IN4MATX 151 PROJECT MANAGEMENT

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SYLLABUS

INF 151 Project Management - Winter 2021

***This course will be held REMOTELY over Zoom at the regularly scheduled class time: Tu Th 9:30AM - 10:50AM*All lectures will be at:**[**https://uci.zoom.us/j/97867543585?pwd=aE1aM2xqUHhDSzRUQWpPWDZuaVluZz09 (Links to an external site.)**](https://uci.zoom.us/j/97867543585?pwd=aE1aM2xqUHhDSzRUQWpPWDZuaVluZz09)

All lectures will be recorded and uploaded to Canvas within 24 hours.  
Please use Ed Discussion to ask course-related questions--it is on the left sidebar.

**Prof. Ping Chen**  
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Office hours by by appointment only (please contact me via email)

TAs:

**Vicki Jackson**  
[vfjackso@uci.edu](mailto:vfjackso@uci.edu)  
Office hours Wednesday 9AM - 11AM  
[https://uci.zoom.us/j/5678326420?pwd=QWF2YmhqOVdQMnhrSGxUSHJ5M09Udz09 (Links to an external site.)](https://uci.zoom.us/j/5678326420?pwd=QWF2YmhqOVdQMnhrSGxUSHJ5M09Udz09) (please confirm attendance via email)

**Meeshu Agnihotri**  
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Office hours Wednesday 3:30PM - 4:30PM; Thursday 2PM - 3PM  
[https://uci.zoom.us/j/6366949188 (Links to an external site.)](https://uci.zoom.us/j/6366949188) (please confirm attendance via email)

OVERVIEW

The number of information technology projects continues to grow while their complexity increases. Project management is an important skill to master not only for project managers but also for project team members. This class will cover theoretical and practical aspects of project management. Topics include project integration management, organizational theory, group behavior, project management skills such as scope, time, and cost management, criteria for project success and reasons for failure, human resource management of individuals and teams, and communication. The class will work in teams to accomplish a real project utilizing the skills of project management.

CLASS MEETINGS

The class will be held remotely - all course lectures will be held over Zoom (link (Links to an external site.)) at the regularly scheduled time and will be recorded. Recordings will be available through links in the syllabus below. Students will work in project teams, for which they will be assigned. If you have not done so already, please download the Zoom client for meetings here:

[https://uci.zoom.us/download/ (Links to an external site.)](https://uci.zoom.us/download/)

 (Links to an external site.)

COURSE SCHEDULE (approximate)

Dates of lecture topics and readings are subject to change. You will be notified in advance if there will be any change.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Week** | **Date** | **Day** | **Topic / Slides** | **Readings** | **Assignment** | **Recording** |
| 0 | Sep 23 | Thu | [Course overview (Links to an external site.)](https://docs.google.com/presentation/d/1ruTvzq1aPJ7l3tNW6cHzBavzGR8jhwovFMX-HXBfOLU/edit?usp=sharing)  Team signups | [The most comprehensive guide to knowledge management (Links to an external site.)](https://helpjuice.com/blog/knowledge-management) | Fill out this [form to be assigned a team](https://canvas.eee.uci.edu/courses/39202/quizzes/188474)  [Sonata Discussion 1](https://canvas.eee.uci.edu/courses/39202/assignments/831700) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3685467&node=12577392&a=1941190453&autoplay=1)  [CC (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=341667&node=12578076&a=1749266849&autoplay=1) | [chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=341671&node=12578223&a=613274396&autoplay=1)[(Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=341667&node=12578076&a=1749266849&autoplay=1) |
| 1 | Sep 28 | Tu | [Introduction to Project Mgt (Links to an external site.)](https://docs.google.com/presentation/d/1omY_wFKSlv4ra264G_n886UIuDKYG2KlaKm9Fb06jFU/edit?usp=sharing)  [Project overview (Links to an external site.)](https://docs.google.com/presentation/d/1omY_wFKSlv4ra264G_n886UIuDKYG2KlaKm9Fb06jFU/edit?usp=sharing) | [Schwalbe ch. 1](https://canvas.eee.uci.edu/courses/39202/files/15658246?wrap=1)[Download Schwalbe ch. 1](https://canvas.eee.uci.edu/courses/39202/files/15658246/download?download_frd=1) | [Assignment #1](https://canvas.eee.uci.edu/courses/39202/assignments/825527), due 10/4  [Team assignments are here (Links to an external site.)](https://docs.google.com/spreadsheets/d/10UARRdogMZyXGoC6XgslPnSJVJgsZRilJYNVrFf2dCM/edit?usp=sharing) | [Recording  (Links to an external site.)](https://uci.yuja.com/V/Video?v=3706092&a=75193545)  [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=343593&node=12664938&a=1822187737&autoplay=1) |
|  | Sep 30 | Th | [Overview of project management (Links to an external site.)](https://docs.google.com/presentation/d/1RqnWng8lwX3XRTg5H2urJ18LNq8jvccFNMLGM9-T2hQ/edit?usp=sharing) | [Schwalbe, ch. 2](https://canvas.eee.uci.edu/courses/39202/files/15658283?wrap=1)[Download Schwalbe, ch. 2](https://canvas.eee.uci.edu/courses/39202/files/15658283/download?download_frd=1) | [Assignment #2](https://canvas.eee.uci.edu/courses/39202/assignments/828707), due 10/4 | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3718572&node=12710574&a=577147760&autoplay=1)  [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=344845&node=12710530&a=638582240&autoplay=1) |
| 2 | Oct 5 | Tu | [Business use case and brand values (Links to an external site.)](https://docs.google.com/presentation/d/1Y6EE0GR4ALil1Vj55e0ck5BWIe2zPO2RjTnGuYih9Q4/edit?usp=sharing) | [Schwalbe, ch. 3](https://canvas.eee.uci.edu/courses/39202/files/15658257?wrap=1)[Download Schwalbe, ch. 3](https://canvas.eee.uci.edu/courses/39202/files/15658257/download?download_frd=1)  [Why Social Responsibility Matters to Business (Links to an external site.)](https://www.investopedia.com/ask/answers/041015/why-social-responsibility-important-business.asp) | [Assignment #3, due 10/13](https://canvas.eee.uci.edu/courses/39202/assignments/828894)  [Sonata Discussion 2](https://canvas.eee.uci.edu/courses/39202/discussion_topics/610925) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3736370&node=12795661&a=516484617&autoplay=1)  [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=346762&node=12795667&a=1927791276&autoplay=1) |
|  | Oct 7 | Th | [Project Integration management (Links to an external site.)](https://docs.google.com/presentation/d/1U19wKQI9vZOPk0S3Z76aanNoru-qJ0NaEJ0s7s0k7Wo/edit?usp=sharing) | Schwalbe ch 4 | [Sonata Discussion 3](https://canvas.eee.uci.edu/courses/39202/discussion_topics/610926) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3747461&node=12829651&a=1186443799&autoplay=1)  [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=347866&node=12829653&a=202153762&autoplay=1) |
| 3 | Oct 12 | Tu | [Scope & Work breakdown (Links to an external site.)](https://docs.google.com/presentation/d/1liJSChIJ2Y7tTUyOSXEhebEDZP2Ckt8iSB3kM2lZimU/edit?usp=sharing) | Schwalbe ch 5 | [Assignment #4, due 10/25](https://canvas.eee.uci.edu/courses/39202/assignments/828951) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3766584&node=12880380&a=1401218275&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=349535&node=12880382&a=1681878176&autoplay=1) |
|  | Oct 14 | Th | [Schedule management (Links to an external site.)](https://docs.google.com/presentation/d/1z00dqY_au_6OX3jEdqJMPpQ6w5MwUuf31C1bqFp87cg/edit?usp=sharing) | Schwalbe ch 6 [Mythical Man-Month](https://canvas.eee.uci.edu/courses/39202/files/15658282?wrap=1)[Download Mythical Man-Month](https://canvas.eee.uci.edu/courses/39202/files/15658282/download?download_frd=1) | [Sonata discussion 4](https://canvas.eee.uci.edu/courses/39202/discussion_topics/619650)  [Mock/practice exam](https://canvas.eee.uci.edu/courses/39202/quizzes/192903) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3776081&node=12941451&a=265694823&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=350552&node=12941440&a=847701398&autoplay=1) |
| 4 | Oct 19 | Tu | [Agile / Scrum (Links to an external site.)](https://docs.google.com/presentation/d/1OCGDKb7MjymwBS87T4ia1Vv2xiO3fGrb2aYEMdPHCMA/edit?usp=sharing) | Watch [Intro to Scrum (Links to an external site.)](https://www.youtube.com/watch?v=XU0llRltyFM)  [https://agilemanifesto.org/ (Links to an external site.)](https://agilemanifesto.org/)  [https://scrumguides.org/scrum-guide.html (Links to an external site.)](https://scrumguides.org/scrum-guide.html) | [Assignment #5, due 10/25](https://canvas.eee.uci.edu/courses/39202/assignments/828982) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3797278&node=12998962&a=31894320&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=352777&node=12998965&a=2063528671&autoplay=1) |
|  | Oct 21 | Th | [Cost & Risk management (Links to an external site.)](https://docs.google.com/presentation/d/1NS8ZXriFN7bx1Huk7i_PypzuPViEx9t4RMXsxI9Jfbc/edit?usp=sharing) | Schwalbe ch 7, 11  Skim [Agile EVM paper](https://canvas.eee.uci.edu/courses/39202/files/15822521?wrap=1)[Download Agile EVM paper](https://canvas.eee.uci.edu/courses/39202/files/15822521/download?download_frd=1) | [Sonata discussion 5](https://canvas.eee.uci.edu/courses/39202/discussion_topics/619677) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3808460&node=13028925&a=928715351&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=353792&node=13028927&a=258228137&autoplay=1) |
| 5 | Oct 26 | Tu | [Communication management (Links to an external site.)](https://docs.google.com/presentation/d/1J2gJGqdzk5Z4yPlcXPyXbVsLSLtO2Gc8CbnXy9zmnxM/edit?usp=sharing) | Schwalbe ch 10 | [Sonata discussion 6](https://canvas.eee.uci.edu/courses/39202/discussion_topics/619704) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3828772&node=13156296&a=1044938873&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=356423&node=13156301&a=1556042882&autoplay=1) |
|  | Oct 28 | Th | [Midterm 9:30 AM - 10:50 AM](https://canvas.eee.uci.edu/courses/39202/quizzes/193065) |  |  |  |
| 6 | Nov 2 | Tu | [Remote work (Links to an external site.)](https://docs.google.com/presentation/d/1AwV6VTluRh9zlUqLguF1yG1TWPnpSMN9KDrCCglvy4E/edit) | [Olson and Olson How to make distance work work.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658258?wrap=1)[Download Olson and Olson How to make distance work work.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658258/download?download_frd=1)  [Beranek et al. Management of Virtual Project Teams\_ Guidelines for Team Leaders.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658281?wrap=1)[Download Beranek et al. Management of Virtual Project Teams\_ Guidelines for Team Leaders.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658281/download?download_frd=1)  [Frame - Virtual Teams.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658249?wrap=1)[Download Frame - Virtual Teams.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658249/download?download_frd=1)  Optional: [How different cultures understand time (Links to an external site.)](https://www.businessinsider.com/how-different-cultures-understand-time-2014-5) | [Assignment #6: Scrum iteration #2,](https://canvas.eee.uci.edu/courses/39202/assignments/831860) [due 11/8](https://canvas.eee.uci.edu/courses/39202/assignments/831860) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3858022&node=13227360&a=1320715477&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=359092&node=13227361&a=819148694&autoplay=1) |
|  | Nov 4 | Th | [Team Collaboration (Links to an external site.)](https://docs.google.com/presentation/d/10s3C71I5PqfFkidElJif6Rx-XAp7lOvL0Fi6h5VE7Jg/edit?usp=sharing) | [Wong-Key stages of team dev.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658242?wrap=1)[Download Wong-Key stages of team dev.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658242/download?download_frd=1)  [Team handbook.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658251?wrap=1)[Download Team handbook.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658251/download?download_frd=1)  [The 5 keys to a successful Google team (Links to an external site.)](https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/) | [Sonata discussion 7](https://canvas.eee.uci.edu/courses/39202/discussion_topics/619731) | [Recording (Links to an external site.)](https://uci.yuja.com/V/Video?v=3868801&node=13253652&a=992589230&autoplay=1) [Chat (Links to an external site.)](https://uci.yuja.com/V/MediaFile?mediaFile=360090&node=13253655&a=577812257&autoplay=1) |
| 7 | Nov 9 | Tu | Decision making and team dysfunctions | [Five Dysfunctions of a Team.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658288?wrap=1)[Download Five Dysfunctions of a Team.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658288/download?download_frd=1)  [Wong-Managing behaviors.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658248?wrap=1)[Download Wong-Managing behaviors.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658248/download?download_frd=1) | [Sonata discussion 8](https://canvas.eee.uci.edu/courses/39202/discussion_topics/619758) |  |
|  | Nov 11 | Th | Holiday: Veteran's day |  |  |  |
| 8 | Nov 16 | Tu | Individual differences | [Watch: Building inclusive engineering teams (Links to an external site.)](https://www.youtube.com/watch?v=SYsI-6_csMY) | [Assignment #7: Scrum iteration #3, due 11/22](https://canvas.eee.uci.edu/courses/39202/assignments/836759)  [Team discussion: Individual differences discussion](https://canvas.eee.uci.edu/courses/39202/assignments/840827) |  |
|  | Nov 18 | Th | Diversity, effective teams & Quality management | [Why Diverse Teams Are Smarter.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658268?wrap=1)[Download Why Diverse Teams Are Smarter.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658268/download?download_frd=1)  [Diverse teams HBR.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658244?wrap=1)[Download Diverse teams HBR.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658244/download?download_frd=1)  Schwalbe ch 8 | Sonata discussion 9 |  |
| 9 | Nov 23 | Tu | Guest speaker |  |  |  |
|  | Nov 25 | Th | Holiday: Thanksgiving |  |  |  |
| 10 | Nov 30 | Tu | HR and managing people | Schwalbe ch 9  [Mintzberg+and+Gosling.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658240?wrap=1)[Download Mintzberg+and+Gosling.pdf](https://canvas.eee.uci.edu/courses/39202/files/15658240/download?download_frd=1)  [Picking the Right Transition Strategy.pdf](https://canvas.eee.uci.edu/courses/39202/files/15831994?wrap=1)[Download Picking the Right Transition Strategy.pdf](https://canvas.eee.uci.edu/courses/39202/files/15831994/download?download_frd=1) |  |  |
|  | Dec 2 | Th | Guest speaker |  | Final project DUE [Final presentation](https://canvas.eee.uci.edu/courses/39202/assignments/834136) [Final Project Report](https://canvas.eee.uci.edu/courses/39202/assignments/834306) [Prototype](https://canvas.eee.uci.edu/courses/39202/assignments/834294) |  |
| FINALS | Dec 9 | Th | Final exam: 8:00 AM - 10:00 AM |  |  |  |

REQUIRED TEXTS:

Schwalbe, Kathy (2018). *Information Technology Project Management.*This is the **9th** edition which is the most recent. Boston: Course Technology Cengage Learning. ISBN-13: 978-1337101356.  You can also use the 8th edition, as it is not much different than the 9th edition.

You can use a previous edition but please note that the page numbers may not synch with those that are on the syllabus or what we discuss in class. **If you use a previous edition, you are responsible for making sure that the page numbers that you need to read correspond to the edition you have.**

Available at the UCI Bookstore or Amazon.com

Other readings will be available for download from the course website. Check the course schedule to see what readings are required for class lectures. Additional required readings may be announced during the course. If so, the readings will be available online at the course web site and you will be informed in advance.

SUGGESTED TEXTS/BOOKS

For those interested in further reading on the topic:

* Brooks, F. (1995). *The Mythical Man Month: Essays on Software Engineering*. Addison-Wesley Professional.
* Kim, G., Behr, K., Spafford, G. (2013). *The Phoenix Project: A Novel about IT, DevOps, and Helping Your Business Win.*IT Revolution Press.
* Berkun, Scott (2008). *Making Things Happen: Mastering Project Management (Theory in Practice).*O'Reilly Media.
* Wong, Z. (2007). *Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation*. Jossey-Bass.

CLASS ASSIGNMENTS

Assignments are explained in Canvas and will also be explained in the lectures. They will be based either on the readings or other material introduced in class. Check the course schedule for the due dates for the assignments. **No late assignments will be accepted.**

PROJECT TEAM MEETINGS

Doing a team project and learning about an effective process for how your team can work together is an important part of this class. Your team will not only learn the tools and techniques of project management (e.g. how to do a Gantt chart) but will also apply these learnings to your team process.  Your team should set up your own meetings including time and frequency.

The team meetings are important. Not only will you use these meetings to plan and work on your projects, and do your assignments, but you will also discuss the course lecture topics.

PROJECT TEAM PARTICIPATION

Your participation in the project is essential.  Team success depends on everyone in the team giving it their best. We will be checking your team participation through your work in Google docs, and other means.  Majority of your grade is based on group work. This means attending meetings, communicating between meetings, and working on and contributing to the project. If you do not participate and your team colleagues do the work for you, then this means you are what is called a *free rider* (benefiting from others' work). Therefore, if it turns out that you have not participated sufficiently in your team project, then I will lower your grade. Be a team player.

SOFTWARE AND TOOLS

You will need to use project management software for some of your assignments. The Schwalbe textbook comes with a trial copy of Microsoft Project software (see Appendix A on the book's companion site at [www.cengage.com/student (Links to an external site.)](http://www.cengage.com/student)). This software works with the Windows OS. For those of you who do not use PC’s (or own a copy of virtual PC software), you can find a list of open source project management software here:

[http://en.wikipedia.org/wiki/List\_of\_project\_management\_software (Links to an external site.)](http://en.wikipedia.org/wiki/List_of_project_management_software)

Also we will be relying heavily on Google Docs for all your assignments and collaboration.  It is critical that you understand how it all works.

MIDTERM AND FINAL EXAMS

The format for the midterm and final will be announced in class.

**The midterm will be held Tuesday Oct 26th at 9:30 AM - 10:50AM. The final exam will be held Thurs Dec 9th at 8:00 AM - 10:00 AM.**The final exam is cumulative and will test on ALL the material covered in class.  Both exams will be remote and accessed Canvas.

ATTENDANCE AND DISCUSSIONS

This is a remote class, but lectures will be synchronous over zoom. You will be expected to keep up with the readings and lectures if you are not able to attend the lectures in real-time.  You will be expected to contribute to the weekly class discussion assignments in the **Canvas** DISCUSSION FORUM (not Ed Discussion).  Note there will be individual as well as project team based discussions. You will be able to access the class Discussion forums on the left navigation bar. You will be graded on your participation in these discussion topics. If you participate in the discussion for each class topic, then you will receive full points for your participation grade. If you do not participate in each discussion session, then you will receive points based on how much you have contributed. Stating "I agree" or "This is good", or "Good idea" does not constitute good quality discussion. You need to provide a thoughtful response about the class material.

CLASS PROJECT

The class requires a final project which will have 3 components

* Team presentation
* A working prototype
* A project report

Additional details will be announced during class and on assignment documents.

PLAGIARISM AND CHEATING

Absolutely no cheating or plagiarism will be tolerated. This includes copying material off the web (this will be checked), copying from past reports, cheating during in-class exams, and so on. To ensure that everyone understands what plagiarism is, everyone must go to the Indiana University website, [https://plagiarism.iu.edu/ (Links to an external site.)](https://plagiarism.iu.edu/), read the tutorial.

RESOURCES FOR LEARNING MORE ABOUT SYSTEMIC RACISM IN PROJECT MGT

There are a number of excellent resources available for learning more about systemic racism in project management and what you can do to overcome it.

UC Boulder offers a free course on Coursera in anti-racism:

[https://www.coursera.org/learn/antiracism-1#syllabus (Links to an external site.)](https://www.coursera.org/learn/antiracism-1#syllabus)

Racial equity resource guide of the Kellogg Foundation:

[http://www.racialequityresourceguide.org/resources/resources (Links to an external site.)](http://www.racialequityresourceguide.org/resources/resources)

WRITING RESOURCES

UCI has resources on campus available to help students with their writing needs. Students are encouraged to contact these services throughout the course. *Services are free of charge to UCI students*. The following resources are offered to students on an appointment basis:

UCI Center for Excellence in Writing and Communication:

[http://www.writingcenter.uci.edu/about/services/Links to an external site.](http://www.writingcenter.uci.edu/about/services/)