earned value calculations, managing over-runs | Lecture notes Schwalbe Ch. 7 And Appendix A: Microsoft Project | <ul style="list-style-type: none"> • Discussion questions for Chapter 7 • Project status report • Third MS Project assignment: Project Cost |
| 09 | 10/25/10 | Quality Management | Lecture notes Schwalbe Ch. 8 | <ul style="list-style-type: none"> • Discussion questions for Chapter 8 • Project status report • MS Project assignment: Project plan for your own WBS |
| 10 | 11/1/10 | Human Resource Management | Lecture notes Schwalbe Ch. 9 | <ul style="list-style-type: none"> • Discussion questions for Chapter 9 • Project status report |
| 11 | 11/8/10 | Risk Management | Lecture notes Schwalbe Ch. 11 | <ul style="list-style-type: none"> • Discussion questions for Chapter 11 • Project status report |
| 12 | 11/15/10 | Project Control: <ul style="list-style-type: none"> • Staying on schedule • Managing problems | Lecture notes (No text reading) | <ul style="list-style-type: none"> • Discussion questions for <i>Class 12</i> • Project status report |
| 13 | 11/22/10 | Project Control: <ul style="list-style-type: none"> • Staying within cost • Managing problems | Lecture notes (No text reading) | <ul style="list-style-type: none"> • Discussion questions for <i>Class 13</i> • Project status report |
| 14 | 11/29/10 | Procurement Management | Lecture notes Schwalbe Ch. 12 | <ul style="list-style-type: none"> • Discussion questions for Chapter 12 • Project status report |
| 15 | 12/6/10 (12/10 is last day of class) | Project closure | Lecture notes and instructor-provided links. | <ul style="list-style-type: none"> • Discussion Questions for lecture • Final report for team project due 12/10 (Friday midnight). • Personal report on team project due 12/12 (Sunday midnight). |