

## **Project Management in the Information Age**

**MASY1-GC 1250 | 103 | Spring 2024 | 1/23/2024 - 04/30/2024 | 3 Credit**

**Modality:** In-person

**Course Site URL:** <https://brightspace.nyu.edu/>

### **General Course Information**

**Name/Title:** Daniel Davidson, Adjunct Instructor

**NYU Email:** drd221@nyu.edu

**Class Meeting Schedule:** 01/23/2024 - 04/30/2024 | Tuesdays | 02:00pm - 04:35pm

**Class Location:** Bldg:MIDC Room 528

**Office Hours:** NYU Zoom by appointment via email. Typically available in classroom a half hour before and half hour after class.

### **Description**

This course explores the methodologies, technologies, and techniques for managing projects in an information technology environment. Throughout this course, students learn to define a business problem, plan the delivery of a solution for that problem, and manage the quality completion of those deliverables. The course equips students with various project management techniques to effectively plan and manage organizational projects.

### **Prerequisites**

MASY1 – GC1240 Information Technology & Data Analytics

### **Learning Outcomes**

At the conclusion of this course, students will be able to:

- Evaluate the impact of current and emerging technologies on their alignment with individual, organizational, and societal needs
- Evaluate the IT project plans to align with data management principles
- Determine the business need for a proposed IT project and its alignment to the organization's mission and or business model using various analytic tools
- Develop an IT project proposal, including a recommendation for a systems solution and the framework methodology for the planning and execution of a project plan
- Create a Scope Management Plan for an IT/IS project including reference to the product/service deliverables and the project plan artifacts
- Produce a functional specification to represent the features and functions of a project deliverable for alignment to a technical design specification
- Apply the Systems Development Lifecycle Model (SDLC) to IT/IS projects across the lifecycle phases including planning, analysis, design, implementation, and operations
- Prepare a test plan, using a comprehensive test design template, to validate and verify the usability of the planned systems solution.

### **Communication Methods**

Be sure to turn on your [NYU Brightspace notifications](#) and frequently check the "Announcements" section of the course site. This will be the primary method I use to

communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours.

### **Structure | Method | Modality**

There are 14 session topics in this course. The session topics are organized into three (3) areas of study: 1) History, 2) Learning Principles, and 3) Instructional Design in Practice.

Active learning experiences and small group projects are key components of the course. Assignments, papers, and exams will be based on course materials (e.g., readings, videos), lectures, and class discussions. Course sessions will be conducted synchronously on NYU Zoom, which you can access from the course site in [NYU Brightspace](#).

### **Expectations**

#### Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

#### Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

#### Assignments and Deadlines

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](#). If you require assistance, please contact me BEFORE the due date.

#### Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students.

#### Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

#### Attendance

I expect you to attend all class sessions. Attendance will be taken into consideration when determining your final grade. Refer to the [SPS Policies and Procedures page](#) for additional information about attendance.

### **Textbooks and Course Materials**

#### Successful Project Management

7<sup>th</sup> Edition, 2018

Jack Gido, James P. Clements, and Rose Baker Cengage Learning

**ISBN-13: 978-1-337-09547-1**

## **A Guide to the Project Management Body of Knowledge (PMBOK Guide) Seventh Edition**

7<sup>th</sup> Edition, 2021

Project Management Institute

**ISBN 13: 978-1628256642**

Recommended Reading:

### **Effective Project Management: Traditional, Agile, Extreme, Hybrid**

8<sup>th</sup> Edition, 2019

Robert K., Wysocki Wiley

**ISBN: 978-1-119-56280-1**

### **Supporting Materials**

1. Access to the online homepage (course) resources in Brightspace
2. The Class Forum
3. The NYU Wiki
4. Selected links to online sites, including YouTube videos as appropriate
5. Microsoft Imagine Access
6. Microsoft Project 2016 (for a Windows Operating System only or the NYU Virtual Software Library)

### **Grading | Assessment**

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade. All written assignments are to be completed using APA format and must be typed and double-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the course site each time a grading session has been completed.

<u>DESCRIPTION</u>	<u>PERCENTAGE</u>
Class Participation (including quizzes)	20%
Discussion Board Activities	10%
Written reports (2) based on in-class exercise	5%
Mid-Term Exam	20%
Final Exam	20%
Team Project (over semester)	25%
<hr/> TOTAL POSSIBLE	<hr/> 100%

See the [\*"Grades" section of Academic Policies\*](#) for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

## **Course Outline**

**Start/End Dates:** 01/23/2024 - 04/30/2024 / Tuesdays

**Time:** 02:00pm - 04:35pm

**No Class Date(s):** Tuesday - 3/19/2024

**Special Notes:** Spring Break 03/18/24 - 03/24/24

## **Session 1, 01/23/24**

### **Introduction and Overview**

The session 1 discussion will focus on introductions and the project framework

**Theme:** The Project Life Cycle, Knowledge Domains, and Constraints

#### **Learning Objectives:**

- Explain what a 'project' is
- Outline the essential components of the project management framework
- Examine the 'Project Life Cycle'
- Discuss the significance of the key knowledge (practice) domains (ten in total) associated with the structured project management approach
- Explain the meaning of project constraints
- Summarize the three major components of structured project management

#### **Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 1

**Exercises:** Introductions

## **Session 2, 01/30/24**

### **Project Scope and the Business Case**

The session 2 discussion will focus on the business need and who will be impacted

**The theme:** Initiation, Goals, and Objectives

#### **Learning Objectives:**

- Define the meaning of Project Scope and Scope Management
- Identify the five Project Components that define Scope: A Statement of Purpose, Requirements, Specifications, Deliverables, and Measurable Objectives
- Discuss the characteristics of the four Factors of Scope: In Scope, Out of Scope, Scope Creep, And Integrated Change Management
- Compare requirements information gathering techniques
- Characterize the differences between requirements and specifications
- Summarize the concept of Requirements Traceability

#### **Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 3

#### **Exercises:**

Assign 'Round 1' individual wiki topic for the 'ClassWiki'

Distribute the guidelines for the 'Team

Project' Distribute the 'Project

## Proposal' TEMPLATE Announce the Team(s) for the 'Team Project'

### **Session 3, 02/06/24**

#### **Project Team Management**

The session 3 discussion will focus on the formation of the project team

**The theme:** The Stages of Team Development

#### **Learning Objectives:**

- Characterize the project team as a 'Unit'
- Compare the difference between a workgroup and team
- Describe the stages of team development
- Demonstrate the use of a 'RACI' matrix
- Discuss and explain the different methodologies for decision-making, including the decision- making factors

#### **Assignments:**

**Reading:** Gido/Clements Text: Chapter 11

#### **Exercises:**

Develop a 'Team Contract' (Team)

Assign the 'Team Contract' Exercise (Individual)

### **Session 4, 02/13/24**

#### **Project Stakeholder Management**

The session 4 discussion will focus on individuals and entities who have a 'stake' in the project

**The theme:** Priorities

#### **Learning Objectives**

- Explain the project stakeholder management process
- Define the project stakeholder categories
- Identify and describe the four project stakeholder types
- Demonstrate the balance across the project stakeholder behavioral types

#### **Assignments:**

#### **Reading:**

#### **Exercises:**

Submit the 'Round 1' individual Discussion Board topic to the collaborative 'ClassWiki' document

Submit the 'Team Contract' for 'your' Project team Submit the Team(s) Project Proposal for the Team Project Stakeholder Engagement Exercise

### **Session 5, 02/20/24**

#### **Scheduling Methodologies: The Workplan**

The session 5 discussion will focus on the Work Breakdown Structure (WBS) and the workplan

**The theme:** Scheduling Tools and Methodologies

#### **Learning Objectives:**

- Discuss the 'decomposition' process associated with breaking-down the scope of a project into its component work-packages and their associated activities
- Navigate the features and functionality of MS Project 2016
- Prepare a work breakdown structure for an assigned case study
- Demonstrate how MS Project can be used to develop a project schedule
- Describe the attributes of tasks (activities) in a workplan
- Develop a basic project workplan using with task relationships using MS Project 2016

**Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 5

**Exercises:**

Assign 'Round 2' individual wiki topic for the 'ClassWiki'

Distribute the guidelines and the 'Requirements Document' template for the 'Team Project'

Submit the 'Team Contract' Individual Report

The WBS Exercise

**Session 6, 02/27/24****The Financial Plan**

The session 6 discussion will focus on the value proposition and alignment

**The theme:** Budget Preparation and Variance Tracking

**Learning Objectives:**

- Discuss the process associated with determining the anticipated expenses for project
- Describe the methodology for developing a preliminary project budget
- Describe the methodology for developing a detailed project budget
- Explain a project budgets cost and data-flow process
- Illustrate the project cost management matrix

**Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 7

**Exercises:**

The Preliminary Budget

**Session 7, 03/05/24**

The session 7 discussion will focus on risks that become issues.

**The theme: Risk Mitigation and Agreements**

**Learning Objectives**

- Discuss the importance of risk management to project management
- Describe the risk management processes
- Distinguish the difference between positive risk and negative risk
- Demonstrate the use of the risk probability and impact matrix

**Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 8

**Exercises:**

Submit the 'Round 2' individual Discussion Board topic to the collaborative 'ClassWiki' document

Submit the Team(s) Requirements Document for the 'Team Project'

Distribute the guidelines for the 'Business Case' for the 'Team Project' The Risk Management Exercise

### **Session 8, 03/12/24**

The session 8 discussion will focus on reviewing and going in more depth on select topics based on progress to date as well as administering the Mid-Term

**The theme: Review**

Assignments

**Mid-term Exam (Modules 1-7)**

**NO CLASS Scheduled MARCH 19, 2023. Spring Break**

### **Session 9, 03/26/24**

#### **Project Procurement Management**

The session 9 discussion will focus on vendor and supplier relationships.

**The theme: Partnership Agreements**

#### **Learning Objectives**

- Define project procurement management
- Develop a 'Statement-of-Work'
- Summarize the tools and techniques for project contract administration
- Illustrate the procurement management process

**Assignments:**

**Reading:**

**Exercises:**

Assign 'Round 3' individual topic for the 'ClassWiki'

A Statement-of-Work' (SOW) Exercise

### **Session 10, 04/02/24**

#### **A Project Quality Management**

The session 10 discussion will focus on the quality planning process and user expectations.

**The theme: Requirements Traceability**

#### **Learning Objectives:**

- Define the meaning of project quality management and discuss what is essential to a successful project
- Describe the quality management process, including: Quality Planning (QP,) Quality Assurance (QA,) and Quality Control (QC.)
- Summarize the quality process improvement initiative
- Explain the Baldrige criteria for excellence

**Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 4

**Exercises:**



Submit the 'Risk Mitigation' Individual Report  
Distribute the guidelines for the 'Team Presentation' for the 'Team Project'

## **Session 11, 04/09/24**

### **Project Communications Management**

The session 11 discussion will focus on the 'strata' of the story.

**The theme:** A Communications Model

#### **Learning Objectives**

- Describe the importance of the project communication management knowledge domain
- Demonstrate the flow of the communications model
- Prepare the communications plan grid
- Illustrate communication methods

#### **Assignments:**

**Reading:** Gido, Clements, and Baker Text: Chapter 12

#### **Exercises:**

Submit the 'Round 3' individual Discussion Board topic to the collaborative 'ClassWiki' document

## **Session 12, 04/16/24**

### **Project Integration Management**

The session 12 discussion will focus on the alignment of the project framework components.

**The theme:** Integrated Change Management

#### **Project Closure and Outcome Assessment**

The session 13 discussion will focus on metrics, measurement, and outcome assessment.

**The theme:** Lessons Learned

#### **Learning Objectives**

- Identify and define the seven elements of project integration management
- Develop a 'Project Charter'
- Discuss the importance of change management and integrated change control
- Characterize the 'paradoxes' of project management
- Define the project 'Closure' process group (phase) of the project life cycle
- Discuss the project dimensions: people, processes, technology, and solution
- Illustrate project management best practices
- Explain the meaning of 'Lessons Learned'

#### **Assignments:** Discussion notes

**Reading:** Gido, Clements, and Baker Text: Chapter 9

#### **Exercises:**

**Session 13, Tentatively rescheduled to 04/26/24 AM in consideration of religious observance conflicts 04/23/2024**



## Learning Objectives

**Assignments:** Submit the 'Business Case Written Report'

**Reading:**

**Exercises:** Deliver the 'Team Presentation'

**Session 14, Tentatively rescheduled to 05/03/24 AM in consideration of religious observance conflicts 04/30/2024**

**Course Wrap-up**

**Final Exam (Modules 7-13)**

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## NOTES:

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the [SPS IDBEA Committee](#)*).

## New York University School of Professional Studies Policies

1. **Policies** - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](#), [NYU SPS Policies and Procedures](#), and [Student Affairs and Reporting](#).
2. **Learning/Academic Accommodations** - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](#). If you are interested in applying for academic accommodations, contact the [Moses Center](#) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the Moses Center Portal as soon as possible ([mosescsa@nyu.edu](mailto:mosescsa@nyu.edu) | 212-998-4980).
3. **Health and Wellness** - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](#). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.
4. **Student Support Resources** - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](#).
5. **Religious Observance** - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](#) for the complete policy.
6. **Academic Integrity and Plagiarism** - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](#), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](#) page.

7. **Use of Third-Party Tools** - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the “Terms of Use” (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.