Course Syllabus
MIS 4672 - M50 / 6672 - 410 - Project Management Tools and Leadership
Spring Semester, 2019
CRN 25920 / 25921

Instructor Information:
Name: Margaret Schultz, Ph.D.
Email: mschultz@memphis.edu
Office Location: FEC 373 (Computer lab)
Office Hours: M/W/F 12:30pm to 1:30pm

Course Information:
Meeting times: online only
Duration: March 11th to April 24th
Credit Hours: 3.0

Course Overview:
In this course, the goal is to derive a collection of best practices for managing IT projects and for leading IT project management teams. We learn about the various issues that project managers are likely to address that can affect project processes, project teams, and the project’s ultimate success. Using case studies, we will analyze real stories of project management and derive lessons learned for future reference. We also get hands-on experience with using Microsoft Project to track a project’s schedule and costs.

Fogelman College: Learning Outcomes for Your Degree

Undergraduates:
The Fogelman College has established the following learning goals for all students successfully completing the BBA degree:
• Graduates will be effective communicators.
• Graduates will demonstrate critical thinking skills.
• Graduates will be knowledgeable about ethical factors in the business environment.
• Graduates will be knowledgeable about the global business environment.
• Graduates will be proficient users of business presentation and analysis technology.

Graduates:
The Fogelman College has established the following learning goals for all students successfully completing the MBA degree:
• Graduates will be leaders.
• Graduates will be technologically competent.
• Graduates will be knowledgeable about social and ethical issues and trends affecting business.
• Graduates will be knowledgeable in functional areas and their integration.
• Graduates will be critical thinkers and problem solvers.
Course Methodology

• Reading / viewing materials (such as PowerPoints, videos, and text-based documents) are posted each week as required reading assignments. Weekly quizzes are administered to assess students’ understanding of topics addressed in the weekly reading/viewing materials.

• Three hands-on projects using Microsoft Project 2016 or 2019 will be assigned. The purpose of these assignments are to give you hands-on practice using this tool for managing a project’s schedule and costs.

• Three case studies on project management topics are assigned as required reading material that will include a set of discussion questions. Answers to discussion questions are used to assess students’ level of understanding, depth of analysis, and ability to draw reasonable conclusions about project management situations.

Grading and Evaluation Criteria:

Final Course Grades:
Your final letter grade is based on your overall average. Your overall average is calculated as the sum of all the points you earned on graded assignments divided by the total number of points possible. The letter grade is based on the following schedule:

- Above 90% ................................................................. A
- Above 80% but below 90% ........................................... B
- Above 70% but below 80% .......................................... C
- Above 60% but below 70% .......................................... D
- Below 60% .................................................................. F

Scoring Methodology Used to Determine Course Grade:
Points earned on the assessed activities will be distributed as follows:

- 3 Case Study Discussion Questions (3 * 10 pts) ................................................................. 30 points
- 10 Quizzes (10 * 5 pts) ........................................................................................................ 50 points
- 4 hands-on projects (4 * 20 pts) ....................................................................................... 80 points

Total Possible for Semester ................................................................. 160 points

Required Texts (and Related Materials):


- You will need a computer that has a web browser with Internet access. You will be using Microsoft Project 2016 or 2019 which you can download on to a PC (not a MAC) or you can use the cloud-based version on the U of M cloud. You will also be using Microsoft’s Project Web App to access Project Server hosted on U of M’s SharePoint site.
# Course Schedule:

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<tr>
<th>Course by Week</th>
<th>Topic</th>
<th>Graded Assignments</th>
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<tbody>
<tr>
<td><strong>Week 1</strong>&lt;br&gt;March 11&lt;sup&gt;th&lt;/sup&gt; – March 17&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• Review of Syllabus&lt;br&gt;• PM #1: Introduction to Project Management &amp; related topics&lt;br&gt;• PM #2 (part A) Process groups &amp; knowledge areas, initiating \ processes&lt;br&gt;• PM #2 (part B) Planning processes</td>
<td>• Quiz #1 &amp; #2</td>
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<td><strong>Week 2</strong>&lt;br&gt;March 18&lt;sup&gt;th&lt;/sup&gt; – March 24&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• PM #3 (part A) Project time management / scheduling processes (Activity Network Diagrams, Gantt charts, critical path method).&lt;br&gt;• PM #3 (part B) Using MS Project Professional to create a simple project schedule and instructions for Project #1 (launch new product)&lt;br&gt;• PM #4: The nature of IT projects (Unique characteristics of IT projects, why IT projects pose greater risks, IT project success factors, the triple constraint, IT project development methodologies (traditional vs agile, focus on SCRUM))</td>
<td>• Quiz #3 &amp; #4&lt;br&gt;• Project #1: Create Activity Network Diagram and Project Schedule using MS Project</td>
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<td><strong>Week 3</strong>:&lt;br&gt;March 25&lt;sup&gt;th&lt;/sup&gt; to March 31&lt;sup&gt;st&lt;/sup&gt;</td>
<td>• PM #5: Using MS Project Professional’s advanced features to set up tasks, resources, and assignments and instructions for project #2 (web site project)&lt;br&gt;• PM #6: Project cost management (Cost estimation methods, cost monitoring / Earned Value Management)</td>
<td>• Quiz #5 &amp; #6&lt;br&gt;• Project #2: Project scheduling and tracking using Project Professional (Desktop)</td>
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<td><strong>Week 4</strong>:&lt;br&gt;April 1&lt;sup&gt;st&lt;/sup&gt; to April 7&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• PM #7: Managing and tracking project schedules and costs and instructions for project #3&lt;br&gt;• PM #8: Programs and Portfolios (program vs portfolio management, the PMO office), IT governance and frameworks (COBIT, ISIL) and standards (ISO)</td>
<td>• Quiz #7 &amp; #8&lt;br&gt;• Project #3: Project tracking and reporting</td>
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<td><strong>Week 5</strong>:&lt;br&gt;April 8&lt;sup&gt;th&lt;/sup&gt; to April 14&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• PM #9: Using the Microsoft Project Web App (Hosted on SharePoint site) and instructions for Project #4</td>
<td>• Project #4: Creating a project with Project Web App&lt;br&gt;• CS #1: Case study questions on Dept of Defense: failure to manage stakeholders</td>
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<td><strong>Week 6</strong>:&lt;br&gt;April 15&lt;sup&gt;th&lt;/sup&gt; to April 21&lt;sup&gt;st&lt;/sup&gt;</td>
<td>• PM #10: Project Risk Management</td>
<td>• Quiz #9&lt;br&gt;• CS #2: Case study questions on Volvo Case Study on Team Management</td>
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<td><strong>Week 7</strong>:&lt;br&gt;April 22&lt;sup&gt;nd&lt;/sup&gt; to April 28&lt;sup&gt;th&lt;/sup&gt;</td>
<td>• PM #11: Quality management (software testing, quality metrics)</td>
<td>• Quiz #10&lt;br&gt;• CS #3:</td>
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Professor’s Expectations of Students:

- All homework assignments are individual assignments and each person is expected to create their own files and do their own work. Collaboration on homework assignments is cheating. If you turn in another student’s work as your own, you will receive a 0 on that assignment. If this occurs more than once, you will receive a failing grade for this course. Students who shared their work with others will receive a 0 on those assignments as well.

Due Dates on assignments
- Unless otherwise noted, Quizzes and all other graded assignments are due on Sundays at 11:59pm. Homeworks must be turned in to their dropboxes. No assignments are accepted as email attachments.

Late Assignments:
- You are expected to turn in your assignments on time. The due dates for assignments are provided on the weekly schedule (above) and are posted on eLearn. One point will be deducted for each day that an assignment is late. Dropboxes accept files for up to one week past their due dates. Assignments may not be accepted for grading if they are turned in more than one week late.
  - Do not turn in assignments as email attachments, please! No assignments turned in as an email attachment will be graded.
  - Quizzes will be deactivated on the date and time they are due. Quizzes will not be re-opened for any student unless (1) the student has a valid reason why they could not submit their quiz on time and (2) the student makes a request in person to the instructor to re-open the quiz. (No requests will be approved via email.)

Student's Expectations of the Professor:
In my role as your instructor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails within two (2) business days, and feedback on all work submitted within 7-10 calendar days.

Course Policies
E-mail:
All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. It is your responsibility to check your inbox frequently and read all email messages from the course instructor.

Academic Integrity:
The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity (opens in new window).

Classroom or Online Behavior:
All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity
in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College’s Netiquette website (opens in new window).

Syllabus Changes:
The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.

Student Services
Please access the FCBE Student Services (opens in browser window) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance