Project Management in the Information Age
MASY1-GC 1250 | 100 | Spring 2024 | 01/25/2024 - 05/02/2024 | 3 Credit
Modality: In-person
Course Site URL: https://brightspace.nyu.edu/d2l/home/330597

General Course Information
Name/Title: Eve Macknight, Adjunct Instructor, She/Her/Hers
NYU Email: eam382@nyu.edu
Class Meeting Schedule: 01/25/2024 - 05/02/2024 | Thursdays **|** 06:20pm - 08:55pm
Class Location: Bldg:MIDC Room 529
Office Hours are Mondays 1 – 3pm Eastern. Appointments are conducted by video chat: Zoom via Brightspace (directions will be included in appointment confirmation email). Please email instructor to arrange at least 48 hours in advance. If you cannot make Mondays, please get in touch and we will schedule an alternate time.

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 in person. Questions or comments that arise outside of the classroom should be shared via email, using the NYU email messaging system to the instructor's NYU email address. Non-degree students do not have NYU email addresses. 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 48 hours during the business week.

The instructor will make every effort to be 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 will provide a framework for understanding and applying the philosophy, methodologies, 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 practical foundation on which to manage a project. In addition to in-person lectures, facilitated discussions, in-class exercises, and multiple 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 workplans will be provided on the Brightspace course page as will be assignments. The course will meet in-person weekly.

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 and Seventh Editions.)

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.

Team Simulation Project: 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 business case and a master project plan as deliverables for the assignment. In addition, each team will develop and deliver a team presentation, regarding the master project plan This course will immerse the student in unified

project management, 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
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.

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 will receive credit for participation only when they arrive to class on time and stay to the end of the class period. Students may enter class late or leave class early only if given permission by the instructor and if it can be done without disrupting the class. Lateness can have an adverse impact on your grade.

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
Students are expected to have read assigned chapters and/or sections from one or both of the textbooks prior to class meetings. In addition, discussion notes and associated readings will be distributed prior to each class. Students are expected to review these materials before the class session. Students are expected to review resources placed in the 'Resource' folders on course home page in Brightspace, arranged in a week-by-week order. These resources will include presentations, case studies, templates, spreadsheets, diagrams, subsidiary plans, and other collateral documentation related to the appropriate discussion topic. Students are expected to refer to the online resources and links provided by the instructor. Students are expected to check their NYU email on a regular basis for additional announcements regarding this course. Students are expected to access assignment guidelines (as required) via the 'Assignment' link on the course home page in Brightspace. Students are expected to actively participate in the in-class discussions and the group exercises.

An overview of class activity is as follows:

Team Simulation Project:
Students will be grouped into project teams of four to five members in size for the **semester long** team simulation project. 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. The topic of the project must address an IT-related problem or opportunity; the topic should be agreed to by all team members. Each team will be responsible for developing: a project proposal, a business case, and a master project plan. In the final weeks of the course each team will deliver a team presentation based on the team's master project plan.

The 'Team Simulation Project' will require developing the following:
- a project proposal (due 02/8/24)
- a business case (due 02/29/24)
- a mater project plan and supporting documentation (due 04/11/24)
- an oral team presentation (due 04/18/24, 04/25/24)**

**Due to large enrollment, teams will be presenting in either Session 12 or 13.

For each team assignment, students will be expected to carefully break down of the responsibilities and contributions of each team member to help ensure an equal distribution of effort across the team.

In-Class Exercises:
In addition to the semester long Team Simulation Project, students will be randomly assigned to group(s) during class meeting to work on a an in-class group exercises related to the respective discussion topic. The in-class groups will change regularly. There will be many in-class activities! Time will be set aside, in-class, for the groups to meet. The in-class exercise(s) will relate to the Knowledge Area and/or course topics of the week; the focus is directly applying project management theory to real world situations. Each team will do a read-out of the results of their efforts at the end of the exercise.

Discussion Post: As a follow up for one the in-class group exercises, there will be a corresponding Discussions in Brightspace. Students will be expected to engage thoughtfully on the topic and respond to another student's post in the Discussion Thread.

Discussion Post Topic	Due Date (month/day/year)
The Team Contract	**02/22/24**

In-Class Exams: A mid-term exam (in-class component: **03/07/24**) and a final exam (in-class component: **5/2/24**) are required. These exams will cover the in-class discussions, assigned reading materials, and resources on the course homepage. The final exam will not be cumulative.

Written Assignments: Each 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.*)

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.

Course Technology Use
Most class sessions require use of technology (e.g., laptop) for learning and research purposes. I recommend bringing a laptop or tablet to class. We will periodically have a device-free learning environment to fully engage with the classroom discussion. Establishing an environment of mutual respect and exchange in the classroom requires a commitment to presence and full attention to the course materials presented in class.

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 in the Feedback section of each Assignment.

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)
6th Edition (2017)
Project Management Institute
ISBN-13: 978-1-62825-184-5

A Guide to the Project Management Body of Knowledge (PMBOK Guide) and the Standard for Project Management
7th Edition
Project Management Institute
ISBN 13: 9781628256642

The Scrum Guide
The Definitive Guide to Scrum: The Rules of the Game
Scrum.org (This is a free, downloadable PDF which is available at scrumguides.org. A copy will also be provided in the course's Brightspace.)

Recommended Reading
Information Technology Project Management
9th Edition (2018)
Kathy Schwalbe
Cengage Learning
Boston, MA 02210
ISBN-10: 9781337101356

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

Grading | Assessment
Course Evaluation:

The final grade for the course will be based on in☐class participation, individual assignments, in☐class exams, and the team simulation project. Each written assignment must be word processed, have a 12pt font size, be double spaced and submitted on the scheduled due date. Please carefully proof-read your written assignments before submitting them for a grade. 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. To achieve a letter grade of an 'A' you must demonstrate a high level of commitment to the course content as evidenced by in-class participation, scoring very well on the mid-term and the final exams, and completing each assignment (individual and team) on-time and within the rigors of the assignment requirements. Points are earned for the graded assignments and participation. You can amass a total of 100 points. These points are distributed across a grading scale to determine your final letter grade. Please see below for an explanation of grading.

The Assessment is as follows:

Description	Percentage
Participation	15
Discussion Post about the Team Contract	10
Mid-Term Exam	20

Final Exam	20
Team Project	
Team Project: Proposal (Team Assessment)	5
Team Project: Business Case (Team Assessment)	5
Team Project: Master Project Plan, Presentation and Supporting Documentation (Team Assessment)	15
Team Project: Master Project Plan, Oral Presentation, overall performance in the Team Project (Individual Assessment)	10

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: 01/25/2024 - 05/02/2024 / Thursday
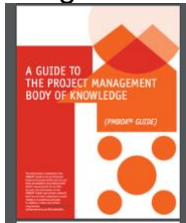**Time:** 06:20pm -- 08:55pm
No Class Date(s): Thursday, 03/21/2024
Special Notes: Spring Break 03/18/24 - 03/24/24

Special Notes:
***Unless otherwise noted, the readings for PMBOK 7 refer to the 2nd part of the text, entitled A Guide to the Project Management Body of Knowledge.*

Image of the first page of PMBOK section 2:

Session 1 – 01/25/24
Topic Description:
Introduction and Overview
* The discussion will focus on the introduction to the course, the course team members, and the framework of structured project management.

Reading:
Gido/Clements Text:
* Chapter 1
PMBOK 6:

- Chapters 1, 3

PMBOK 7
- [Standard for Project Management, Part 1 of the text]: Chapters 1 – 3 (p.7 – 60)

Exercises / Assignments:
- Introduction
- Distribute the guidelines for the 'Team Project'
- Announce the Team(s) for the 'Team Project'

Session 2 – 02/1/24
Topic description
Project Scope and the Business Case
- The discussion will focus on the initiation of a project: The Business Case and the importance of understanding a project's 'scope.'

Reading:
Gido/Clements Text:
- Chapter 2, 3 and 4;

PMBOK 6:
- Chapter 5;

PMBOK 7:
- 2.6 Delivery Performance Domain (p.80 – 87), 2.7 Measurement Performance Domain (p.93 – 102), 4.4. Commonly Used Methods, Business Justification Analysis Methods (p.175)

Exercises / Assignments:
- Project Initiation Exercise: Gaining Project Approval

Session 3 – 02/8/24
Topic description
Resource Management
- The discussion will first identify the two areas of Project Resource Management: human resources and physical resources.

Team Management
- The discussion will focus on human resource management: developing and managing the project team.

Reading:
Gido/Clements Text:
- Chapter 11

PMBOK 6:
- Chapter 9

PMBOK 7:
- Chapter 2.2 Team Performance Domain (p.16 – 31)

Exercises / Assignments:
- Develop a 'Team Contract' (Team)
- Assign the 'Team Contract' Exercise
- Assign the Business Case for the 'Team Simulation Project'
- Deliver the Project Proposal for the 'Team Simulation Project'

Session 4 – 02/15/24
Topic description
Stakeholder Management
- The discussion will focus on identifying the individuals and entities that have an interest in the success or the failure of a project.
- Stakeholder Engagement
- The discussion will address different strategies to successfully align the range of Stakeholders in a specific project.

Reading:
Gido/Clements Text:
- Chapter 11
PMBOK 6:
- Chapter 13
PMBOK 7:
- Chapter 21. Stakeholder Performance Domain (p.8 – 15)

Exercises / Assignments:
- Stakeholder Engagement Exercise
- Team Contract Due

Session 5 – 02/22/24
Topic description
The Financial Plan
- The discussion will focus on the value proposition associated with a project initiative, both short-term as well as long-term.

A Project Budget
- The discussion will focus on assessing physical resources and their associated costs. Then we will explore the cumulative project expenses for a project, preliminary and detailed, against the actual costs.

Reading:
Gido/Clements Text:
- Chapter 7
PMBOK 6:
- Chapter 7
PMBOK 7:
- 2.4 Planning Performance Domain (p.51- 68)

Exercises / Assignments:
- Structure a budget
- Complete the Amazon HQ2 Contest
- Submit the Discussion Post and response about the Team Contract

Session 6 – 02/29/24
Topic description
Project Schedule Management
- The discussion will focus on the project timeline and the Work Breakdown Structure (WBS,) the decomposition of the work that will be required to deliver results.
- Building the Schedule
- The discussion will focus on the application of scheduling tools

Reading:
Gido/Clements Text:
- Chapter 5
PMBOK 6:
- Chapter 6, Chapter 5.4
PMBOK 7:
- 2.3 Development Approach and Life Cycle Performance Domain (p.32 – 50), 2.4 Planning Performance Domain (p. 51 – 62)

Exercises / Assignments:
- The WBS Exercise
- Submit the Business Case for the 'Team Simulation Project'
- Assign the Master Project Management Plan for the 'Team Simulation Project'

Session 7 – 03/07/24
Topic description –
Quality, Execution, and Control
- The discussion will focus on evaluating quality throughout the project lifecycle and how monitoring quality is captured in the project plan.
- The Quality Plan
- The discussion will focus on the importance of quality management to deliver a successful solution.

Reading:
Gido/Clements Text:
- Chapter 4, "Plan for Quality" section only
PMBOK 6:
- Chapter 8
PMBOK 7:
- 2.6.3 Quality (p. 87 –92)

Exercises / Assignments:
- Define Project Quality
- The Mid-term Exam – In-Class Portion

Session 8 – 03/14/24
Topic description –
Project Communications Management
- The discussion will focus on understanding and being understood across the universe of stakeholders.

Creating a Communications Plan
- The discussion will focus on the project communications planning process for internal and external consumption.

Reading:
Gido/Clements Text:
- Chapter 10, 12
PMBOK 6:
- Chapter 10
PMBOK 7:
- 2.1.1.4 Engage (p.12 - 13), 2.4.4 Communication (p.63 – 64), 2.5.4 Project Communications and Engagement (p.73)

Exercises / Assignments:
- Develop a Communication Plan
- Complete a "Team Check-in" with your Team from the Team Simulation Project

No class date:
03/21/24

Spring Break 03/18/24 - 03/24/24

Session 9 – 03/28/24
Topic description
Assessing and Managing Risk
- The discussion will focus on potential threats and opportunities that, if they occur, will impact the project.

Reading:
Gido/Clements Text:
- Chapter 8
PMBOK 6:
- Chapter 11
PMBOK 7:
- 2.8 Uncertainty Performance Domain (p.116 – 129)

Exercises / Assignments:

- Complete Risk Management (Power Impact Matrix) Exercise

Session 10 – 04/04/24
Topic description –
Procurement and the Statement of Work (SOW)

- The discussion will focus on the process of procuring project resources, whether they be labor or products, and the terms of understanding with the project partners, vendors and suppliers selected.

Reading:
Gido/Clements Text:

- Chapter 3

PMBOK 6:

- Chapter 12

PMBOK 7:

- 2.5.6 Working with Procurements (p.74 -76)

Exercises / Assignments:

- Vendor Selection and Evaluation Exercise

Session 11 – 04/11/24
Topic description
Integration Management

- The discussion will focus on the overall project lifecycle and the project management practices, and the story they weave.

Enterprise Project Management

- The discussion will then focus on the holistic commitment of the enterprise to a balanced portfolio of projects.

Systems Development Life Cycle (SDLC)

- The discussion will focus on the development delivery life cycle, the 'ceremony' and the solution.

Reading:
Gido/Clements Text:

- Chapter 10

PMBOK 6:

- Chapter 1.2 Foundational Elements, 2.2 Enterprise Environmental Factors, 3 The Role of the Project Manager, 4 Project Integration Management

PMBOK 7:

- [Standard for Project Management, Part 1 of the text]: Chapter 3 Project Management Principles (p.21 – 60); PMBOK 7 [second part of the text]: 2.5.7 Monitoring New Work and Changes to end of the section (p.76 – 79), Chapter 3 Tailoring (p.131 – 152)

Readings about SDLC

Exercises / Assignments:
- Change Management Exercise
- Deliver the "Master Project Management Plan" for the 'Team Simulation Project'

Session 12 – 04/18/24
Topic description
The Project Landscape and Introduction to Agile
- The discussion will focus on the continuum of project life cycles: from highly predictive to highly adaptive. We will dive into the importance of agility in today's fast-changing environment.

Reading:
Articles about Agile
PMBOK 6:
- Appendix X3 Agile, Iterative, Adaptive and Hybrid Project Environments
PMBOK 7:
- 2.3 Development Approach and Life Cycle Performance Domain (p.32 – 50)

Exercises / Assignments:
- Deliver the Team Project: Oral Presentation**

Session 13 – 04/25/24
Topic description –
Project Closure and Introduction to Scrum
- The discussion will focus on the end stage of a project initiative and project close
- The discussion will then shift to an introduction to one of the most popular Agile methodologies, Scrum

Reading:
Readings and Video about Scrum
Gido/Clements Text:
- Chapter 9
PMBOK 6:
- Chapter 4.7 Close Project or Phase), Part 6, Chapter 6: Closing Process Group (at the end of the book)
PMBOK 7:
- p. 47 Close only

Exercises / Assignments:
- Deliver the Team Project: Oral Presentation**
- Complete Project Close Exercise
- Conduct a Team Retrospective for the Team Simulation Project

**Due to large enrollment, teams for the Team Simulation Project will be presenting in either Module 12 or 13. There will be a sign-up sheet during class.

Session 14 – 05/02/24
Topic description –
Complete wrap activities
Final Exam in-class

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.