# Project Management in the Information Age

MASY1-GC 1250-200f| Fall 2022 | 9/06/2022 - 12/13/2022 | Tuesdays | 3 Credits
Modality: Online Synchronous
Course Site URL: https://brightspace.nyu.edu/d2l/home/196018

**General Course Information**

**Name/Title:** Dr. Virginia Marino, Adjunct Instructor, She/Her/Hers
**NYU Email:** vm77@nyu.edu
**Class Meeting Schedule:** 9/06/2022 - 12/13/2022 | Tuesdays / 7:00 pm - 9:35 pm ET
**Class Location:** Online
**Office Hours:** Students will have an opportunity to schedule via email or phone. Meeting times are by appointment.

**Description**

This course covers the fundamentals of project management and explores the methodologies and techniques for managing technological projects. 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 the project deliverables. The course prepares students to plan and manage organizational technology related projects by applying various project management techniques effectively.

**Prerequisites**

1240 – INFORMATION TECHNOLOGY

**Learning Outcomes**

At the conclusion of this course, Students will be able to,

1. Evaluate the impact of current and emerging technologies on their alignment with individual, organizational, and societal needs.
2. Evaluate the IT project plans to align with data management principles.
3. 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.
4. 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.
5. Create a Scope Management Plan for an IT/IS project including reference to the product/service deliverables and the project plan artifacts.
6. Produce a functional specification to represent the features and functions of a project deliverable for alignment to a technical design specification.
7. Apply the Systems Development Lifecycle Model (SDLC) to IT/IS projects across the lifecycle phases including planning, analysis, design, implementation, and operations.
8. 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

whenever possible.

Credit students must use their NYU email to communicate. Non-degree students do not have NYU email addresses. Brightspace course mail supports student privacy and FERPA guidelines. The instructor will use the NYU email address to communicate with students. All email inquiries will be answered within 24 hours.

Students have the opportunity to add their pronouns, as well as the pronunciation of their names, into Albert. Students can have this information displayed to faculty in Albert, Brightspace, and other NYU systems. Students can also opt out of having their pronouns viewed by their instructor

https://www.nyu.edu/students/student-information-and-resources/registration-records-and-graduation/forms-policies-procedures/change-of-student-information/pronouns-and-name-pronunciation.html

## Structure | Method | Modality

There are 15 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 and relevant engagement in course topics and readings, 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 contribute actively and constructively to class activities, group discussions, and work outside of class.

Assignments and Deadlines

| ASSIGNMENT | % OF GRADE | DUE DATE |
|---|---|---|
| Participation | 15% | Ongoing |
| Team Project Proposal (Team Submission) | N/A | Session 3: 09/20/22 |
| Team Contract (Individual Submission) | 5% | Session 4: 09/27/22 |
| Team Project Business Case (Team Submission) | 5% | Session 5: 10/04/22 |
| Mid-Term Exam (Individual Submission) | 15% | Session 7: 10/25/22 |
| Communications/Stakeholders Analysis (Individual) | 5% | Session 8: 11/01/22 |
| Team Project Plan (Team Submission) | 5% | Session 9: 11/08/22 |
| Project Subsidiary Plans (Individual Submission) | 20% | Session 10: 11/15/22 |
| Team Project Presentation & Final Project Report (Team) | 5% | Session 12: 11/29/22 |
| Final Exam | 25% | Session 14: 12/13/22 |
| **Total** | **100%** | |

## 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. All class sessions require use of Zoom. All class sessions require use of technology (e.g., laptop, computer lab) for learning purposes.

**IT Service Desk**
(212)-998-3333
24 hours a day, 7 days a week
Email: AskIT@nyu.edu

**Zoom Support**
- NYU Zoom Guide for Students
- Make sure you are using NYU Zoom to log-in for class
- Check the NYU Zoom site often for updates. (To update Zoom, you can also open from your desktop and click menu, then "Check for Updates.")

**Brightspace Support**
- Log-in to the Brightspace platform or visit the Student Training website.
1. Video on how to Navigate the Bright Space Learning Environment

## Feedback and Viewing Grades

Timely and meaningful feedback will be provided on your work via our course site in NYU Brightspace. You can access your grades on the course site.

## Attendance

Students are expected to attend all on-line class sessions. Excused absences are granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. In the case of religious observance or civic obligation, this should be reported in advance. Unexcused absences from sessions may have a negative impact on a student's final grade. Students are responsible for assignments given during any absence.

If for some reason (excused absence) you will not be in class, you must notify the instructor prior to the scheduled session if you will not be attending and the reason.

Each unexcused absence or being late may result in a student's grade being lowered by a fraction of a grade. A student who has three unexcused absences may earn a Fail grade.

University Calendar Policy on Religious Holidays:

https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html

Students who join the course during add/drop are responsible for ensuring that they identify what assignments and preparatory work they have missed and complete and submit those per the syllabus.

Refer to the SPS Policies and Procedures page for additional information about attendance.

**Textbooks and Course Materials**

**REQUIRED AND RECOMMENDED MATERIAL**

Required Reading

- **Project Management: A Systems Approach to Planning, Scheduling, and Controlling**
  13th Edition, 2022  Harold Kerzner
  John Wiley & Sons, Inc.
  ISBN-13: 978-1119805373


- **A Guide to the Project Management Book of Knowledge (PMBOK Guide)**
  7th Edition, 2021
  Project Management Institute
  ISBN-13:  978-1628256642

Recommended Lynda.com Playlists

- Project Management Foundations
  Bonnie Biafore

- Agile Project Management Foundations
  Bob McGannon

Recommended Playlists

- Microsoft Project 2010 Essential Training
  Bonnie Biafore

Supporting Materials

1. Access to the on-line homepage (course) resources in Brightspace
2. The Class forum
3. Selected links to online sites, including YouTube videos as appropriate
4. *The Scrum Guide. The Definitive Guide to Scrum:  The Rules of the Game*, Scrum.org
   (This is a free, downloadable .PDF)

**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 – both individual and team assignments - 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. Please note that throughout the course, relevant sample templates that are used in standard project management contexts will be provided in Brightspace to guide you. 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— typically three (3) days following the completion of an activity.

*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.*

## NYU SPS Graduate Grading Scale

| A | 95-100 | 4.000 | **Exceptional**: Demonstrates exceptional mastery of all learning outcomes of the course and thorough and complete understanding of all concepts. |
|---|---|---|---|
| A- | 90-94 | 3.667 | **Excellent**: Demonstrates highly competent mastery of all learning outcomes of the course and strong understanding of all concepts. |
| B+ | 87-89 | 3.333 | **Very Good; exceeds course standards**: Demonstrates mastery of all learning outcomes of the course and understanding of core concepts. |
| B | 83-86 | 3.000 | **Good; meets course standards**: Demonstrates mastery of some learning outcomes; understanding of some core concepts could be improved. |
| B- | 80-82 | 2.667 | **Somewhat Satisfactory; meets some course standards and requires improvement**: Demonstrates basic understanding of some learning outcomes; improved understanding of all core concepts is needed. |
| C+ | 77-79 | 2.333 | **Less than Satisfactory; requires significant improvement**: Demonstrates partial understanding of all learning outcomes and core concepts; requires significant improvement. |
| C | 73-76 | 2.000 | **Unsatisfactory; requires substantial improvement**: Demonstrates partial understanding of some learning outcomes and core concepts; requires substantial improvement. |
| C- | 70-72 | 1.667 | **Unsatisfactory; requires extensive improvement**: Demonstrates poor understanding of all learning outcomes and core concepts; requires extensive improvement. |
| F | Below 70 |  | **Fail**: Demonstrates minimal to no understanding of all key learning outcomes and core concepts; work is unworthy of course credit towards the degree. |

From NYU SPS Policies and Procedures

**Course Outline**

**Start/End Dates:** 9/06/2022 - 12/13/2022 | Tuesdays
**Time:** 7:00 pm - 9:35 pm ET
**No Class Date(s):** No class date: Tuesday, 10/11/2022 - Legislative Day
**Special Notes:** Due to Legislative Monday, there will be no class on Tuesday, October 11, 2022. This day is reserved for Monday class sessions only.

### Session 1 - 09/06/22

### Topic Description - Project Management Overview; Integration & Scope Management.

❖ Introduction and Overview
Discussion will focus on an introduction to the course, course and project team members, and the framework of structured project management.

❖ The Scope of a Project
Discussion will focus on:
  Scope: The initiation of a project and the importance of understanding its scope.
  Project Integration Management: project lifecycle and management practices, the story they weave.
  The Project Charter.

### Assignments:

  ❖ **Required Reading**: Kerzner Text: **Chapter 1** *(Answer all end of chapter questions 1-7)*

  ❖ **Required Reading**: Kerzner Text: **Chapter 2** *(Answer all end of chapter questions 1-15)*

  ❖ Lynda.com: 1. Learn the components of a project *(8 videos, topics covered in class)*

  ❖ Lynda.com: 2. Exploring Project Management Knowledge Areas *(10 videos - only topics covered in class)*

### Session 2 – 09/13/22

### Topic Description - Stakeholder Management and Resource Management; Team Project Overview.

❖ Stakeholder Engagement
Discussion will focus on individuals and entities that have an interest in the success or failure of a project.

❖ Team / Resource Management
Discussion will focus on human resource management and the roles and responsibilities of the project team. **Team Contract**. In-Class discussion of the **Team Project**.

### Assignments:

  ❖ **Required Reading**: Kerzner Text: **Chapter 10** *(Answer all end of chapter questions 1-3)*

  ❖ **Required Reading**: Kerzner Text: **Chapter 5** *(Answer all end of chapter questions 1,5-11)*

  ❖ Lynda.com: 3**.** First Things First *(10 videos - only topics covered in class)*

  ❖ **Case Study:** Managing Conflict Within a Project.

**Session 3 – 09/20/22**

**Topic Description - Identifying & Defining Requirements; Time Management.**

Discussion will focus on the application of scheduling tools used to build a project work plan.

- ❖ The Project Work Plan and the Importance of the **Work Breakdown Structure (WBS):** Discussion will focus on the project timeline and the decomposition of the work that will be required, the WBS, to deliver results. From our NYU Brightspace, read the posted files entitled:

  "WBS Diagrams Gray & Larson" and

  "WBS Diagrams 2 Brown & Hyer."

- ❖ We will also finalize members of Team Project groups in this session.

**Assignments:**

- ❖ **Submit Team Project Proposal** (Team Submission, 1-page summary and justification)
- ❖ **Required Reading**: Kerzner: **Chapter 12** *(Answer end of chapter questions 1, 3-6, 8-14)*
- ❖ **Case Study:** Getting Requirements Right
- ❖ Lynda.com: 4. Developing a Project Plan *(15 videos - only topics covered in class)*
- ❖ Lynda.com: 5. Building a Project Schedule (*8 videos - only topics covered in class*)

**Session 4 – 09/27/22**

**Topic Description – Scheduling and Cost Management; Procurements Management.**

- ❖ The Financial Plan and Project Budget; Procurements Management and the Statement of Work (S.O.W.).

  Identifying the Value Proposition associated with a project initiative, both short- and long-term, will be considered. The Project Financial plan and Budget will be discussed, including the cost and management of Procurements. The Statement of Work (the terms of understanding with the project partners, vendors, and suppliers) are part of this aspect of project management. Discussion will focus on the planned expenses for a project, preliminary and detailed, against the actual costs.

**Assignments:**

- ❖ **Submit Team Contract** (1 copy per Project Team, signed by all Team Members)
- ❖ **Required Reading:** Kerzner Text – **Chapter 19** ("Contract Management") *(Answer end of chapter questions 1-10, 15-25)*

- ❖ **Required Reading**: Kerzner Text: **Chapter 14** *(Answer all end of chapter questions 1-17).*

**Session 5 – 10/04/22**

**Topic Description – Quality Management:  Quality Assurance; Quality Control.**

- • Discussion will focus on the User Expectations of the project owner and how the user expectations and user experience (UX) are 'operationalized' in the Project Plan. Also considered are 'feed-forward' to 'feed-back' and the importance of quality management to deliver a successful solution. How to create a "Test Plan" will also be addressed.

**Assignments:**

- ❖ **Submit Business Case for Team Project** (Team submission, 1 copy from each Team).
- ❖ **Required Reading**: Kerzner Text: **Chapter 20** *(Answer end of chapter questions 1-20).*

**[NO CLASS ON 10/11/22]**

**Session 6 – 10/18/22**

❖ **Topic Description – Managing Risk.**
This discussion will focus on potential issues that if they become realities, will impact the project. The topic is 'Risk Management.' Methods for performing Risk Analysis, qualitative and quantitative risk assessments, and creating a Risk Response Plan will be covered.

**Assignments:**

- ❖ **Required Reading**: Kerzner: **Chapter 17** *(Answer all end of chapter questions 1-20).*

**Session 7 – 10/25/22**

**Topic Description – MID-TERM EXAMINATION (In-Class Written Test)**

**Session 8 – 11/01/22**

**Topic Description – Communications & Stakeholder Management**

❖ **Project Communications Plan and Managing Stakeholders**
Focus will return to "Stakeholders" – defining the term and understanding how to manage across the universe of stakeholders. Attention will be paid to how the WBS helps identify Stakeholders, and how Stakeholder Management is linked to the Communications Planning process for internal and external consumption.

**Assignments:**

- ❖ **Submit Communications/Stakeholders Analysis** (Individual)
- ❖ **Required Reading**: Kerzner: **Chapter 6** *(Answer all end of chapter questions 1-4).*
- ❖ **Required Reading**: Kerzner Text: **Chapter 7** (*Answer all end of chapter questions*)

**Session 9 – 11/08/22**

**Topic Description – Monitoring & Controls; Outcome Assessment and Project Closure.**

- ❖ Discussion will focus on Monitoring techniques and identifying Key Performance Indicators (KPIs); implementing methods to Control project work to keep it in scope, on time and within budget; and tasks that are performed at the end stage of a project initiative to achieve successful contract closure and administrative closure.
- ❖ Each project team should work on finalizing their WBS and check the Scope and components Integration status, as well as track progress of the Project Plan.

**Assignments:**

- ❖ **Assignment Due: Submit detailed "Team Project Plan."**
- ❖ **Reading Assignment: Case Study** "Project Management Woes at Proconsul."

❖ Lynda.com: 8. Monitoring & Controlling Progress and Performance *(9 videos - only topics covered in class).*

❖ Lynda.com: 9. Closing a Project *(5 videos - only topics covered in class).*

**Session 10 – 11/15/22**

**Topic Description – The SDLC:  Agile vs. Waterfall Methodologies in IT Projects**

Discussion will focus on the development delivery life cycle, the 'ceremony' and the solution. The various Systems/Software Development Life Cycle methodologies are reviewed, from highly predictive to highly adaptive. Topics include ways to accomplish rapid deployment of products and services, and incremental approach. Comparison of Traditional *vs.* Agile methods and processes will be analyzed and compared.

**Assignments:**

❖ **Assignment Due: Individual 'Subsidiary Project Plans.'**

❖ **Required Reading**: Kerzner Text - **Chapter 11** ("Planning" sections 11.0-11.25)

❖ **Required Reading**: Kerzner Text - **Chapter 8** *(sections on Integrated and Virtual teams, Innovation projects and Agile project management.)*

❖ Lynda.com: Agile Project Management Foundations *(6 sections- 20 videos)*

**Session 11 – 11/22/22**

**Topic Description – Enterprise Project Management and Organizational Structure**
Class discussion will focus on the holistic commitment of the enterprise to a balanced portfolio of projects. Discussion will reflect on how Project Management as a discipline can be successfully incorporated centrally at the enterprise level. We will also consider the impact of different organization structures (traditional, matrix, 'projectized') on Project Management processes and practices.

**Assignments:**

❖ **Assignment Due: The Team Project Plan**

❖ **Required Reading**: Kerzner Text - **Chapter 3** ("Organizational Structures").

**Session 12 – 11/29/22**

**Topic Description – TEAM PROJECT PRESENTATIONS**

Each Team will have 20 minutes to deliver their Project Presentations to the class. Each member of each Team is expected to speak, and to deliver the part of the Project that Speaker researched and authored.

**Assignments:**

❖ Individual Team Members deliver a 5-minute Presentation relevant to the Subsidiary Plans covered by those Team Members.

**Session 13 – 12/06/22**

**Topic Description – Lessons Learned:  Agile "Retrospective" and Project Post-Mortems**

❖ Project post-mortems and Agile "retrospectives" will be conducted. Class discussion will reflect on highlights of Project Management. Balancing individual contributions with collaborative group problem-solving will be considered in the context of defining, scoping, and controlling technical projects. The goal is to map out how what you have learned will serve you in your future classes and career.

❖ Some discussion time will focus on review of concepts that will be covered in the Final Exam, illustrated in working in teams on a sample Case Study highlighting key topics from the second half of the semester.

### Assignments:

❖ **Submit Final Draft of the 'Team Report' with any updates to the Team 'Project Plan,' all finalized Individual 'Subsidiary Plans,' and the Team Presentation.**

❖ **Prepare Case Study** for in-class review and discussion.

❖ Review for Final Examination: Content covered in the Final Exam includes all topics from **Session 8 through Session 13 inclusive**.

### Session 14 – 12/13/22

### Topic Description – FINAL EXAMINATION

**The Final Exam is a written exercise that must be taken during the class period. It is an individual exercise; consultation with other students or other individuals is not permitted during the exam period.**

❖ Final Exam content covers topics from Sessions 8 through 13 inclusive.

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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 | 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.