Instructor Information
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Office hours: Tues and Thurs 8-9:15am, 12:30-2:00, and as needed by appointment.

Prerequisites
None

Course Description
This course focuses on a core set of project management essentials that can affect the bottom line of information system project technical and business performance. These are termed "best practices." Specifically, we will be looking at the ten project management areas as defined by the Project Management Institute. These include project integration, scope, time, cost, quality, human resources, communications, risk, stakeholder, and procurement management.

Each of these areas will be investigated in detail and deliverables coming from those areas will be discussed. Group projects focusing on these areas will allow you to better understand each area.

Additional contemporary topics on managing commercial off-the-shelf (COTS) solutions, product line management, and life cycle models are also presented.

Objectives
This course provides an understanding of a project management process for information systems pivoting on a core set of "best practices" that are readily taught and learned. Specifically emphasized is the acute relationship between the project management and technical engineering processes. Students have the opportunity to develop related competencies. Specific learning objectives are:
- Demonstrate that good project management makes sense and makes a difference.
- Do the "right thing" even in the face of obstacles.
- Determine what is a successful project and understand which factors most influence project success.
- Show how the technical process can be the integrated framework for management planning, tracking, and controls.
- Identify and use the key tracking metrics indicative of project health or dysfunction.
- Understand the importance and techniques of risk management as a dominant project management consideration.
- Explain the management issues of using commercial-off-the-shelf (COTS) solutions to shorten development time.
- Understand how software tools like Microsoft Project can be helpful in project management.
- To understand the ten project management knowledge areas.

Instructional Scenario
This class emphasizes group participative exercises and presentations. The general format for each class meeting generally entails a lecture on new course module, assignment of next mini-project, review of assigned reading. This is led by the Instructor with class participation.

Recommended Textbooks
E-text available on eCampus
PMP Study Guide by Rita Mulcahy, 8th edition

Grading
Grades will be based on the following factors and weights:

Factor	Submission	Weighting
Exam 1		23.33%
Exam 2		23.33%
Exam 3		23.34%
Deliverable grades	WS, HC, e-C	13%
Video	E	4%
Class participation		5%
Jung personality	HC, e-C	1%
Social loafing	HC, e-C	1%
Textbook project	HC, e-C	6%

WS = upload to your team website
E=email the professor a link to YouTube
HC=hard copy submitted in class
e-C =upload to e-Campus

Assignments
Additional information about the exams, assignments, labs, and projects will be provided in class. The scheduled due dates for assignments, labs and project activities are subject to change, but all changes will be discussed in class. Assignments are ***due on or before*** the start of class on the due date. **Late assignments will NOT be accepted**.

Grading Policies
1. The following grading scale will be applied to produce the final grade.

90 - 100	A
80 - 89.99	B
70 - 79.99	C
60 - 69.99	D
Below 60	F

2. Make-up exams are not encouraged. If you know that you will not be present for an exam, please notify me as soon as possible. In the event that an exam is missed for an excused absence, you will have two options.
    a. An all essay make-up exam will be given.
    b. The next exam grade will be substituted after subtracting a 10% penalty. (For example, assume you miss Exam 1. If you make a 90 on Exam 2, your Exam 1 grade will be an 80.)

3. Final exams will NOT be given early.

4. Late work is defined as work presented after the assignment has been requested at the beginning of the class period on the assignment due date. Late work **will not** be accepted.

Disabilities

The Office of Support Services for Students with Disabilities coordinates Texas A&M University's programs and efforts for the benefit of disabled students. Students who have documented disabilities or believe they have a disability should be referred to Support Services for Students with Disabilities. This office has the responsibility for verifying the existence of a disability and for suggesting what accommodations or modifications are appropriate. When there is a need for accommodation of a student's academic program, Support Services for Students with Disabilities will contact the student's classroom instructors regarding this need and direct the student to work directly with the classroom instructors to work out specific arrangements. You should notify your instructor within the first week of the semester if this applies to you. Contact info: http//disability.tamu.edu, call 845-1637 or go to Cain Hall, Room B118.

Participation

Class participation includes (among other things) punctual attendance, providing discussion in class, not being disruptive, etc.

Attendance

Students are expected to attend all class regularly and punctually. For late arrivals and absences, it is the *student's responsibility* to obtain information from missed classes from other students (this includes changes to due dates and contents of exams, assignments, labs, and projects). A late arrival to the class is counted as an absence.

Students having more than 2 absences will begin losing "participation points."
Students having more than 4 absences will drop one letter grade.
Students having more than 7 absences will drop two letter grades.

Absence Notification

The Department of Student Life in 320 YMCA Building provides instructors with prompt notification of student absences reported to them by parents and students. This office's telephone number is 845-3111, their FAX telephone number is 845-6138, and their email address is studentlife@tamu.edu. Immediately after being notified, the Department of Student Life prepares a memorandum that is sent to ALL of your instructors. This notification provides: (1) the date of notification, (2) the nature of notification (telephone call, official correspondence, etc.), (3) general information regarding the reason for missing class (death in immediate family, medical reasons, etc.), and (4) the dates that you are expected to miss class. You are strongly encouraged to take advantage of this service which precludes you from individually notifying each of your instructors when you will be absent from class. For more information on this service, visit their web site.

Cheating

Cheating will not be tolerated. If the instructor believes a student is guilty of cheating or plagiarism within the instructor's class, any of the following actions may be taken:

1. **award no credit for the paper or test**
2. **withdraw the student from the course**
3. **award the student a failing grade for the course**

Cheating is defined as "the **possession**, **receipt**, **use**, **solicitation** or *furnishing* of unauthorized aid in an academic endeavor."

"Unauthorized aid" for the purposes of this class includes:

- copying of another student's test or any homework assignment
- completing an assignment **with** another student

The matter may also be brought to the attention of the Department Chair and Dean of the School of Business. If you wish to report academic misconduct or if you want to know more about the Aggie Honor system, visit www.tamu.edu/aggiehonor.

Please refer to the library.tamu.edu website for more information on plagiarism and academic dishonesty. In addition to the guidelines included there, do not "cut and paste" from another source. The goal of academic work is to produce output using your own thoughts and words.

<u>The Aggie Honor Code</u>
"An Aggie does not lie, cheat, or steal or tolerate those who do."
Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the TAMU community from the requirements or the processes of the Honor System.
For additional information please visit: **www.tamu.edu/aggiehonor/**

Other
Bring your own eraser for the exams.

Laptops, cell phones, mobile devices, etc are not allowed in class.

INFO Student Services Communications Portal
The INFO Student Services Office (SSO) communicates with all INFO students (undergraduate and graduate) via eLearning. Students are made aware of important deadlines, scholarship and job opportunities, announcements of student activities and CMIS events, etc. through the INFO Student Services Communications portal in eLearning (http://elearning.tamu.edu/).
When accessing the INFO Student Services Communications portal through eLearning, students will see the following folders in the Course Content area: Announcements, Internships, Full-Time Jobs, and Local Part-Time Jobs. Information from the Department will be posted in the appropriate folders, and all INFO students will be able to access the posted content at any time.
In addition, there are four separate distribution groups within this portal: MS-MIS students, PPA-MIS students, Undergrad MIS students, and Undergrad SCM students. The same information that is posted in the folders will be sent to students through the e-mail function within eLearning; however, the messages will be sent only to the students for whom they are directly relevant.
In summary, all messages posted to the folders of this course will be available at any time to all INFO students. The students for whom a specific message is directly relevant will also receive the same information via e-mail.

It is recommended that students set the auto forward option in the eLearning system in order to forward any e-mails received from the SSO to their tamu.edu accounts.

If a student is not receiving messages from the SSO, he/she should contact the SSO at INFOStudentServices@mays.tamu.edu to request to be added to the distribution list.

Readings

The articles on this page are required to be read.

Intro	60	Pulse of the Profession - PMI
General	98	Determining When a Project is Really a Project – Gartner G00173325
General	82	Storytelling: How to Engage Stakeholders as Never Before; Griffin
General	86	If Only I'd Known
General	71	Top Metrics… G00165068
General	91	KPMG Report – Managing Global Projects: Observations from the Front Line
General	3	Denver International Airport Baggage Handling System
General	5	Why Good Projects Fail Anyway. By: Matta, Nadim E.; Ashkenas, Ronald N.. *Harvard Business Review*, Sep2003, Vol. 81 Issue 9, p109-114
General	6	Why Bad Projects Are So Hard to Kill. By: Royer, Isabella. *Harvard Business Review*, Feb2003, Vol. 81 Issue 2, p48
General	88	Design And Implementation Of A…
Time	12	Carmel, Erran (2006) Building Your Information Systems from the Other Side of The World: How Infosys Manages Time Zone Differences. *MISQ Executive*5(1)
Cost/Time	83	EVM : Still Proving Its Value; Burba
Quality	14	A Quality Management Case Study: Defects in…
Quality	92	IT Frameworks Demystified <u>http://www.networkworld.com/supp/2005/ndc1/022105frameworks.html</u>
HR	81	What Are the Characteristics That Software Development Project Team Members Associate With a Good Project Manager?; Medina et al
Quality	94	A Framework for Designing IT Service and Process Metrics – Gartner G00143161
HR	72	Five Mindsets for Retaining IT Staff MISQ Executive
HR	87	The Softer Side
HR	10 3	Young Leaders
Risk	74	How to Mini-manage…
Risk	20	Nelson (2005) Project Retrospectives: Evaluating Project Success, Failure, and Everything in Between. *MISQE* 4(3) http://www2.commerce.virginia.edu/cmit/Research/MISQE%209-05.pdf
Risk	99	Flyvbjerg, B., & Budzier, A. (2011). Why Your IT Project May Be Riskier Than You Think. *Harvard Business Review*, 89(9), 23-25.
Communication	19	Sosa, M. E., Eppinger, S. D., & Rowles, C. M. (2007). Are Your Engineers Talking to One Another When They Should?. *Harvard Business Review*, 85(11), 133-142.
Communication	73	Accelerate the flow…CIO Magazine
Communication	89	A Wide World; Tewari
Procurement	75	Critical Practices…G00201631
Innovation	28	Wu, W. W., Rose, G. M., & Lyytinen, K. (2011). RECOGNIZING AND MANAGING INNOVATION POINTS IN LARGE IT PROJECTS. MIS Quarterly Executive, 10(3), 121-132.

The articles on this page are for further reading if you are interested in the particular topic.

Communication	18	Sunil Ramlall (2004) A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations. *Journal of American Academy of Business*, 5(1/2) 52-63
Cost	13	What's Your Project's Real Price Tag? By: Fleming, Quentin W.; Koppelman, Joel M.. *Harvard Business Review*, Sep2003, Vol. 81 Issue 9, p20-22,
Cost	110	Cost-benefit Paralysis
General	4	Pinto, Jeffrey K, Kharbanda, Om P. (1996) How to fail in project management (without really trying) *Business Horizons*. Jul/Aug 1996. Vol. 39, Iss. 4; p. 45 (9 pages)
General	7	Varon (2004) For the IRS, There is No EZ Fix. *CIO* April 1, 2004. http://www.cio.com/article/32197/No_Easy_IT_Fix_for_the_IRS
General	8	Managers and Leaders: Are They Different? by Abraham Zaleznik – HBR
General	9	The Manager's Job: Folklore and Fact by Henry Mintzberg – HBR
General	10	The Five Minds of a Manager by Jonathan Gosling & Henry Mintzberg – HBR
General	11	Project Management Office: The IT Control Tower – Gartner Research #G00132836 – 2005
General	80	Effort of EAI Projects: A Repertory Grid Investigation of Influencing Factors; Wagner et al
General	85	Success Factors of Global…
General	96	Stakeholder Satisfaction is Critical to Determining a Project's Success - G00239058
General	97	How to Increase Your IT Project Success Rate – Gartner G00209668
HR	16	To Support Ad Hoc Teams, IT Organizations Address Gaps Between Workers – Gartner Research # G00132455
HR	17	How to Go Beyond Certification to Assess Your Project Managers – Gartner Research # G00126751
Procurement	22	Sullivan, Laurie. "Wal-Mart's Way" *Information Week* Sept 27, 2004. readthisat.dwaynewhitten.com/walmart.pdf
Procurement	23	Whitten and Leidner (2006) "Bringing IT Back: An Analysis of the Decision to Backsource or Switch Vendors" Decision Sciences Journal, 37(4). readthisat.dwaynewhitten.com/outsourcing.pdf *Just read the Intro and conclusion*
Procurement	24	Outsourcing Transitions: Assign the Right Resources Now or Pay Later – Gartner Research #G00129562
Procurement	25	Offshore Sourcing Demands New Governance Models – Gartner Research #G00129926
Quality	15	Capability Maturity Model http://www.sei.cmu.edu/pub/documents/93.reports/pdf/tr24.93.pdf
Quality	94	A Framework for Designing IT Service and Process Metrics – Gartner G00143161
Risk	21	Arnoud De Meyer, Christopher H Loch, Michael T Pich. *(2002)* Managing project uncertainty: From variation to chaos, *MIT Sloan Management Review* 43(2)
Risk	95	Portfolio Risk: What is it and Why We Should Care More – Gartner G00234287
Security	27	'First Cut' IT Risk Analysis: Determining Information Security Participation in IT Projects – Gartner Research #G00138067
Time/Cost	84	7 Tips For Estimating Your Projects; Bisson

Week	Day	Date	Topic	Readings	Assignment due	601/3	602/4	Groups presenting
1	1	Tuesday, January 17, 2017	Introduction					
	2	Thursday, January 19, 2017	PM in IT					
2	3	Tuesday, January 24, 2017		[60]				G1: 98, 82, 86
	4	Thursday, January 26, 2017		[98, (82,86)]				
3	5	Tuesday, January 31, 2017	Examples	[71, 91]	Signed team contract			G2: 71, 5
	6	Thursday, February 02, 2017		[3] Denver Airport	1-2 par proj summary			
4	7	Tuesday, February 07, 2017		[5,6]				G3: 91
	8	Thursday, February 09, 2017	Integration		1			
5	9	Tuesday, February 14, 2017		[88]		Exam 1		G4: 6, 88
	10	Thursday, February 16, 2017					Exam 1	
6	11	Tuesday, February 21, 2017	Scope					G5: 12, 83
	12	Thursday, February 23, 2017	Time	[12]	2			
7	13	Tuesday, February 28, 2017						G6: 14, 92
	14	Thursday, March 02, 2017	Cost	[83]				
8	15	Tuesday, March 07, 2017	Cost		3			G7: 81, 94
	16	Thursday, March 09, 2017	Quality	[14, 92]				
9	19	Tuesday, March 21, 2017		[81, 94]	4			G8:72,87, 103
	20	Thursday, March 23, 2017	HR	[72, (87, 103)]	5			
10	21	Tuesday, March 28, 2017				Exam 2		G9:74, 99
	22	Thursday, March 30, 2017					Exam 2	
11	23	Tuesday, April 04, 2017	Risk	[74]	6			G10:20, 89
	24	Thursday, April 06, 2017		[20, 99]				
12	25	Tuesday, April 11, 2017	Communication	[19, 73, 89]	8			G11: 19, 73
	26	Thursday, April 13, 2017						
13	27	Tuesday, April 18, 2017			Social loafing essays			G12: 75, 28
	28	Thursday, April 20, 2017	Procurement	[75]	7			
14	29	Tuesday, April 25, 2017	Stakeholder		9			
	30	Thursday, April 27, 2017		[28] Presentations	Ethical video, peer evals			

	Tuesday, May 02, 2017	Redefined Friday
May 4 - 9		Final Exams

The tentative calendar above includes all sections of the course.

READINGS: The readings for each week are expected to be read before coming to class that week. For example, you should have articles 5 and 6 read prior to coming into class on February 7th or 9th, whichever date is when your section meets that week.

ASSIGNMENTS DUE: Assignments are due on the dates indicated above, regardless of your section. Electronic copies (no matter which format) can be submitted using the methods described earlier in the syllabus. Hard copies should be placed in the box by my office door by 5pm on the due date.

GROUP PRESENTATIONS:
Groups will present during the week that the article(s) is assigned. PowerPoint use is not allowed. All presentations will use the presentation software available at prezi.com   Dress requirements are one step below business casual (no hats, shorts, etc.) Article presentations are 8 minutes in duration.

The yellow cells indicate the days each section meets.

Projects

Groups are formed that persist throughout the semester. Each group is assigned a project domain (see course website under "groups" link).

Each group will create a website and upload their projects to these sites. Your projects will not only be evaluated by me, but by your peers as well. There will be a rotation created where each project assignment from your group will be evaluated by at least two other groups. These other groups will download your completed assignments from your website so it is imperative that the work not only be completed on time, but also loaded to the website on time.

The website can be very simple. This isn't a web design course, so the design of the website will not add or deduct points from your project grades. The home page for your project could be as simple as:

Our Group Homepage	
Assignment 1	Document 1 (these would be links to the documents)
	Document 2 .doc .pdf
	Document 3 .xls .pdf
Assignment 2	Document 1 .doc .pdf
	Document 2 .doc .pdf
…..	…..

Microsoft Project is available in the lab for your use. You will be required to use this software throughout the semester. Please spend time early in the semester with the software so that you know what it can and cannot do for you. MS Project will be especially important as you create the WBS and Gantt charts.

I also suggest using Microsoft Visio when possible for graphical representations. Many people use Powerpoint for designing graphics, etc but Visio is much more powerful.

Godaddy.com registration as low as $6.95/year
Godaddy.com hosting as low as $3.95/month
Group cost for the semester = 6.95 + 4(3.95) = $22.75
You need to obtain hosting until at least the day of the final exam.

At the end of the semester, you will submit a hard copy of all deliverables organized in a bound folder with a clear plastic cover. Presentation will contribute to your grade. In addition, include the evaluations from other groups.

Team Contract

A team contract is due during the third week of class, signed by each team member. The team contract details the team's decisions about: guiding principles, purpose, division of labor, group roles, team plan, meetings, rewards and punishments, and provisions for changes to the contract. Also include a conflict resolution agreement which outlines the consequence of missing team meetings or not completing assigned tasks. All team members will retain a copy of this contract. The rewards section of the contract will be used to develop and administer peer evaluations and report results to the instructor. Each team should develop the criteria for their peer evaluations and include these as part of the team contract. The team contract should include the form that will be used by each team members to evaluate one another.

Tentative project deliverables

Assignment 1: Project integration management	1. Organizational description 2. Project charter ** 3. Preliminary project scope statement
Assignment 2: Project scope management	1. Project scope statement (revised) 2. Work breakdown schedule 3. Stakeholder analysis **
Assignment 3: Project time management	1. Gantt chart 2. PERT diagram
Assignment 4: Project cost management	1. Project budget - produce several outputs (monthly, annual, short-term, long-term, etc)
Assignment 5: Project quality management	1. How would quality be assessed? 2. Assumptions and constraints log
Assignment 6: Project HR management	1. organizational chart for the project team 2. responsibility assignment matrix
Assignment 7: Project communications management	1. Communication plan for group
Assignment 8: Project risk management	1. Top 10 Risk List for your project 2. Processes put in place to mitigate these risks
Assignment 9: Project procurement management	1. RFP 2. Proposal evaluation sheet (ex. Fig 12-4)
Assignment 10: Change management	1. Change mgmt. plan **

** provided by professor (PMI)

Be sure to include the following in the footer of each deliverable:

Course Section # - Group #
Last name of each team member
Title of deliverable
Date
Document version #

Video
Student groups create and record 5-10 minute videos on ethical dilemmas related to project management activities.

Certified Associate in Project Management (CAPM) Exam

After successfully completing this course, you will be eligible to take the CAPM exam. Information regarding the exam can be found below and also on the Project Management Institute website (www.pmi.org). Review and study materials have been ordered and are available in the West Campus Library. The materials include flash cards, audio CDs, several books, and review placemats.

You are strongly encouraged to differentiate yourself from your peers by gaining this certification.

From the PMI.org website:
> As project management grows in scope, importance and recognition, so do the related career and credential options available to you. The CAPM is designed for project team members and entry-level project managers, as well as qualified undergraduate and graduate students who want a credential to recognize their value to project team performance.
>
> A CAPM Credential can benefit professionals from all disciplines by demonstrating clear direction to their work and by gaining knowledge of project management processes and terminology.
>
> You can benefit from a CAPM if you are a:
> - Project team member;
> - Junior project management practitioner or new to the project management profession;
> - Undergraduate or graduate student with an interest in project management.
>
> Professionals with project management skills are increasingly seen on the leadership track, and earning the CAPM from PMI is one of the best ways to advance your career. This credential can go a long way toward enhancing your employment and/or project assignment responsibilities — and getting you recognized in the workplace.
>
> CAPM candidates must first meet specific educational and project management related experience requirements and then pass a comprehensive 150 question computer-based examination.