IT Project Management

CIS 8000

Yi-Sen An
Dept of Computer Information Systems

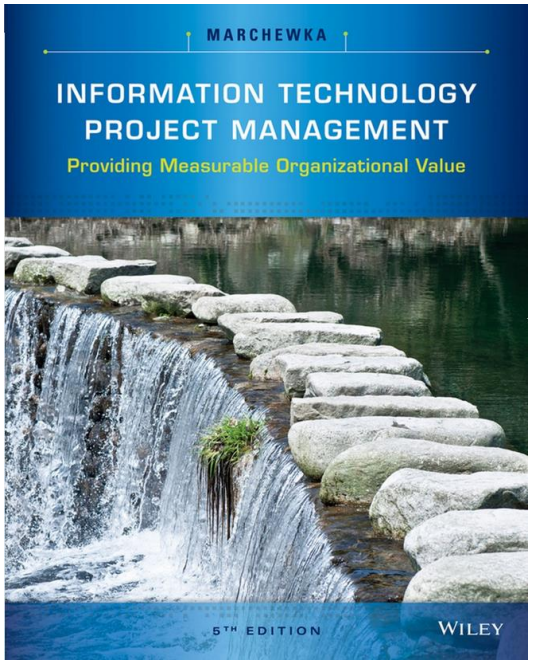
About this Class

- IT Project Management
- Section 006 and 009
  - Attendance is **Mandatory** and based on specified modality

Saturday 5/7	Saturday 5/14	Saturday 5/21	Wednesday 5/25	Saturday 6/4	Friday 6/10
8:00am-12:15pm & 1:15pm – 5:30pm	1:15pm – 5:30pm	1:15pm – 5:30pm	5:30pm – 9:45pm	1:15pm – 5:30pm	8:00am-12:15pm & 1:15pm – 5:30pm
In-Person	**Online**	**Online**	**Online**	**Online**	**In-Person**

About this Class

- Book
  Information Technology Project Management (5th Edition)
  GSU bookstore
  - New or Used
  - Hardcopy or Digital
- Software: Microsoft Project Professional 2019
  - https://azureforeducation.microsoft.com/devtools
  - Login with your GSU Student ID and Password
- iCollege
- Windows laptop (w/ MS Project)
- Simple Calculator (No smartphones)



Additional Assistance

- Office Hours: by appointment – email professor
- Email access: yan6@gsu.edu (reply by 10:30pm daily)
- 24hour blackout period – I may not be able to take questions or resolve issues in last 24 hours leading up to an assignment deadline. Your emergency is not my emergency… Work ahead of the scheduled deadlines.

Yi-Sen An

- 34 year IT career, including last 25 years at Georgia-Pacific
- Roles include:
  - Systems Engineer, Account Marketing
  - Server / Network Engineer
  - Project Manager
  - Manager of Support Organization
  - Sr. Manager – IT Strategy Planning & Innovation
  - Director – Georgia-Pacific Ventures
- Professional Affiliation:
  - GSU CIS Board of Advisors
  - PMI – PMP (Certified Project Mgmt. Professional)
  - IEEE – Senior Member
- Education:
  - MBA – Marquette University
  - BSEE – University of Wisconsin - Milwaukee

Syllabus

- Posted on iCollege – CIS 8000 Section 006 & 009
- Approximately 2 chapters per session
  - Classes are discussion & activity format
  - Posted vocabulary drawn from chapters (relevant for tests)
- Team Assignments/Activities
  - Include presentations and exercises
  - Final Presentation and Project Book
- Individual Assignments and Presentation
  - In-Class
    - Perform and submit your own work at the end of the class or specify by instructor
  - At Home
    - Work on these outside class; Perform and submit your own work
- Tests (3): Review Test Structure

CIS 8000 IT Project Management

Objectives –

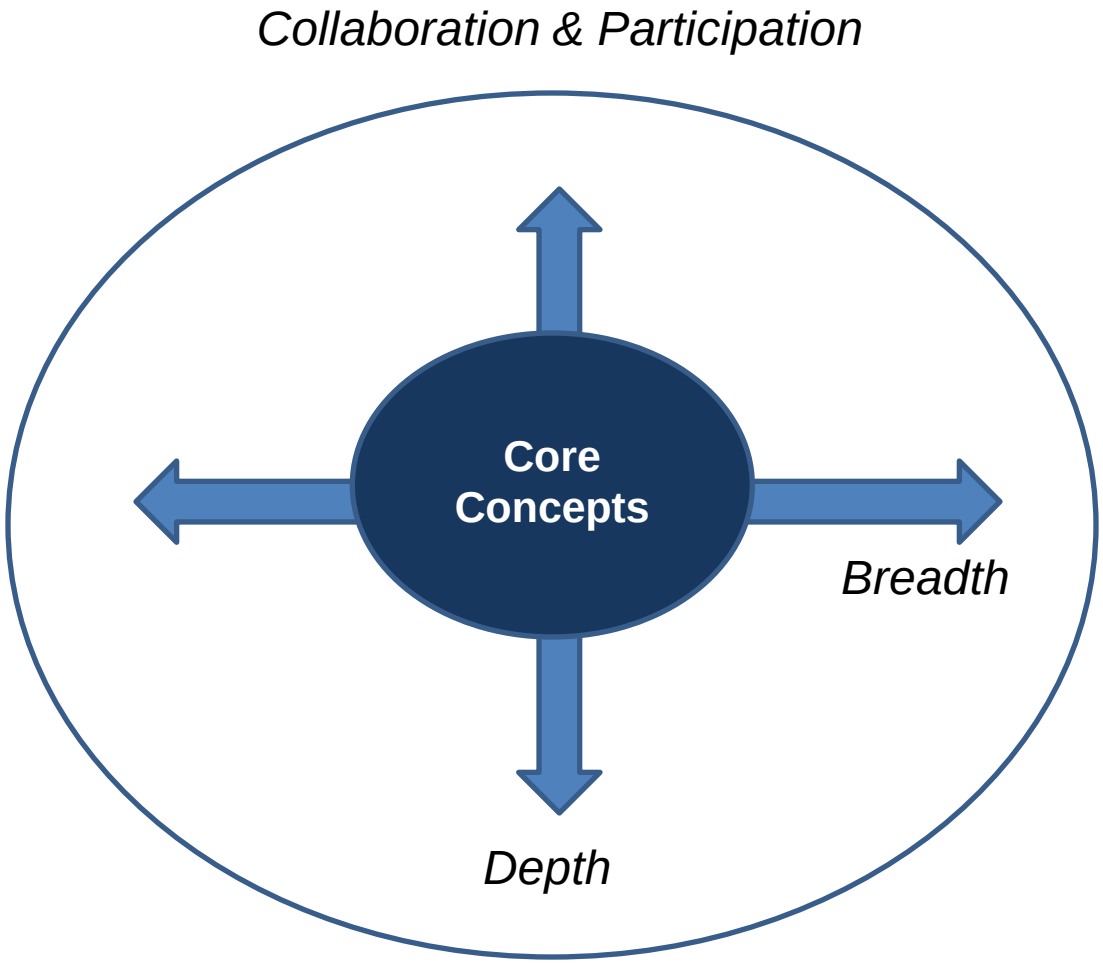
- Introduce **project mgmt. methods, techniques and perspective** within IT context
- Introduce team concept and practice **team collaboration**
- Improve **soft skills and business acumen** to anticipate real-world expectations
- Understand **common project pitfalls** and ways to increase project's success
- Understand **ethical responsibilities** of project management

This Class **Will NOT** –

- Prepare you to take the PMI Certification Exams
- Become a "Black Belt" in Project Management – (Experience Counts)
- Prepare you for system design / development class – (Solely focused on Project Mgmt.)
- Become an expert in Project Management tools / software – (Only foundational understanding of MS Project)

This is an introductory PM course at the graduate level.

CIS 8000 IT Project Management



What you can expect from me

- Put you in situations that will allow you to gain new information, KNOWLEDGE and **SKILLS**
- Provide examples of ideas/concepts in real-world terms
- Provide feedback on your deliverables
- Measure your performance and submit a grade
- "Fireside Chat" – Class, Team, Project, Career, Corporate Environment, Interviewing/Resume Writing, etc…

What I expect from you

- Get the book, read the book.
- Participate (Class & Team), Ask Questions, Respectfully Challenge
- Take responsibility for your own learning. Do work early.
- Address team issues as a team first, if comfortable, but involve me early if needed.
- Don’t give up. Many tasks are challenging and you will experience setbacks. Your professional success depends upon persistence and trying multiple approaches – this class will require the same.
- Treat this class as you would a professional workplace.
  - Show-up and ready to learn, Be on time
  - Be respectful to the class, Don’t be disruptive to your classmates
  - Share your knowledge or point of view – (respectfully challenge)

Attendance

- It is expected – this is not a correspondence course!
- I will record this electronically where possible. Often this will be done by submitting in-class work.
- In-Class activities and At-Home assignments build on each other. If you miss one, it can compromise your ability to learn from subsequent activities. (No make-ups for missed assignments unless for excused absence.)
- If a student becomes sick or is required to quarantine during the semester, they should notify their instructor as soon as possible and submit documentation to https://deanofstudents.gsu.edu/student-assistance/professor-absence-notification/. The student will work with the instructor to develop a plan to complete the necessary course content, activities, and assessments in order to meet the course student learning outcomes. *(I will only accept excused absence from Dean of Students Office.)*

Grades

Score Components	Weight (%)	In-Class	At-Home	Group	Individual
In-Class Individual Activities	5%	X			X
Team Activities	15%	X	X	X	
At-Home Assignments	5%		X		X
Test 1	15%	X			X
Test 2 (Mid-Term)	15%	X			X
Test 3 (Final)	20%	X			X
Team Presentation (Chosen Topic and Case Study)	10%	X	X	X	
Final Team Presentation & Project Book	10%	X	X	X	
Professional & Peer Evaluation	5%		X		X
Total	100%				

End of Semester Grades

- This is a graduate course – higher expectations!
- If you complete everything that is expected, that is a "B" or "C". Must demonstrate exemplary work (quality and above and beyond) to earn an "A".
- No individual changes

As an example, if your final grade is 79.9%, what is your final grade?

Ans: C+ (I do not make any individual changes)

Grade	Score Percentages
A+	97% or Above
A	93% - 96.9%
A-	90% - 92.9%
B+	87% - 89.9%
B	83% - 86.9%
B-	80% - 82.9%
C+	77% - 79.9%
C	73% - 76.9%
C-	70% - 72.9%
D	60% - 69.9%
F	59.9% or Below

"Do – Overs"

- I will give partial credit for team assignments arriving late (offer expires 24 hours after due date) – each hour late will be deducted by 2% of assessment grade. ***(Does not apply to those that did not contribution to the team assignments – if you did not contribute to the team, you will get zero for the assignment!)***
  - Example:
    - Late 2 hours = 4% deducted
    - Assignment Grade = 92%
    - Deduct by 4%
    - Revised Assignment Grade = 88%
- **No makeup exams!**
  - All exams will be administered on the prescribed dates
  - Any exceptions for **missed assignments or exams** will require **prior approval** from instructor **with supporting documentation**.

Syllabus

- Posted on iCollege under CIS 8000 Section 006 & 009
- Syllabus is subject to change throughout the term. Please check class page's announcement on a regular basis (suggest daily).

Academic Honesty

- Do your own work. (Only original work will be accepted – No PDFs)
- No unauthorized collaboration.
- No unauthorized help.
- Assignments via iCollege are automatically scanned for falsification and plagiarism including partial replication from large internet database and other submissions in this class.

http://codeofconduct.gsu.edu/files/2013/03/2014-2015-Section-II-Academic-Conduct-Student-Code-of-Conduct.pdf

Key Messages!

- Show-Up – (physically and mentally)
- Teamwork – (proactively participate)
- Take Ownership – (learning)

There has never been a better time to be a Project Manager…

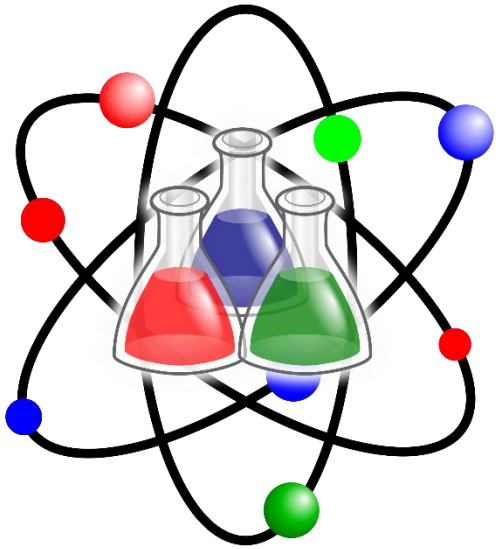
Nature of Information Technology Projects

CHAPTER 1

PROJECT MANAGEMENT

IS….

OR



What is a Project?

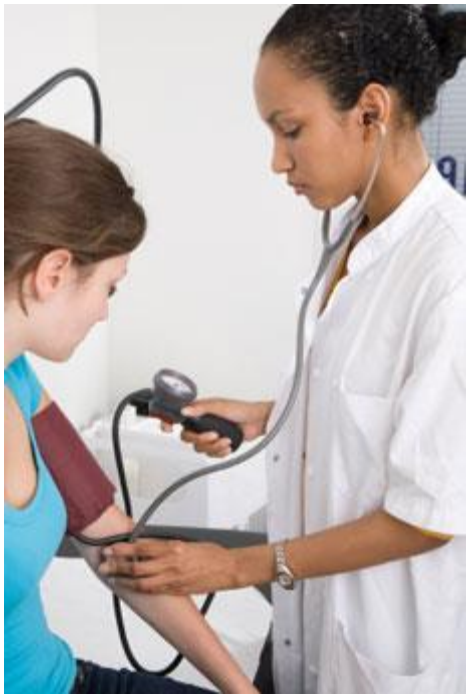
- Unique (one time activity)
- Temporary (definite start & end)
- Has a distinct purpose/goal
- Usually time and resource constrained

Project: A temporary endeavor undertaken to create a unique product, service or result. (from PMI Lexicon V3 © 2015)

Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

Projects versus Processes

- Processes are ongoing



If you're measuring patient vital signs, that's a process done over and over.

- Projects create unique output

If you're designing and building a prototype of a new blood pressure monitor, that's a project!

What is a Project?

- Organizational investments involving Time, Money & resources (people, facilities, technology, etc.)
- Organizations expect some type of value in return.
- IT projects integrate technology into the products, services & processes of an organization.
- IT projects often change business processes and therefore change relationships between people, tasks and customers.

Why Manage Projects?

- Ideas don't implement themselves.
- Participants may have different motives and expertise.
- Time & Resources are limited.
- Need to make progress on details *and* on the overall activity.
- Things go wrong.

Gen D. Eisenhower: "Plans are nothing. Planning is everything."

What is special about IT projects?

- IT technologies are changing quickly
  (Personal, Networks, Mobile, Cloud, … Internet of Things)
- Software is changeable (users and stakeholders know it!)
- Information Technology is integrated into business processes:
  change the software → change the process → change how people work!
- IS systems are increasingly integrated & interdependant:
  change one IT → impact to other IT and associated process

Project Attributes

- Time Frame
- Purpose (to provide value!)
- Ownership
- Roles
  - Project Manager (PM)
  - Project Sponsor
  - Subject Matter Expert (SME)
  - Technical Expert (TE)
- Risks
- Assumptions
- Interdependent Tasks
- Planned Organizational Change
- Operate in Environments larger than the Project itself (e.g., organization's culture)

Triple Constraint

Environment around the Project

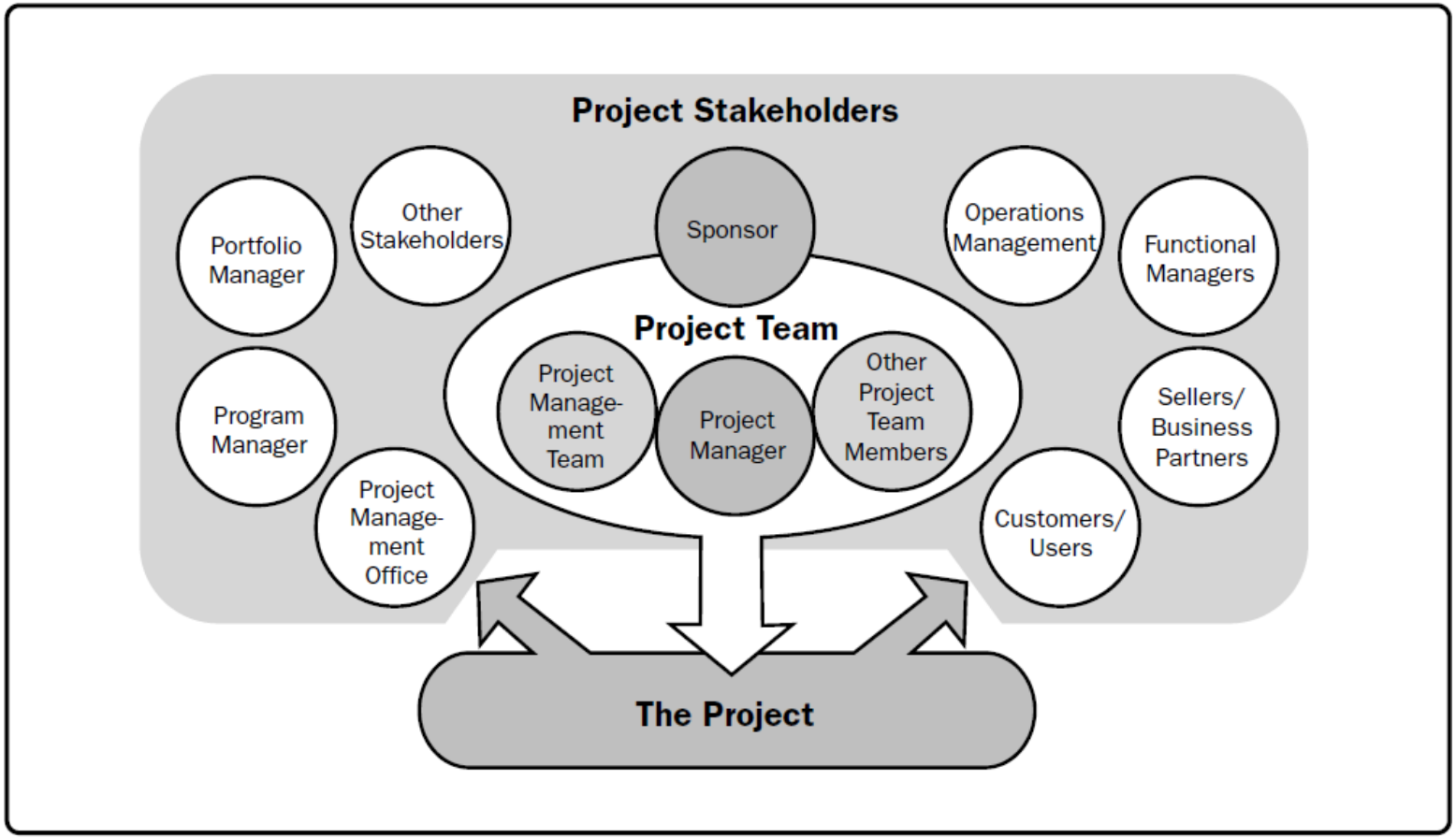
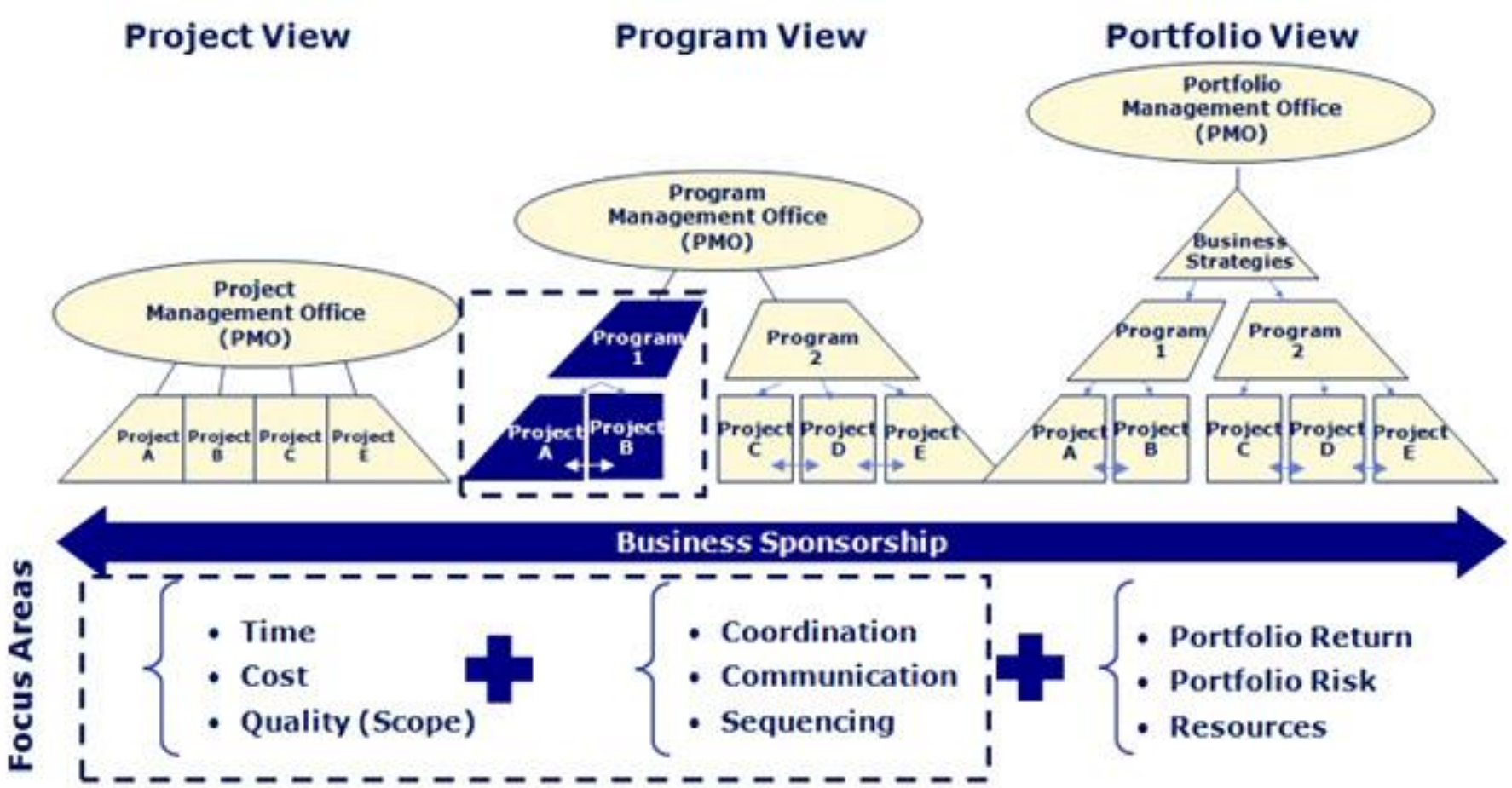


Figure 2-7. The Relationship Between Stakeholders and the Project

Project, Program, Portfolio views



Source: ARTHITC © 2012

Don't Confuse the "P" Words!

	Project Management	Program Management	Portfolio Management
Benefit	Reduce risk	Deliver business outcomes	Optimize scarce resources
Focus	Deliver results	Coordination, governance, communications	Investment optimization
Scope	Project execution	Multiproject coordination	Proposals/projects/ assets
Contacts	Project managers and sponsors	Business leaders, external partners	Senior management
Skills	Leadership	Change management	Strategy and benefits realization

Gartner

IT Project Management Evolution

EDP ERA – *Began in the early 1960s – (e.g., Mainframe)*

- Focus on automating various organizational transactions (e.g., accounting, inventory mgmt.)
- Requirements are fairly stable – do not change much
- Projects usually have long duration – multi-year projects
- Tend to create information silos – focused on supporting specific business functions

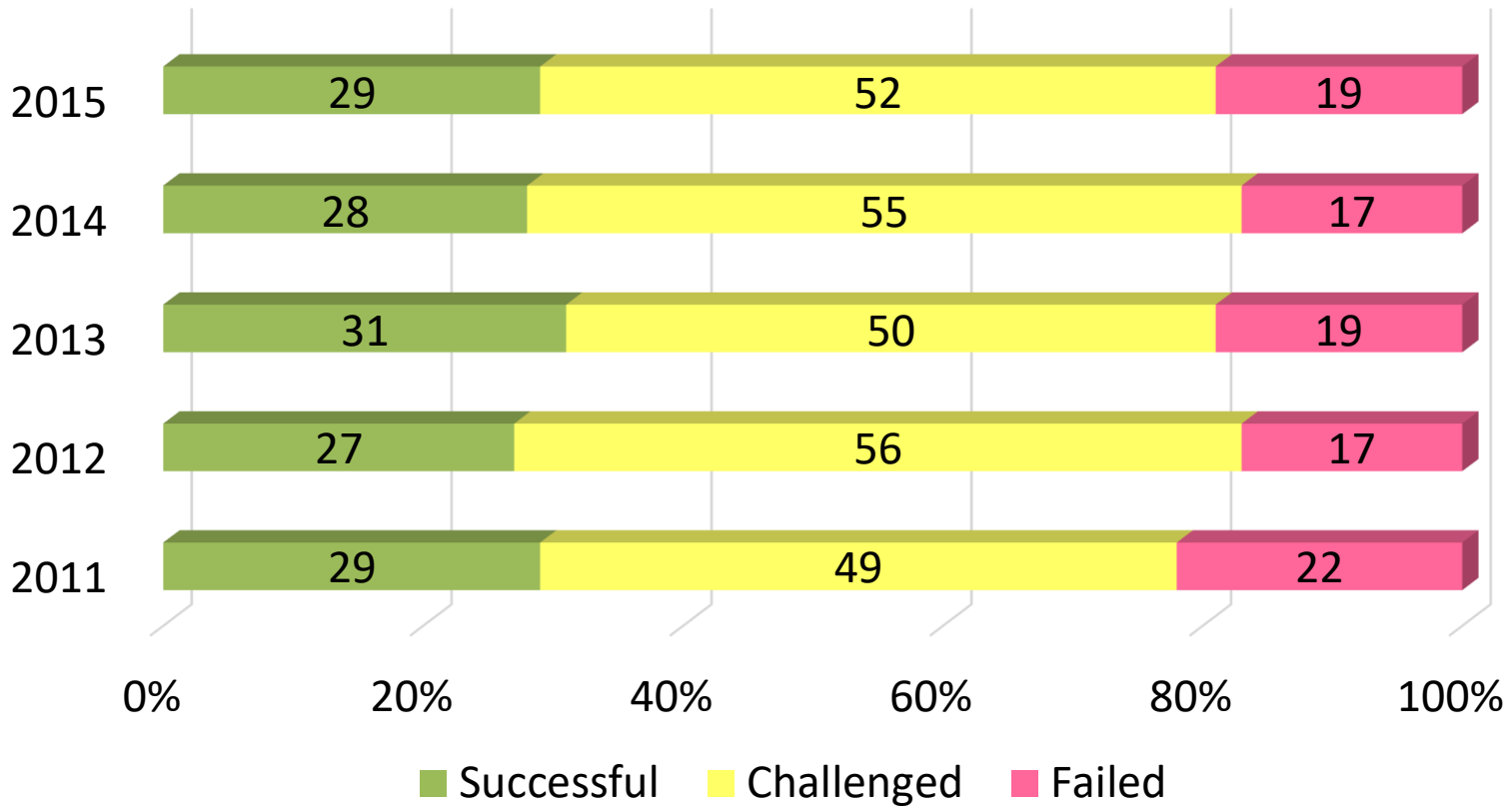
MICRO ERA – *Began in the early 1980s (e.g., PCs, Local Area Networks)*

- Focus on supporting knowledge workers and internal networks (various business functions)
- Requirements become less stable and more involved
- Shorter project timeline that crossed functional lines became the norm
- Emergence of software development methodologies to shorten development lifecycle

NETWORK ERA – *Began around 1995 (e.g., Internet)*

- Focus on creating an IT infrastructure to support internal and external networks (business partners, vendors, customers, suppliers, strategic alliances)
- Requirements become more complex and may involve various internal and external stakeholders
- Convergence of various data sources (e.g., data, voice, graphics, video)
- Much shorter project duration and supports dynamic business strategies and new org.
- Risks and benefits are much greater than the previous eras.

Project Failures



Source: Standish Group , private consulting firm does broad based survey of IT project success on periodic basis.

Why Projects Fail

People	Processes	Technology	Organization
• Lack of Top Management Support • Ineffective User Involvement • Lack of Skills • Lack of Experience • Poor Communication • Poorly Defined Roles and Responsibilities • Lack of Accountability • Unrealistic Expectations • Conflicting Stakeholder Goals • Poor Decisions	• Poorly Defined Goals & Objectives • Poor Planning • Lack of Controls • Poorly Defined Requirements • Changing Requirements • Inadequate Testing • Project Management & Product Development Processes Nonexistent or Not Followed • Poor Execution	• Obsolete • Unproven • Incompatible	• Lack of Direction • Changing Priorities • Lack of Funding • Competition for Funding • Organizational Politics • Bureaucracy • Lack of Oversight • Poor Change Management

Approaches To Increase Project Success

- **Value-Driven Approach –** IT projects must provide value to the organization. *(Focus on value, not schedule or budget)*
- **Socio-Technical Approach –** Must understand the business and be actively creative in applying the technology to produce value. *(Focus on partnering with business in leveraging PM)*
- **Project Management Approach –** Applying the project management principles, tools and practices across the organization *(Focus on Project Management Methodology)*
- **Knowledge Management Approach –** A systematic process for acquiring, creating, synthesizing, sharing and using information, insights, and experiences to transform ideas into business value *(Focus on Knowledge Management Construct)*

Team Assignment 1: Create a Team Charter

- Pick either "Husky Air" (p.14-16) or "Martial Arts Academy" Project (p.16-19) – whichever one you pick will be the one your team uses for the remainder of this course.
- Use Team Charter template in Assignment Folder
- Complete form and ensure alignment by all team members
- Meaningful contributions are expected from each team member (remember your peers will evaluate your participation/performance).
- Designate a team member to submit the charter on team's behalf.
- Assignment is Due Today (submit in dropbox before you leave).

Openness, Sincerity, Humility