

**Professor:** Linda V. Knight, Ph.D.

<http://www.cdm.depaul.edu/aboutcdm/Pages/facultyinfo.aspx?id=540>

**E-mail:** lknight@cdm.depaul.edu  
(Warning--do NOT use a standard DePaul email address)

**Phone:** (312) 362-5165  
(If you do not catch me on the phone, please leave a number and several suggested times to phone you back.)

**Office hours:** Since this is an online class, we have online virtual office hours.

- During virtual office hours, we can chat online.
- To attend virtual office hours, just follow the directions in the email I send.
- If you would like to meet me online in our virtual office at another time, you can either request an advance appointment for this via email, or just email on the spur of the moment. I will respond as soon as I receive the email.
- If you experience technical difficulties logging into virtual office hours or with the chat feature, just email me. I'll try my best to keep an eye on email while in the virtual office.
- If you wish to meet with me in person, rather than virtually, we can usually arrange that. Just email and we can work together to find a time that works for us both. Similarly, if you prefer to speak on the phone, email me and we will arrange a time.

**Desirable background for this course**

- **Some background in or knowledge of the concept of projects.** This may be gleaned from courses or from work, and from a variety of fields, including computer software development, systems analysis and design, networking, or more general management exposure
- **Students who will be taking IS 421, Systems Analysis, as part of their program, generally should take that course first or at least at the same time as this one, simply because this will provide them with a more logical progression.**

**Special Accommodations:** Students requiring special accommodation, whether to meet special needs, travel schedules, religious obligations, or for another reason, should contact the professor at the start of the course.

**Textbook is required.** Students should plan on 75 to 100 pages of reading per week. The text is a classic in the field, heavily used for Project Management certification, and widely available on the Internet, as well as through the DePaul bookstore. *Harold Kerzner's Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 2009.  
<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470278706,descCd-description.html>

**Overview of how the course will work:**

- **This course does NOT use CDM's COL system. Instead it uses the University's D2L (Desire to Learn) system, which students can access here: <http://www.d2l.depaul.edu>**
- There is no in-person or on-campus meeting required.
- Because we will not use COL, there will be no automatic videos of 3-hour classes.
- In a typical week, there will be a few chapters of reading (about 85 pages average), one or more short videos where I discuss the important or complex issues, a quiz on that week's material which you can take at your convenience using whatever materials you find helpful, and a short written assignment. In this assignment, you typically will be asked either to analyze and interpret a business project problem, or to apply what you learned that week to something you personally have experienced.
- There will be no final or midterm, as I believe weekly short quizzes and case assignments provide better opportunities for learning.
- There will be a final take-home case study project, which will enable you to integrate what you have learned in the course.

**Primary Learning Goals**

1. Students will be able to execute a project that achieves predetermined outcomes in three major areas: on-time, within-budget, and with a quality that is appreciated by users and management.
2. Students will understand the advantages and disadvantages of various approaches for incorporating project teams into organizational structures and be able to recommend optimal approaches for a variety of situations.
3. Students will be able to incorporate appropriately the major concepts of pricing and estimating, including man hour estimates, the low-bidder dilemma, the time value of money, Net Present Value, Internal Rate of Return, and Payback period, into their projects.
4. Students will be able to manage and control a project schedule through the use of such tools as Work Breakdown Schedules, PERT charts, Gantt charts, and project management software.
5. Students will be able to apply the techniques needed to assess and control a project budget.
6. Students will be able to identify leadership and management strengths and weaknesses in themselves and others, and to initiate actions that will leverage the strengths and mitigate effects of the weaknesses.
7. Students will develop the conflict resolution and negotiation skills needed to work effectively with a broad range of individuals from a variety of departments and at all levels within the organization.
8. Students will develop the ability to manage team communications, motivate team members, and deal with potentially harmful behavior within a team.
9. Students will develop the ability to identify potential threats to a project before they surface, develop plans to regularly assess the potential likelihood of those risks, and mitigate the risks should they occur.
10. Students will be able to incorporate quality concepts, including the Taguchi Approach, ISO 9000, Six Sigma, Quality Circles, and Total Quality Management into their projects.

Tentative Schedule			
Week	Chapter: Topic	Discussion Board Assignment DUE	Quiz DUE
1	Chapter 01: Overview	Assignment 1	Quiz 1
1	Chapter 02: PM Growth - Concepts and Definitions		
2	Chapter 03: Organizational Structures	Assignment 2	Quiz 2
2	Chapter 04: Organizing and Staffing the Project Office and Team		
3	Chapter 05:Management Functions	Assignment 3	Quiz 3
3	Chapter 06:Managing your Time and Stress		
	Chapter 07: Conflicts		
4	Chapter 08: Special Topics	Assignment 4	Quiz 4
4	Chapter 09: Variables for Success		
4	Chapter 10: Working with Executives		
5	Chapter 11: Planning	Assignment 5	Quiz 5
6	Chapter 12:Network Scheduling Techniques	Assignment 6	Quiz 6
6	Chapter 13:Project Graphics		
7	Chapter 14: Pricing and Estimating	Assignment 7	Quiz 7
8	Chapter 15:Cost Control	Assignment 8	Quiz 8
8	Chapter 16: Trade-off Analysis in a Project Environment		
9	Chapter 17: Risk Management	Assignment 9	Quiz 9
9	Chapter 22: Scope Changes		
10	Chapter 19: Contract Management	Assignment 10	Quiz 10
10	Chapter 20: Quality Management		
Final Exam week	No new topics	Final Case Study DUE	

**Grading Components**

The following components determine the grade:

Quiz Average	50%	Most weeks will include a weekly quiz. You will take this quiz online at your convenience, using whatever materials you find helpful. Within limits, you may repeat the quiz to improve your score. The goal here is for the quizzes to provide opportunities for learning.
Discussion Board Ratings	20%	Most weeks will have one or possibly two short written assignments. Often these will involve either analyzing a mini case or describing applications of the course material to your own experience. These assignments will generally involve posting your insights on a discussion board set up for that particular topic. The goal here is for these assignments to provide opportunities for learning. Working from a grading rubric I have developed, all students will rate all postings with from 1 to 5 stars.
Final Case Study	20%	A final take-home case study, incorporating concepts from throughout the course, will be due in place of a Final Exam.
Participation	10 %	Participation includes FAQ board participation and keeping up with both the weekly checklists and the weekly checklist items on D2L, as well as participation in assigned but ungraded activities.

**Grade Standards**

A	92.0%	C+	78.0%
A-	90.0%	C	72.0%
B+	88.0%	C-	70.0%
B	82.0%	D+	68.0%
B-	80.0%	D	60.0%
		F	0.0%

**Grade of Incomplete** The grade of incomplete is seldom approved within the College. It may be granted only for serious unforeseeable circumstances that make it impossible for a student to meet course requirements, for example emergency hospitalization at the time of a final exam. Such a grade requires the approval of the school's administration, and cannot be granted by the professor alone.

### Expectations

- In an online course, having students ask questions and the faculty member answer them on an online FAQ board is the equivalent of hearing other students ask questions and get answers in class.
  - Our online FAQ board is where questions about the course material will be answered.
  - Helpful hints for assignments also will be posted on the FAQ board.
  - Students are expected to **regularly read all FAQ posts** on our D2L site, to be aware of their contents, and to contribute ideas, questions, and helpful advice for other students.
- Students are accountable for material covered and assignments / announcements made on our D2L site or sent in email to the address they have listed on Campus Connect.
- Assignments must be submitted as indicated by the professor. Submissions other ways will not be graded.
- **Late assignments are penalized 10 points per day or portion thereof. No late assignments are graded after one week, or after the professor returns or discusses the assignment, or after D2L no longer accepts assignments, whichever comes first.**
- **Fair warning: points will be deducted when assignment directions are not followed.**
- **Anything developed or submitted for an employer or another course cannot be submitted for any graded portion of this course without PRIOR permission of the professor.**
- Any work submitted for this class may be used for educational purposes by the professor, in this course or another class.
- **Students are responsible for insuring that they have listed the correct email with campus connect so that they receive all course email.**

**All students are responsible for having access to a high speed Internet connection on a microcomputer, as well as establishing their own computer backup procedures and backing up their own work.** Students without any established backup on their microcomputer are advised to sign up for one of the many vendors providing online backup or to purchase a **transportable USB flash drive**, also known as a thumb, keychain, or jump drive, for storing backups of their work. Note that backups should NEVER be stored in the same place as the original.

### Statement on Academic Integrity and Plagiarism

University and College of CDM guidelines on academic integrity and plagiarism can be found on the Web and in the Student Handbook and are hereby incorporated in this document.

### Changes to Syllabus

This syllabus is subject to change as necessary to better meet student needs. Significant change is not likely. Minor changes to the weekly schedule are possible at any time. Students are responsible for finding out about such changes even if they are not in attendance.

The following portion of this syllabus is a required policy statement by DePaul's College of Computing and Digital Media.

### **Online Instructor Evaluation**

Evaluations are a way for students to provide valuable feedback regarding their instructor and the course. Detailed feedback will enable the instructor to continuously tailor teaching methods and course content to meet the learning goals of the course and the academic needs of the students. They are a requirement of the course and are key to continue to provide you with the highest quality of teaching. The evaluations are anonymous; the instructor and administration do not track who entered what responses. A program is used to check if the student completed the evaluations, but the evaluation is completely separate from the student's identity. Since 100% participation is our goal, students are sent periodic reminders over two weeks. Students do not receive reminders once they complete the evaluation. Students complete the evaluation online at <https://mycti.cti.depaul.edu/mycti>

### **Email**

Email is the primary means of communication between faculty and students enrolled in this course outside of class time. Students should be sure their email listed under "demographic information" at <http://campusconnect.depaul.edu> is correct.

### **Academic Integrity Policy**

This course will be subject to the academic integrity policy passed by faculty. More information can be found at <http://academicintegrity.depaul.edu/>

### **Plagiarism**

The university and school policy on plagiarism can be summarized as follows: Students in this course should be aware of the strong sanctions that can be imposed against someone guilty of plagiarism. If proven, a charge of plagiarism could result in an automatic F in the course and possible expulsion. The strongest of sanctions will be imposed on anyone who submits as his/her own work any assignment which has been prepared by someone else. If you have any questions or doubts about what plagiarism entails or how to properly acknowledge source materials be sure to consult the instructor.

### **Incomplete**

An incomplete grade is given only for an exceptional reason such as a death in the family, a serious illness, etc. Any such reason must be documented. Any incomplete request must be made at least two weeks before the final, and approved by the Dean of the College of Computing and Digital Media. Any consequences resulting from a poor grade for the course will not be considered as valid reasons for such a request.

### **Special Needs Student Resources**

Students who feel they may need an accommodation based on the impact of a disability should contact the instructor privately to discuss their specific needs. All discussions will remain confidential.

To ensure that you receive the most appropriate accommodation based on your needs, contact the instructor as early as possible in the quarter (preferably within the first week of class), and make sure that you have contacted either:

- PLuS Program (for LD, AD/HD) at 773-325-4239 in SAC 220
- The Office for Students with Disabilities (for all other disabilities) at 773-325-7290 Student Center 307