

**Syllabus**  
**ISMN5370/6370/6376: Information Technology Project Management**  
**Spring 2014**  
**TTH 12.30-1.45 p.m.; Room COB 020**

## **Instructor Information**

Professor: Chetan S. Sankar, PhD

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Office Hours: TTH 2 p.m. – 3 p.m.

## **Course Material**

Schwalbe, Kathy, *Information Technology Project Management, 7th Edition*, Course Technology, Information Technology Project Management, Kathy Schwalbe, Seventh Edition, Course Technology, ISBN: 978-1-133-52685-8

E-book: Schwalbe, Information Technology Project Management, 7th Edition,  
<http://www.cengagebrain.com/shop/search/9781133526858>

## **Course Description**

The past several decades have been marked by rapid growth in the use of project management as a means by which organizations achieve their objectives. Project management provides an organization with powerful tools that improve its ability to plan, implement and control its activities as well as the ways in which it utilizes people and resources. The focus of this course is on information technology (IT) projects. IT projects are among the most popular types of projects in organizations today since IT is an integral part of almost every business process in small and large organizations.

Project management has emerged because our society has demanded the development of new methods of management. Of the many forces involved, three are paramount: (1) the exponential expansion of human knowledge; (2) the growing demand for a broad range of complex, sophisticated, and customized goods and services; and (3) the evolution of worldwide competitive markets for the production and consumption of goods and services. All three forces combine to mandate the use of teams to solve the difficult, emerging problems that have resulted from these forces. These three forces combine to increase greatly the complexity of goods and services produced plus the complexity of the processes used to produce them. There is a strong demand for professionals who can manage these complex projects and ensure that the products/ services are delivered balancing scope, time, cost, quality, human resources, communications, risk, and procurement goals.

### **Course Objectives:**

Students will become familiar with the essential tools and techniques of IT project management as well as

ways of dealing with the "people" issues that must be addressed in order to make the tools and techniques most effective. This is a survey course that attempts to examine a broad range of topic areas that are relevant to project management. The objectives of this course are for you to (1) understand project management and its importance; (2) demonstrate knowledge of project management terms and techniques (tool kit); and (3) apply project management techniques in analyzing an IT project.

### **Course Grade Components:**

For on-campus students, I expect each student to read the material *before* class and be ready to discuss this material in class. This is an imperative. We will discuss the material together and not use a "lecture" for class. Your participation is crucial to having a good in-class experience. I expect every student to attend all classes and participate.

Exam 1: 100

Exam 2: 200

Exam 3: 200

Attendance/ E-Journal: 50

Assignments: 300

Case Analysis (Undergraduate): 150 (100 for first presentation and 50 for the integrated presentation)

or Project (Graduate): 150 (50 for first presentation and 100 for second presentation)

### **Grading Scale:**

A	>= 900
B	>= 800
C	>= 700
D	>= 600
F	< 600

### **Exams:**

Exams will cover material in the readings as well as class discussions. The only excused reasons for missing an exam are those listed in the *Tiger Cub* as official University excuses. If you are unable to take an exam at the scheduled time, you must inform me within 5 days of the exam. Only students who have informed me within 5 days of the exam and who have an official University excuse will be allowed to take a makeup exam, except, of course, in medical emergencies. Otherwise, a grade of zero will be entered for the exam.

### **Tentative Schedule: (Additional readings may be assigned as course dictates)**

#### **Week 1 (Jan. 9): Chapter 1 Introduction: Why Project Management**

Topics:

- Introduction to Project Management
- Determinants of Project Success
- Project Elements and Text Organization

Readings:

Chapter 1:

Individual Assignment #1: Discussion Question 2 (p. 38) or Exercise 3 (p. 39): One Page Double Spaced;  
Due 1/18

**Week 2 (Jan 14, 16): Chapter 2 Project Management and Information Technology Context**

Topics:

Understanding Organizations  
Project Life Cycle  
Context of Information Technology Projects

Readings:

Chapter 2

Individual Assignment #2 (pp. 75-76): Discussion Question 7 or Exercise 4, Chapter 2: One Page Double  
Spaced Due on 1/25

**Week 3 (Jan 23): Team working and Communications Skills (OPCD)**

**Undergraduate students form into eight teams; Graduate students form into 4 teams (32 undergraduate, 7 graduate, 7 outreach graduate students). Undergraduate students will work on the running case. Graduate students will work on an outside project.**

**Week 4 (Jan 28 & 30): Chapter 3: Project Management Process Groups**

Topics:

Project Management Process Groups  
Case Study

Readings:

Chapter 3

Individual Assignment #3 (pp. 135-137): Discussion question 1, or Exercise 5, Chapter 3 Due on 2/1

**Undergraduate Student Team Assignment (Eight teams):**

Each team will analyze a particular aspect of the MYH case (pp. 182-183) and answer the questions raised in the book during the last half of the class during with the material in the chapter are being presented. For example, all members of team 1 will answer the tasks provided at the end of the chapter 4 and present them on Feb. 6th. Thirty minutes will be allocated for presentation by each team. Please note that all teams (i.e., all students) have to analyze the running case and present in class. During class on 4/17, the members of the teams will elect representatives who will work together to make a final integrated presentation on April 24th answering the questions raised by the running case throughout the textbook. I expect that this task will motivate you to learn the details of some of the project management tools and use them in a hands-on mode. I encourage you to contact me during office hours to show your draft presentation and obtain feedback.

You don't have to answer the homework assignment during the week your team is making a presentation. Thereby, you will only answer 10 homework assignments even though the course outline shows 11 of them.

**Graduate Student Team Assignment (Four teams):**

You will work on a project with an outside organization and define a project so that other teams can perform them in subsequent semesters. I have access to a few organizations & projects and will discuss these in class. You can also select projects from your organization. You will make two presentations, one on Feb. 27<sup>th</sup> and another on April 22<sup>nd</sup>.

**Week 5 (Feb 4, 6): Project Integration Management**

Topics:

Strategic Planning and Project Management  
Developing a Project Plan

Directing and Managing Project Execution  
Monitoring and Controlling Projects  
Closing Projects

Readings:

Chapter 4

Individual Assignment #4: Discussion question 3 or Exercise 4, Chapter 4 Due on 2/8

**Team #1: Running case presentation**

**Week 6 (Feb 11, 13): Review & Exam I**

**Week 7 ( Feb 18, 20): Chapter 5 Project Scope Management**

Topics:

Collecting Requirements

Creating Work Breakdown Structure (WBS)

User Input

Readings:

Chapter 5

Individual Assignment #5 (217-218): Discussion Question 1 or Exercise 7, Chapter 5, Due on 2/22

**Team #2: Running case presentation**

**Week 8 (Feb 25, 27) Chapter 6: Project Time Management**

Topics:

Defining Activities

Sequencing Activities

Estimating Duration

Developing the Schedule

Controlling the Schedule

Readings:

Chapter 6

Individual Assignment #6 (p. 262): or Exercise for AOA (either 2 or 3) Due on 3/1

**Team #3: Running case presentation**

**Feb. 27th: Graduate student team presentation**

**Week 9 (March 4, 6): Chapter 7: Project Cost Management; Review for Exam #2**

Topics:

Cost Management

Cost Estimation

Creating a Project Budget

Developing Budget Contingencies

Readings:

Chapter 7

Individual Assignment #7: Exercise 1, Chapter 7 Due on March 8th

**Team #4: Running case presentation**

**Review for Exam #2**

**Week 10 (March 18, 20): Chapter 9: Project Human Resource Management**

**March 18<sup>th</sup>: Exam #2**

Topics:

Key to Managing People

Developing a HR Plan

Acquiring a Project Team

Developing a Project Team

Readings:

Chapter 9

Individual Assignment #8: Exercise 4, Chapter 9, One Page Double Spaced Due on March 22nd

**Team #5; Running case presentation**

**Week 11 (March 25, 27): Chapter 8: Project Quality Management**

Topics:

- Performing Quality Assurance
- Performing Quality Control
- Improving IT Project Quality Leadership

Readings:

Chapter 8

Individual Assignment #9: Exercise 2 or Exercise 5, Chapter 8, One Page Double Spaced Due on March 29th

**Team #6; Running case presentation**

**Week 12 (April 1, 3): Chapter 10 Project Communications Management**

Topics:

- Understand importance of communications in project management
- Plan for effective communications
- Understand reporting performance
- Describe how IT can enhance project communications

Readings:

Chapter 10

Individual Assignment #10: Exercise 3, Chapter 10, One page Double Spaced Due on April 5th

**Team #7; Running case presentation**

**Week 13 (April 8, 10): Chapter 11 Project Risk Management**

- Planning Risk Management
- Identifying Risks
- Performing Qualitative Risk Analysis
- Performing Quantitative Risk Analysis
- Monitoring and Controlling Risks

Readings:

Chapter 11

Individual Assignment #11: Discussion question 3 or Exercise 4, Chapter 11, One page Double Spaced Due on April 12th

**Team #8; Running case presentation**

**Week 14 (April 15, 17): Chapters 12 & 13: Procurement Management & Stakeholder Management**

**Undergraduate students: One member from each of teams 1 to 8 work together to develop an integrated presentation**

**Graduate students: Complete project and get ready for presentation**

**Week 15 (April 22, 24) Catch up and preparation for exam #3**

April 22<sup>nd</sup>: Graduate Student Presentations

April 24<sup>th</sup>: Undergraduate integrated team presentation

**Wed, April 30th: 12.00-2.30 p.m.: Exam # 3**

**Communication:**

I will use the e-mail function as a communication supplement. This means that you should regularly check your university email account. Or, you should contact the Office of Information Technology Help Desk (26 L Building; [helpdesk@auburn.edu](mailto:helpdesk@auburn.edu); 844-4944) to get your mail forwarded to whatever account you regularly use. I may send changes in homework assignments, tips, corrections, etc. to the entire class. You are responsible for

checking your mail frequently. Please feel free to contact me by e-mail if you have questions, suggestions or problems.

### **Course Policies:**

- No extra credit will be assigned at the end of the semester.
- I can only change grades after the semester if I have made an error. Therefore, feel free to contact me if you think there has been an error.
- Take responsibility for your actions (or inactions). It is my responsibility to teach and direct and your responsibility to learn. You have many opportunities to participate in the class in different ways. Always do the maximum work for any assignment that you have for the class, not just the minimum to get a grade. That is the way you learn. You must be active and participate in your own learning.
- It is mandatory for you to be in attendance when your team presents (including outreach students who have to be present virtually). If you are aware that you will not be there during your team's presentation, pl. change your team. No excuses will be allowed.
- You don't have to answer the home work assignment during the week your team presents; i.e., I will take the best of 10 assignment grades.

### **Academic Honesty:**

All violations or alleged violations of the Student Academic Honesty Code (see SGA Code of Laws in the *Tiger Cub*) will be reported to the Office for the Vice President for Academic Affairs.

### **Students with Disabilities:**

Students who need special accommodations should make an appointment as soon as possible to discuss their Accommodation Memo. It is essential for faculty members be aware of necessary accommodations at the beginning of the course. If you do not have an Accommodation Memo but need special accommodations, contact the Program for Students with Disabilities, 1244 Haley Center, 334-844-2096.