IT PROJECT
MANAGEMENT
MISX840 – Spring 2017

Instructor: Barbara A. Cullis, MBA, PMP
E-mail: BCullis@udel.edu
Office: 017
Purnell Hall
Phone: (302) 831-6298
Class Time: Thursday, 6pm - 9:00pm
Class Room: 220 One South Main Street, Graduate Hub

Office Hours: Thursdays, 2:00 – 5:45 PM or by appointment. I have an open door policy. If you are having problems with this course, please come by and talk to me.

Professional background:
http://sites.udel.edu/cullis

All course material will be distributed to the class via Canvas.

Books: Information Technology Project Management: Providing Measurable Organizational Value,

Microsoft Project Software: A free 60-day trial comes with this text book. Please do not start your trial until instructed by the professor so it does not expire prior to the end of the semester.

CLASS OVERVIEW

The purpose of this class is to examine the breadth of the project management (PM) discipline. This course will provide a foundation for applying directly the tools, processes, and methods to support the management and delivery of successful IT projects. We will focus on how an Information Technology Project Methodology (ITPM) is applied to create Measureable Organizational Value (MOV). The text and course materials are aligned with the Project Management Institute’s Body of Knowledge (PMBOK) which globally defines PM best practices and have been widely adopted in both the public and private sectors.

My goal is to present an applied approach and experiential learning experience by combining industry experience, guest speakers (bios attached below) and case work. We will focus on how IT project management can be best practiced, managing the human side of projects, determining and documenting project scope, costing projects, and managing project risk. We will also spend some time on managing organizational change and team conflict.

LEARNING OUTCOMES

1. By the end of the course students who apply themselves will be able to design an IT project plan using the PMI best practices as outlined in the PMBOK (Project Management Body of Knowledge).

2. By the end of the course students who apply themselves will be able to design a proposal for a project plan and present it to a client.

3. When given a project, students who participate in the class will:
3. When given a project, students who participate in the class will:

   a. Identify the constraints of a project
   b. Conduct a risk analysis
   c. Identify business requirements
   d. Conduct a stakeholder analysis
   e. Create a project schedule
   f. Identify the measureable benefits of the project and track delivery of the benefits (outcomes of the project)
   g. Facilitate a Project Initiation Workshop to identify and capture RAID (Risks, Assumptions, Issues and Decisions) items
   h. Demonstrate mastery of the terminology used in the project management discipline

**COURSE REQUIREMENTS**

**MS Project:** A 60 day version of MS Project is included with your textbook. Students are expected to have use of MS Project for this course. A Work Breakdown Structure and Schedule are required for your final project. If you are not familiar with MS Project, please complete the online tutorials available in the Wiley Student Companion site:

http://bcs.wiley.com/he-bcs/Books?action=index&itemId=1118911016&bcsId=9229

MS Project will not be covered during class time. MS Project is also available in the Lerner Computer labs and the Virtual Lab.

**Team Project and Presentation:** Students will work in project teams taking on the role of IT consultants.
Over the semester you will work to complete a project plan for your client Husky Air. Components of the plan will be completed through the Husky Air assignments. These assignments provide a means for you to apply the various concepts and tools as though you were working on a real project.

Each team will need to present their proposed system solution to the vendor selection committee at Husky Air. This will be a professional presentation using PowerPoint. Each team member is required to contribute to the overall presentation. Students must submit a copy of the PowerPoint and Project Plan. Please submit one hard copy and upload an electronic copy to Canvas at the time of your team’s presentation.
Please see the Husky Air Grading Sheet for the complete list of assignments.

**Mini-Case Write-ups, Individual:** Students are required to hand in five (5) case write-ups (50 points each) during the term. Cases will be graded for accuracy, quality and completeness of reasoning and clarity of expression. Please consider current news events and professional and life experience when composing each case. Students must work individually.

Maximum length 2 pages *(Times New Roman, 11pt, 1” margins, double spacing).*
These can be done at your own pace. Please do not save them all of the end of the semester!

1 Required – Hybrid IT week 4

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**Discussions?? 15% ?? change mini case write-ups to 15%??**

**In Class Work/Professionalism and Participation: 15%, 150 points**
In Class Work/Professionalism and Participation: 15%, 150 points

**My Teaching Philosophy & Expectations:**
Students are expected to be properly prepared for each class: thoroughly read the assigned readings; write down a few summaries of what you apply to the points for the readings; identify some areas that need clarification. Students are also expected to participate actively in class discussion. Without preparation and participation, the classroom experience will be unsatisfactory for all of us. Coming to class prepared, paying attention to the lecture and discussions, and making contributions to the class by asking questions or posing issues will enhance learning for all.

We will do case work in each class and I tend to use hands-on class exercises which require that you be present and prepared. My expectation will be that you have read the material and are able to apply it to the class’ exercises.

Perhaps most importantly, I assume you come in to this class with a sense of curiosity, a desire to solve difficult problems, and an interest in learning new concepts. These three characteristics represent the heart of the MIS discipline.

**EVALUATION:** Your performance will be based on a total of 1000 points:

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percent of Grade</strong></td>
<td></td>
</tr>
<tr>
<td>Team Project (Husky Air)</td>
<td>350</td>
</tr>
<tr>
<td>Discussion Posts, Individual</td>
<td>200</td>
</tr>
<tr>
<td>Mini Case Write-ups, Individual</td>
<td>250</td>
</tr>
<tr>
<td>In Class Work/Professionalism</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total Possible Points</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>100%</strong></td>
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</table>

In Class Work and Professionalism – is graded on class participation, discussions, exercises, team contributions (peer reviews), being on time, contributing in a professional and meaningful way.

**FINAL GRADING:** Percentages are rounded to the nearest 1/10th percent and your final grade will be assigned using the following grading scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>≥ 94.0</td>
<td>A-</td>
</tr>
<tr>
<td>B+</td>
<td>87.0 – 89.9</td>
<td>B-</td>
</tr>
<tr>
<td>C+</td>
<td>77.0 – 79.9</td>
<td>C-</td>
</tr>
<tr>
<td>D+</td>
<td>67.0 – 69.9</td>
<td>D-</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60</td>
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</tbody>
</table>

**COURSE POLICIES**

**Record Keeping:** Please keep copies of all deliverables and any other work that is submitted. The instructor of the class will not accept hand-in-the-box materials. Instructor confidentiality is not guaranteed.
Record Keeping: Please keep copies of all deliverables and any other work that is submitted. Graded work that has been returned should also be kept until the final grade for the course has been received. If you submitting a team assignment, each team member should keep individual copies of all work.

Record retention: Course work will be kept for 90 days after the end of the semester. After that time course documents will be shredded.

LATE assignments: Late assignments will not be accepted under any circumstances. It is suggested that you work ahead in case you have to be absent. Assignments will be uploaded to Canvas by the due date and time.

Electronic Devices: Please silence notebooks, iPads, mobile devices, and other PDA communication devices while in the classroom. Electronic devices or PDA devices used for taking notes, referencing homework assignments or other MISY 840 class information are encouraged, but please limit these devices for those purposes.

Academic Honesty

The University of Delaware has a Code of Conduct that establishes standards of behavior for students at the University. Please review the Code and be aware that students are expected to fully abide by this code. http://www.udel.edu/stuguide/07-08/index.html

This Code will be strictly enforced. PLEASE NOTE: Regarding academic dishonesty, all suspected incidences of Code violations will be reported to the Judicial Affairs Office for resolution.

Individual assignments assume that all work submitted was prepared exclusively by you, unless explicitly stated and cited otherwise. If you have any question as to whether or not it should be cited, your safest option is to include the reference at the end of the submission in a Bibliography.

Harassment

It is unacceptable and a violation of university policy to harass, discriminate against or abuse any person because of a person's race, color, national origin, gender, sexual orientation, disability, religion, age or any other characteristic protected by applicable law. Such behavior threatens to destroy the environment of tolerance and mutual respect that must prevail for this university to fulfill its educational mission. Contact the Office of Equity and Inclusion if you believe a violation has occurred.

Faculty Statement on Disclosures of Instances of Sexual Misconduct

If, at any time during this course, I happen to be made aware that a student may have been the victim of sexual misconduct (including sexual harassment, sexual violence, domestic/dating violence, or stalking), I am obligated by federal law to inform the university’s Title IX Coordinator. The university needs to know information about such incidents to, not only offer resources, but to ensure a safe campus environment. The Title IX Coordinator will decide if the incident should be examined further. If such a situation is disclosed to me in class, in a paper assignment, or in office hours, I promise to protect your privacy--I will not disclose the incident to anyone but the Title IX Coordinator.

In the event that you, or someone you know, has experienced sexual misconduct that you would like to discuss with a trained individual in a confidential setting, please go to the website of the University’s Office of Equity and Inclusion. Here, you will find resources to help you. You are not alone, and this is not your fault. There are members of the University community that you can speak to confidentially, including licensed counselors and members of the clergy. These individuals can be found at the Center for Counseling & Student Development, as well as certain
alone, and this is not your fault. There are members of the University community that you can speak to confidentially, including licensed counselors and members of the clergy. These individuals can be found at the Center for Counseling & Student Development, as well as certain licensed counselors in Student Wellness & Promotion and within pastoral care. UD provides 24-hour crisis assistance and victim advocacy and counseling. Contact 302-831-2226, Student Health Services, to get in touch with a sexual offense support advocate.

For information on various places you can turn for help, click here. For more information on Sexual Misconduct policies, where to get help, and reporting information please refer to www.udel.edu/sexualmisconduct.

**Inclusion of Diverse Learning Needs**

This course is open to all students who meet the academic requirements for participation. Any student who has documented a need for accommodation should contact Disability Support Services and the instructor privately to discuss the specific situation as soon as possible. Disability Support Services can be reached at 302-831-4643, or dssoffice@udel.edu. DSS staff will coordinate accommodations for students.

Please note: The University of Delaware is committed to all students’ learning and welcomes students with disabilities. If you have a documented disability and need for an accommodation in this course, please contact the Office of Disability Support Services located at dssoffice@udel.edu or call 302-831-4643 to coordinate accommodations.

**Diversity and Inclusion Statement**

The University of Delaware is committed to social justice. I concur with that commitment and expect to maintain a positive learning environment based upon open communication, mutual respect, and nondiscrimination. Our University does not discriminate on the basis of race, sex, age, disability, veterans’ status, religion, sexual orientation, color, or national origin. Any suggestions as to how to further such a positive and open environment in this class will be appreciated and given serious consideration. – J. Ernest

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**THIS SYLLABUS AND SCHEDULE MAY CHANGE**

ALL CHANGES WILL BE ANNOUNCED IN CLASS & ON CANVAS

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Items to add to curriculum –

- Estimating exercise
- Poker planning exercise?
- PMI Reports Pulse of profession – day 1
- Project of the year?
- PM Network articles?
- Hybrid articel

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**IT PROJECT MANAGEMENT**

MISY840 – Spring 2017
<table>
<thead>
<tr>
<th>Session</th>
<th>Class Date</th>
<th>Chapter Titles/Topics</th>
<th>Textbook Chapter Reading Due before class</th>
<th>Assignments Due The following Wednesday by Noon</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2/9</td>
<td>• Administrative review of course, Team assignments, Pulse of the Profession, The Nature of Information Technology Projects (1)</td>
<td></td>
<td>Husky Air Assignment # 1 Team Charter Discussion Post: Agile vs Waterfall (See Canvas Assignment) Due 2/15</td>
</tr>
<tr>
<td>2</td>
<td>2/16</td>
<td>• Project Methodologies and Processes, Creating MOV and the Business Case, SCRUM and Business Value of Agile Methods</td>
<td>1, 2 &amp; 3</td>
<td>Husky Air Assignment # 2 and # 3 Due 2/22</td>
</tr>
<tr>
<td>3</td>
<td>2/23</td>
<td>• Project Planning: The Project Infrastructure, Charter, Business Case, Procurement</td>
<td>4</td>
<td>Husky Air Assignment # 4 Case #1: Hybrid IT Article Due 3/1</td>
</tr>
<tr>
<td>4</td>
<td>3/2</td>
<td>• Project Planning: Scope and the WBS</td>
<td>5</td>
<td>Husky Air Assignment # 5 WBS MS Project Tutorials (as needed) Due 3/8</td>
</tr>
<tr>
<td>5</td>
<td>3/9</td>
<td>• JPMC Guest Event: Information Accessibility, Managing Project Stakeholders and Communication, Metrics</td>
<td>8</td>
<td>Husky Air # 8 Earned Value Analysis (EV) Due 3/15</td>
</tr>
<tr>
<td>6</td>
<td>3/16</td>
<td>• Project Planning: The Schedule and Budget, Note: you will need MS Project</td>
<td>6</td>
<td>Husky Air Assignment # 6 Schedule Due 3/22</td>
</tr>
<tr>
<td>7</td>
<td>3/23</td>
<td>• Managing Project Risk, Risk Mitigation Impact Chart</td>
<td>7</td>
<td>Husky Air Assignment # 7 Peer Evaluations Due 4/5</td>
</tr>
<tr>
<td>8</td>
<td>3/30</td>
<td><strong>SPRING BREAK</strong></td>
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<td>9</td>
<td>4/6</td>
<td>• Guest Speaker – Pat Fullerton, EDS, Project Ethics &amp; Leadership, Leading the Project Team and Ethic</td>
<td>10</td>
<td>Husky Air Assignment # 10 Due 4/12</td>
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<tr>
<td>10</td>
<td>4/13</td>
<td>• No Class: Good Friday and Passover</td>
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<tr>
<td>11</td>
<td>4/20</td>
<td>• Managing Organizational Project Quality, Health Checks, Organizational Change, Resistance, and Conflict</td>
<td>9, 11</td>
<td>Husky Air Assignment # 9 Husky Air Assignment # 11</td>
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<td>Date</td>
<td>Assignment</td>
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| 11 | 4/20  | • Managing Organizational Project Quality       | 9,11| Husky Air Assignment # 9
|    |       |   ○ Health Checks                               |    | Husky Air Assignment # 11
|    |       |   ○ Organizational Change, Resistance, and Conflict |    | Due 4/46 |
| 12 | 4/27  | • Project Implementation, Closure, and Evaluation | 12 | Husky Air Assignment # 12
|    |       |   ○ PMOs                                        |    | Due 5/3 |
|    |       |   ○ *PMO A Closer Look: Churchill*             |    | Peer Evaluations
|    |       | • Prepare for Final Project                     |    | Due 5/11 |
| 13 | 5/4   | • Final Project Presentations                   |    | Team Project, PowerPoint, (Upload to Can |
|    |       |   ○ Peer Evaluations due prior to final presentation |    |   |
| 14 | 5/11  |                                                 |    | |
| 15 | 5/18  | Finals Week                                     |    | |

**JPMC Speaker Event: Information Accessibility**

Details to be announced.

**Ms. Pat Fullerton, has worked in the roles of Project Manager, Program Manager and Consultant at EDS (Electronic Data Systems) and Perot Systems Corporation (PSC).**

During her career she provided oversight on multi-million and billion dollar projects relative to business re-engineering, outsourcing, mergers and acquisitions, reorganizations and process improvement. Ms. Fullerton has demonstrated her savvy PM and leadership skills on challenging projects which include:

1. Reorganizing the Customer Service Call Center and Technical Support Services for Swiss Bank in Basel, Switzerland. This required learning the customs and regulations of Switzerland and getting Perot Systems, Swiss Bank and third party consultants to all work together and agree on deliverables, plans, resources etc.

2. Overseeing the outsourcing of 50 data centers country wide and merging them into one data center.

3. Standardizing communications and processes for three branches of a company with locations in Hong Kong, England and the USA. This involved working with three cultures, customs regulations in each country transporting equipment, three time zones and matrixed resources.

4. Merging one company’s 3 call centers which handled different Securities and Exchange Products, had different leaders with different styles from “manual is better” to “let's be as progressive as we can,” and required a mix of new software and training.
4. Merging one company’s 3 call centers which handled different Securities and Exchange Products, had different leaders with different styles from “manual is better” to “let's be as progressive as we can” and all wanting to protect their area. This also included relocation, redefining all positions, instituting measurable performance standards and quality controls and retraining all staff.

Pat is a PMP, ITIL Scrum Master, CPIW = Certified Professional Insurance Woman. She has edited 2 published books on project management and composed 2 manuals on Project Management Planning and Implementation and Project Management for Executive Leaders.