Project Management in the Information Age
MASY1-GC 1250 | 105 | Spring 2024 | 01/23/2024 - 04/30/2024 | 3 Credit
Modality: In-person
Course Site URL: https://brightspace.nyu.edu

General Course Information
Name/Title: Lawrence Mantrone, Adjunct Instructor, He/Him/His
NYU Email: lam533@nyu.edu
Class Meeting Schedule: 01/23/2024 - 04/30/2024 | Tuesdays | 02:00pm -- 04:35pm
Class Location: BLDG: MIDC, Room 527
Office Hours: 1:00 pm – 3:00 pm ET Mondays through Fridays, by phone, Zoom or in-person by appointment. Appointments may also be arranged before or after class sessions, at any time via email, Brightspace message or text message to the instructor's mobile device. One-on-one meetings may also be conducted before or after class sessions based on the instructor's availability.

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:
- Determine the business need for a proposed technology project and its alignment to the organization's mission and or business model using various analytic tools.
- Develop a technology related project proposal, including a recommendation for a systems solution and the framework methodology for the planning and execution of a project plan.
- Apply project management principles to create a technology related project plan including 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 technology related 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

Questions or comments related to the course and its content voiced during in-class time will be addressed online. Questions or comments that arise outside of the classroom should be shared via email, using the NYU email messaging system to the instructors NYU email address, lam533@nyu.edu. NYU Brightspace course-mail supports student privacy and FERPA guidelines. If there are questions related to a group project or assignment, then all members of the group must be included in the email. All questions communicated by email will be answered within 24 hours. In case of an emergency, the instructor may be contacted through his home phone number, 516-825-5836, or through his mobile number, 516-238-8611. Emergency text messages are permissible. Students should, however, clearly identify themselves in any text messages sent to the instructor.

The instructor will maintain regular office hours as specified. Appointments may be made by students to speak with the instructor online (where feasible), by Zoom meeting or by phone. The instructor will make every effort to make himself available for consultation as needed throughout the course. Students are encouraged to reach out if they have any concerns and are required to contact the instructor in advance of any absences, lateness, or difficulties in completing assignments on a timely basis.

Structure | Method | Modality

This course is In-person and will meet once a week on Tuesday. Brightspace is the learning management system we will use. This course will provide a framework for understanding and applying the philosophy, methodologies, principles, practices, and knowledge of structured project management. It will focus on the application of this framework to initiate, plan, execute, and manage chartered projects, to address business problems and opportunities that an organization will face. Students will gain both a theoretical as well as a practical foundation on which to manage a project. In addition to in-person lectures, facilitated discussions, in-class exercises, and case studies, students will also participate in a simulation project that will run concurrently throughout the semester. Resources, including reading briefs, tools, templates, models, and work plans will be provided on the Brightspace course homepage as will be assignments.

Upon completion of this course, a student will be able to define a business problem, plan the delivery of a solution, execute that plan, and manage the completion of its deliverables. The content and subject matter presented in this course are aligned with the Project Management Institute (PMI) 'A Guide to the Project Management Body of Knowledge' (PMBOK Sixth Edition.)

Each class meeting will focus on a discussion topic related to a knowledge area associated with structured project management. These discussions will be a combination of didactic as well as practical application, using a facilitated teaching and learning approach. This will be done within the context of 'real-world' project initiatives.

In addition to the in-class exercises, students will also participate in a team simulation project, which will run concurrently throughout the course. Project teams of between four to five (4-5) members in size, will be established (through a random selection process) to work together on

a project. This project initiative (topic) must be presented in the form of a proposal, at the outset of the project; this proposal will be reviewed for approval. The topic of the project must represent a problem or opportunity scenario, agreed to by the team.

Each team will be responsible for developing a project proposal, a project charter, and a written report, including a master project plan, as deliverables for the assignment. In addition, each team will develop and deliver a team presentation, regarding the project charter and its plan.

This course will immerse the student in project management theory and practice, and provide the tools, techniques, and templates required for a successful project initiative. It will introduce the student to the roles, responsibilities, and management methodologies used by a project team and its manager to initiate, plan, execute, and manage a project. It is designed for a student to learn how to apply a systematic approach, working as a member of a team, to successfully deliver a solution to a problem or opportunity that an organization may be facing.

Expectations

Learning Environment
As graduate students, you are expected to conduct yourselves in a professional manner and engage and collaborate with your classmates. SPS classrooms are diverse and include students who range in age, culture, learning styles, and levels of professional experience. To maintain an inclusive environment that ensures all students can equally participate with and learn from each other, as well as receive feedback and instruction from faculty during group discussions in the classroom, all course-based discussions and group projects should occur in a language that is shared among all participants.

Participation
Students are expected to attend each lecture and participate in the discussions. Students will be randomly assigned to a group(s) during alternating class meetings to work on an in-class group exercise related to the respective discussion topic. Time will be set aside, in-class, for the teams to meet. The in-class exercise(s) may relate to a problem or opportunity associated with a project that a member of the team is currently working on or was recently a part of. Each team will do a read-out of the results of their efforts at the end of the exercise. This will be followed by a facilitated discussion on the problem/issue which the team faced.

Assignments and Deadlines
In-Class Exercises: In-class group exercises will be conducted throughout the semester. Two (2) of the exercises will require a follow-up paper or completed template to be submitted as individual written assignments by each student. Each paper should include an executive summary of project management process, tool, model and/or core content area that the exercise was about. A template will be provided for use in completing these assignments.

Individual Assignments	Due Date
Conflict Resolution Self Assessment	02/23/24
Risk Management Case Study Analysis	04/03/24

Exams: A **midterm exam** (take-home, due: 03/27/24) and a **final exam** (take-home, due: 04/30/24) are required. The mid-term exam will cover the in-class discussions, assigned reading materials, and resources on the course homepage for the first six course sessions, the final will cover the respective content for sessions seven through thirteen.

Team Simulation Project: Students will be grouped into project teams of four to five members in size. Each team will be responsible for developing a 'Project Proposal,' Once approved, each team will develop a 'Project Charter,' to authorize the project, develop a Requirements Document and then develop a report for the project. For each team assignment, students will be expected to provide a breakdown of the responsibilities and contributions of each team member to help ensure an equal distribution of effort across the team.

(Team) 'Project Proposal	02/20/24
(Team) 'Project Charter'	03/09/24
(Team) 'Requirements Document'	03/30/24
(Team) 'Written Report'	04/14/24
(Team) 'Team Presentation'	04/24/24

Written Assignments: Each individual written assignment must be word processed, have a 12pt font size, be double spaced and submitted on the scheduled due date, and delivered as an MS Word file (not as a PDF.) There are no format requirements for team project submissions other than they look as professional as possible.

Reports and/or papers that are submitted after the due date will be automatically reduced in score by twenty percent (20%) before they are read.

All written reports must be submitted with a cover sheet (Please see the template provided with the assignments).
Failure to include a cover sheet will result in an automatic reduction in points. The cover sheet must include the following information:

Student Name:
Course Name:
Course ID Number:
The Assignment Name:
The Date:
EXAMPLE:
Jane Doe
Project Management in the Information Age
MASY1-GC1250.105
The Project Proposal
xx/xx/xx

File Naming Convention: The following naming convention should be used when submitting, Individual, Group, or Team assignments:

Individual Deliverable Example: Your Surname Conflict Resolution Self-Assessment SP24

In-Class Group Example: Your Group Project Proposal SP24

Team Deliverable Example: Your Team Name Project Charter SP24

Course Technology Use
Establishing an environment of mutual respect and exchange in the classroom requires a commitment to presence in discussions and full attention to the course materials presented in class. While the use of laptops and tablets to access slide presentations and other documentation used in the course will be acceptable, students are expected to only use their devices for that purpose. Cellphones may be used at times in the classroom for instructional purposes at the instructors' discretion but may not be accessed or used for any other purpose. Inappropriate use of technology by students will affect the grade for participation awarded for the session in which it occurs.

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
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.

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

Textbooks and Course Materials
Required Reading:
Successful Project Management
7th 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 Book of Knowledge (PMBOK Guide) Sixth Edition
6th Edition, 2017
Project Management Institute
ISBN 13: 9781628251845

Recommended Reading:
Effective Project Management: Traditional, Agile, Extreme, Hybrid
8h Edition, 2019
Robert K., Wysocki, Wiley
ISBN: 978-1-119-56280-1

Supporting Materials

The course homepage in 'NYU LMS (Brightspace)': 'Resources" and 'Assignments'
Microsoft Imagine
Selected links to online sites, including YouTube videos as appropriate

Microsoft Imagine Access
Microsoft Project 2019 (for a Windows Operating System only)

Grading | Assessment
Complete assigned readings prior to each class
Actively participate in each in-class discussion
Actively participate in each in-class group/team exercise
Complete two (2) executive summaries based on the in-class exercises
Complete a midterm exam
Complete a final exam (not cumulative)
Participate in the 'Team Simulation Project'

DESCRIPTION	PERCENTAGE
Participation	10%
Written Individual Assignments (2 x 10 points each) (Individual)	20%
Mid-Term Exam	20%
Final Exam	20%
Team Simulation Project (Team Assessment)	20%
Team Simulation Project (Individual Assessment)	10%
Total	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, 03/19/2024
Special Notes: Spring Break 03/18/24 - 03/24/24

Session 1 – 01/23/24 - An Introduction to Project Management

Topic Description: 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, PMBOK Chapters 1-3
Videos: Watch videos provided in the Session 1 content folder

Exercises:
Introduction
Form Teams for the Team Project / Distribute the Team Project Proposal Assignment

Session 2 – 01/30/24 - Project Scope Management
Topic description: 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 4, PMBOK Chapter 5
Videos: Watch videos provided in the Session 2 content folder

Exercises:
Distribute the guidelines for the 'Team Project'
Announce the Team(s) for the Team Project'

Session 3 – 02/06/24 - Project Resource Management

Topic description: 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, PMBOK Chapter 9
Videos: Watch videos provided in the Session 3 content folder

Exercises:
'Conflict Resolution Self-Assessment' Assignment (Individual)

Session 4 – 02/13/24 - Project Stakeholder Management
Topic description: The session 4 discussion will focus on individuals and entities who have a
'stake' in the project
The theme: Managing Expectations

Learning Objectives
      Explain the project stakeholder management process
      Define the project stakeholder categories
      Identify and describe different types of project stakeholders

Assignments:

Reading: PMBOK Chapter 13
Videos: Watch videos provided in the Session 4 content folder

Exercises:

Stakeholder Analysis Exercise
Submit the Team 'Project Proposal' on 02/20/24

Session 5 – 02/20/24 - Project Schedule Management
Topic description: 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
      projected into its component work-packages and their associated activities
      Describe the attributes of tasks (activities) in a workplan

Develop a basic project workplan using with task relationships

Assignments:
Reading: Gido, Clements, and Baker Text: Chapter 5, PMBOK Chapter 5
Videos: Watch videos provided in the Session 5 content folder
Exercises:

Submit the Conflict Resolution Self-Assessment Individual Assignment on 02/23/24
The WBS Exercise

Session 6 – 02/27/24 - Project Cost Management
Topic description: 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, PMBOK Chapter 7
Videos: Watch videos provided in the Session 6 content folder

Exercises:
The Preliminary Budget

Session 7 – 03/05/24 - Project Risk Management
Topic description: The session 7 discussion will focus on managing threats and opportunities which may affect projects
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, PMBOK Chapter 11
Videos: Watch videos provided in the Session 7 content folder

Exercises:
The Risk Management Exercise

Submit the Team 'Project Charter" for the 'Team Project' on 03/09/24

Session 8 – 03/12/24 - Project Procurement Management
Topic description: The session 8 discussion will focus on vendor and supplier relations
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: Gido, Clements, and Baker Text: Chapter 3, PMBOK Chapter 12
Videos: Watch videos provided in the Session 8 content folder

Exercises:
Contract Types Exercise
Distribute the guidelines for the 'Written Report' for the 'Team Project'
Submit the Team 'Requirements Document" on 3/27/24

[No class on Tuesday, 3/19/24 due to Spring Break.]

Session 9 – 03/26/24 - Project Quality Management
Topic description: The session 9 discussion will focus on the quality planning process and user expectations
The theme: Quality and 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 Management (QM) and Quality Control (QC.)
        Summarize quality process improvement

Assignments:

Reading: Gido, Clements, and Baker Text: Chapter 4, PMBOK Chapter 8
Videos: Watch videos provided in the Session 9 content folder

Exercises: Root Cause Analysis
 Submit the 'Risk Management Case Study Analysis' on 04/03/24
 Distribute the guidelines for the 'Team Presentation' for the 'Team Project'

Take-Home Midterm Examination Due on 03/30/24

Session 10 – 04/02/24 - Project Communications Management
Topic description: The session 10 discussion will focus on how to effectively manage the flow of information within and without a project team to ensure effective coordination of effort and management of expectations.
The theme: Using the Right Communications Tool for The Right Task

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, PMBOK Chapter 10
Videos: Watch videos provided in the Session 10 content folder

Session 11 – 04/09/24 - Project Integration Management
Topic description: The session 9 discussion will focus on the alignment of the project framework components
The theme: Integrated Change Management

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

Assignments:
Reading: PMBOK Chapter 4
Videos: Watch videos provided in the Session 11 content folder

Submit the 'Written Report' on 04/14/24

Session 12 – 04/16/24 - Agile Project Management and Scrum
Topic description: The session 10 discussion will focus on agile project management practices with an emphasis on the Scrum framework
The theme: Responding to Change
Learning Objectives
> Describe the Agile Manifesto and associated principles
> Define the roles and practices of the Scrum framework
> Discuss how Scrum implements the philosophy and principles behind the Agile Manifesto

Assignments:

Reading: The Scrum Guide

Videos: Watch videos provided in the Session 12 content folder

Exercises:
Driving and Restraining Forces Affecting Agile Adoption

Session 13 – 04/23/24 - Team Presentations

Topic description: Deliver the Team Presentations

Session 14 – 04/30/24 - Project Closure and Outcome Assessment
Topic description: The session 14 discussion will focus on metrics, measurement, and outcome assessment
The theme: Harvesting Value
Learning Objectives
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:

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

Take-home Final Exam (Modules 7-12) Due 4/30/24

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. <u>Policies</u> - You are responsible for reading, understanding, and complying with University Policies and Guidelines, NYU SPS Policies and Procedures, and Student Affairs and Reporting.

2. <u>Learning/Academic Accommodations</u> - 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. <u>Health and Wellness</u> - 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. <u>Student Support Resources</u> - 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. <u>Religious Observance</u> - 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. <u>Academic Integrity and Plagiarism</u> - 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. <u>Use of Third-Party Tools</u> - 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.