Course Description
This course discusses the processes, methods, techniques and tools that organizations use to manage their information systems projects. The course covers a systematic methodology for initiating, planning, executing, controlling, and closing projects. This course assumes that project management in the modern organization is a complex team-based activity, where various types of technologies (including project management software as well as software to support group collaboration) are an inherent part of the project management process. This course also acknowledges that project management involves both the use of resources from within the firm, as well as contracted from outside the organization.

Course role in the program/major:  
This course is part of the Bachelor of Arts in Management Information Systems

No prerequisites for this course

Course Objectives
Upon successful completion of this course, students will be able to:

• Distinguish between a Project and Operational Work.
• Define the project management lifecycle.
• List characteristics of successful and unsuccessful projects.
• Identify the “hard skills” and “soft skills” needed for successful project management.
• Describe risk management planning, risk identification, risk analysis, and risk response planning.
• Describe project quality tools and relate why each is vital in planning and managing projects.
• Assess your own individual capability and describe how to improve to be more helpful to your project.
• Describe different methods for project team decision-making and under what circumstances each is most appropriate.
• Explain how to manage your project team and stakeholders including conflict management.
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• Describe different methods for project team decision-making and under what circumstances each is most appropriate.
• Explain how to manage your project team and stakeholders including conflict management.
• Describe how a project manager can control each aspect of a project using a balanced scorecard approach.
• Determine Project Progress & Results

Required Text and Other Materials:
Course Assignment Descriptions:

Discussion Participation: Each week you must submit (post) a response to the weekly discussion topic(s). Then, after reading the postings made by other students, you must reply to a minimum of two of your coursemates.

- **Initial Substantive Posts:** Submit an initial response to each of the prompts provided each week by your instructor. Your initial post should be substantive (approximately ½ of a page in length) and must be posted by midnight, Central Time by Wednesday of each week. In your substantive post you are encouraged to use references (you may use your textbook); show evidence of critical thinking as it applies to the concepts or prompt and/or use examples of the application of the concepts to work and life. Proper punctuation, grammar and correct spelling are expected. Please use the spell-check function.

- **Required Replies:** You must reply to at least two different peers per prompt. Your replies should build on the concept discussed, offer a question to consider, or add a differing perspective, etc. Rather than responding with, "Good post," explain why the post is "good" (why it is important, useful, insightful, etc.). Or, if you disagree, respectfully share your alternative perspective. Just saying "I agree" or "Good idea" is not sufficient for the posts you would like graded.

- **Posting Guidelines:** Overall, postings must be submitted on at least two separate days of the week. It is strongly recommended you visit the discussion forum throughout the week to read and respond to your peers’ postings. You are encouraged to post more than the required number of replies.

Please refer to the Policies section in Blackboard for further Discussion Participation details.

Assignments

**Week 1: Project Idea Proposal:** In this course, you will be asked to complete a project management design for a ‘mock’ project. The weekly lessons and MS Project software will assist you in this process. This week, you are to submit a proposal for a project. **Some examples of a ‘mock’ project are:**

- Website Initiation (such as developing a help desk or chat support for a customer base)
- Software System Implementation or Upgrade
- Implementing a customer information database
- Outsourcing something manufactured
- Upgrading a company computer system
- Implementing an employee collaboration system
- Creating an employee training program
- A new task or process a person or an organization will have to follow

While this list is not inclusive of all projects, you are tasked with creating a mock up of a project that is either applicable to self (i.e. a project that would help to streamline your workflow) or a potential project for a company. Keep in mind that you will not implement the project itself but will create an general overview according to project management specifications and using the Microsoft Project Software. This week, you will submit an idea for your project to your instructor. In a one-page document, describe your project idea, the key people involved and the benefit to yourself or the organization if this project were to be implemented. Keep in mind this is a general overview and can change; please provide a brief one-page outline that will be reviewed by your instructor. Please note that the assignments you will complete throughout this course will be compiled into one comprehensive presentation that will be submitted in week 8. You will adjust your project based on your instructor’s feedback and submit a revised and final version in week 8.

**Week 2: Project Template:** In creating a Microsoft Project plan, the first step is to create a blank project template so you can begin listing your primary task names. The largest and most general tasks are called Project Tasks. Below each of the Project Tasks are sub steps or sub tasks that support the major project task.
Each of you will create a mock project using Microsoft Project. Several ideas were suggested, but regardless of the idea you choose there are certain steps that are used in almost any project to ensure consistency.

The primary Project Tasks are listed below. Your job is to complete this project throughout the duration of this course. By the end of week 2, please load Microsoft Project 2007 from your trial CD. You will open Microsoft Project and choose

- File
- New
- Blank Project

1. Enter the Project Name in as the first field in the Task Name field.
2. Enter the primary task names as listed below in the Task Name column:
   a. Scope
   b. Analysis/Software Requirements
   c. Design
   d. Development
   e. Testing
   f. Training
   g. Documentation
   h. Pilot
   i. Deployment
   j. Post Implementation Review

Save and submit the file to the assignments dropbox, located in the assignments tab in the course menu.

**Week 3: Project Charter:** This week, you are tasked with creating a draft of a project charter based on the proposal you submitted in week 1. In your project charter, include a high level overview of the concepts presented in Week 3. These should be brief, but provide enough detail to outline your ideas sufficiently. Use the template provided in the course materials to compose your project charter.

**Week 4: Assigning Substeps:** By the end of week 4 each of the primary task names you created in Week 2 should have a minimum of 3 sub steps associated with each. If you get stuck, please refer to the example templates contained within Microsoft Project 2007. To access the sample templates, Open Microsoft Project and choose >File>New>Templates on Computer. Hint - pay special attention to the Software Development template. It is rich with suggestions as to sub tasks.

For this assignment, open up the project you began in week 2. Before proceeding we must differentiate between our sub tasks and our project name. To do this,

1. Click and drag selecting lines 2-11
2. Choose the Indent icon on your menu bar. The one that looks like an arrow pointing right.
3. To enter the sub task names below each of the primary tasks,
4. Choose the line you wish to enter the tasks. In this case Line 3.
5. Choose Insert
7. Repeat this 3 times.
8. Click in the task name box and enter the name of your sub tasks.
9. Do this for each of your sub tasks.

After entering a minimum of 3 sub steps for each of your tasks, save the document and submit it to the assignment dropbox by the end of the week.

**Week 5 Resources and Budgets:** This week, create a chart (in word or excel) that outlines the resources and approximate budget needed for your project. Each resource should have a cost associated with it along with a brief explanation of the resource and its application to your project and the type of cost it may be - fixed, variable, indirect or direct, recurring or nonrecurring. You may use the template provided in the course or create your own. You should include at least 10+ resources, whether they be salaried employees, overtime costs, costs to print materials, etc.
**Week 6 Risk Management Essay**

This week, compose a 4-5 page essay listing and summarizing the six strategies for dealing with risk response planning.

- Avoid Risk
- Transfer Risk
- Mitigate Risk
- Accept Risk
- Research Risk
- Exploit Risk

Use your textbook and 1-2 other scholarly sources to paraphrase the six strategies in your own words; additionally apply these strategies to your own project idea. Discuss the risk associated with your project and the strategies you will use to address them. Compose your paper in APA format, including a title page, introduction, conclusion and reference section.

**Week 7: Project Management: What Would You Do?**

The following scenarios have just been presented to you – the project manager. Create short answers for each scenario - what would you do in each situation? Your responses should be backed up with a solid rationale for why you would react in this manner and supported with example from your text or other scholarly sources.

- The project is 50% complete, and the marketing department changes its specifications.
- The marketing department has promised a delivery date you and your team cannot meet.
- A new product has been announced by your No. 1 competitor, which threatens the future of the project you are working on.
- Your electrical building contractor, although cheap, is the worst contractor you've ever seen. You're at the 25% complete point of construction.
- You have just started the software programming effort, which is on the critical path. Randy, the matrix manager has reassigned your key resource to another project that is in trouble.

Compose your paper in APA format, including a title page, introduction, conclusion and reference section.

**Week 7: Project Duration**

By the end of week 7 each of the primary task names should have a minimum of 3 sub steps associated. You will now add durations to each of the sub tasks.

This is accomplished by clicking in the Duration Field and using the up and down arrow. Hint - you can also manually type in the duration field if you wish to change days to hours or minutes. We will not do that for this project. Open the mock project you have been working on. Give each sub task a duration of 2, 3 and 4 days respectively. Plan out your project for **up to** one year.

**Week 8: Final Project Plan**

This week, compile your assignments into one comprehensive project proposal that would be suitable to present to a department head or manager. A template is provided in the course or you may use your own. The final project plan should be 5-10 pages and include the following:

1. Project Overview (1-2 pages describing your project)
2. Project Charter (chart)
3. Resources and Budgets (chart)
4. Risk Management (1-2 pages analyzing the risks of your project)
5. Summary (1-2 page summarizing the key aspects of your plan and the potential for its implementation)

Please note that this is NOT merely a cut and paste of your prior submissions - your final project plan should be fine tuned and revised based on your instructors weekly feedback and developed into a plan that would be presentable to a stakeholder.
Course Schedule At-A-Glance*

Please refer to the Term Calendar in our cyberclassroom for specifics regarding dates.

<table>
<thead>
<tr>
<th>Week</th>
<th>Readings &amp; Activities</th>
<th>Assignments Due</th>
<th>Date/Time Due**</th>
</tr>
</thead>
</table>
| 1    | • Chapter 1: Introduction to Project Management | • Discussion Forum  
• Project Idea Proposal | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 2    | • Chapter 2 - Project Selection and Prioritization  
• Chapter 3 - Organizational Capability: Structure, Culture, and Roles | • Discussion Forum  
• Project Template | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 3    | • Chapter 4: Project Charters  
• Chapter 5: Project Stakeholders | • Discussion Forum  
• Project Charter | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 4    | • Chapter 6: Defining Scope and Constructing Work Breakdown Structures (WBS)  
• Chapter 7: Scheduling Projects | • Discussion Forum  
• Assigning Substeps | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 5    | • Chapter 8: Resourcing Projects  
• Chapter 9: Budgeting Projects | • Discussion Forum  
• Resources and Budgets | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 6    | • Chapter 10: Project Risk Planning  
• Chapter 11: Project Quality Planning and Kickoff | • Discussion Forum  
• Risk Management Essay | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 7    | • Chapter 12: Project Supply Chain Management  
• Chapter 13: Leading and Managing Project Teams | • Discussion Forum  
• Project Management: What Would You Do?  
• Project Duration | • Wed/Sun, midnight CT  
• Sunday, midnight CT |
| 8    | • Chapter 14: Determining Project Progress & Results  
• Chapter 15: Finishing the Project | • Discussion Forum  
• Final Project Plan | • Wed/Sun, midnight CT  
• Saturday, midnight CT |

* All online weeks run from Monday to Sunday, except the last week, which ends on Saturday.
** All assignments are due at midnight Central Time. (All submissions to the Blackboard system are date/time stamped in Central Time).

Assignments At-A-Glance

<table>
<thead>
<tr>
<th>Assignment/Activity</th>
<th>Qty.</th>
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<th>Total</th>
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5 of 7
Points

<table>
<thead>
<tr>
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<td>1</td>
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<tr>
<td>Week 2</td>
<td>Project Template</td>
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<td>25</td>
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<tr>
<td>Week 3</td>
<td>Project Charter</td>
<td>1</td>
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<td>50</td>
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<tr>
<td>Week 4</td>
<td>Assigning Substeps</td>
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<td>25</td>
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<td>Week 5</td>
<td>Resources and Budgets</td>
<td>1</td>
<td>25</td>
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<tr>
<td>Week 6</td>
<td>Project Duration</td>
<td>1</td>
<td>25</td>
<td>25</td>
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<tr>
<td>Week 6</td>
<td>Risk Management Essay</td>
<td>1</td>
<td>50</td>
<td>50</td>
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<tr>
<td>Week 7</td>
<td>Project Management: What Would You Do?</td>
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<td>50</td>
<td>50</td>
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<td>Week 8</td>
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<td>150</td>
<td>200</td>
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<td></td>
<td>Discussion Forum Participation</td>
<td>8</td>
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<td>TOTAL</td>
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*Please refer to the Policies menu for more information about our Course Discussions.

***It is highly recommended that you save all of your work from this course on your own computer or flash drive. The capstone course you take at the end of your program may require you to have access to this work for culminating assignments and/or reflections.

Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>90 to 100%</td>
<td>571-635</td>
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<tr>
<td>B</td>
<td>80 to 89%</td>
<td>506-570</td>
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<tr>
<td>C</td>
<td>70 to 79%</td>
<td>441-505</td>
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<tr>
<td>D</td>
<td>60 to 69%</td>
<td>376-440</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60%</td>
<td>&lt;375</td>
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</tbody>
</table>

To access your scores, click on Grades in the My Tools area in Blackboard.

Important Policies

All course-specific policies for this course are spelled out in this syllabus. However, additional university policies are located in the Policies folder in the Info & Policies section of Blackboard. You are responsible for reading and understanding all of these policies. All of them are important. Failure to understand or abide by them could have negative consequences for your experience in this course.

Ottawa Online Late Policy

With instructor approval, assignments may be accepted for up to one week after the due date, but a minimum automatic deduction of 10% of the points will be assessed. The instructor also has the option of increasing this deduction percentage up to a maximum of 20%. Extenuating circumstances may be determined on rare occasions and an extension allowed without a deduction, but only at the sole discretion of the instructor.

Discussion board postings will not be accepted for credit when posted after the close of the discussion week. There are no exceptions to this rule; however, solely at the discretion of the instructor, the student may be allowed to submit an alternative assignment to make up for the points under extenuating circumstances. If granted, this
should be an exception to the rule.

No assignments will be accepted after the last day of the course (end of term) unless arrangements have been made and “approved” by the instructor at least one week in advance.

**Editorial Format for Written Papers**

All written assignments are to follow the APA writing style guidelines for grammar, spelling, and punctuation. This online course includes information regarding the APA style under “Writing and Research Resources” in the Resource Room on the course menu in Blackboard.

**Academic Integrity**

Plagiarism and cheating will not be tolerated at any level on any assignment. The reality of cyberspace has made academic dishonesty even more tempting for some, but be advised that technology can and will be used to help uncover those engaging in deception. If you ever have a question about the legitimacy of a source or a procedure you are considering using, ask your instructor. As the University Academic Council approved on May 29, 2003, “The penalty for plagiarism or any other form of academic dishonesty will be failure in the course in which the academic dishonesty occurred. Students who commit academic dishonesty can be dismissed from the university by the provost/director.”

Please refer to Academic Honesty in the Policies section of the online course menu for important information about Ottawa University’s policies regarding plagiarism and cheating, including examples and explanations of these issues.

**Student Handbook**

Please refer to your student handbook for all university regulations. The Resource Room on the course menu in Blackboard contains information about where to find the student handbook online for your campus.

Please see Policies in Blackboard for additional university policies.

**Blackboard Technical Support**

The Resource Room in Blackboard contains links to student tutorials for learning to use Blackboard as well as information about whom to contact for technical support. Ottawa University offers technical support 24 hours/day for all students, staff, and faculty at no cost.