Professor: **Linda V. Knight, Ph.D.** http://www.cdm.depaul.edu/People/Pages/facultyinfo.aspx?fid=540
E-mail: lknight@**cdm.**depaul.edu
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, you can chat online with me and with your fellow students.
- To attend virtual office hours, just follow the directions on the opening page of our D2L site.
- I do my best to set our virtual office hours so that as many students as possible can attend, however, I also recognize that no matter when I set them, the hours will never work for everyone. So, please do email if you want to chat and cannot come to open office hours, and we will find a time that works for us both to meet online, on the phone or in person.

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

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.** There is no problem taking this course without IS 421, of course.

This is an introductory Project Management course. If you are PMI certified or have been a PM in the past, this course may not be the right one for you and alternatives are almost certainly open to you. Contact the instructor to discuss your options.

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.

Harold Kerzner's Project Management: A Systems Approach to Planning, Scheduling, and Controlling. **2013 (11th EDITION).** Do be sure you get the correct version of the book, as there are many old editions floating about and PM approaches change regularly. The book is widely available in either text or online format. Here is the publisher's site, which offers both formats:
http://www.wiley.com/WileyCDA/WileyTitle/productCd-1118022270.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 classroom sessions.
- 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 assignments provide better opportunities for learning.
- There will be a final take-home case study project, which will give you the opportunity to integrate what you have learned in the course.
- All work will be completed independently.

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, 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 understand 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 develop a Project Charter.

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		
3	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		
9	Chapter 25: Future of Project Management		
10	Begin work on final case: Project Charter		
Final Exam week	No new topics	**Final Case Study DUE**	

Grading Components The following components determine the grade:

Quiz Average	35%	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.
Weekly Assignments	35%	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. The goal here is for these assignments to provide opportunities for learning by applying the concepts learned that week to problems that one might find in real-world IT projects.
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. This Final Case Study will involve writing a detailed Project Charter for a more complex case. Because the Charter involves many elements from throughout the course, it is a good way to tie the elements of the course together.
Participation	10 %	Participation includes discussion 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. Participation in Office Hours will be considered here, for those who choose to participate. However, unlike the other elements of the participation grade, students not participating in Office Hours will not be penalized in any way.

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 t***ransportable 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 changes posted on D2L or emailed.

Thoughts from the professor's perspective:

- **All of Project Management is NOT covered by this course**. This is an introductory Project Management course. We will cover all of the major areas of PM for traditional projects. However, PM is a massive subject, we only have ten weeks, and there are areas we will just not have time for, including agile project management / XPM, the Project Management Office, and managing the project portfolio. **If you have a particular interest in one or more of these topics, please contact the professor for a referral to another course.**
- **Please do not expect to become the world expert in PM in just ten weeks.**
- **If you are already a PM expert, either PMI certified or with substantial on-the-job experience,** then please contact me so we can determine whether another course might better fit your needs.
- If some things appear at first glance a bit easy or a bit difficult, it is because we are working with a **very heterogeneous group**. Some students have extensive PM experience already. Others are totally new to both PM and IT.
- The upside to having such a heterogeneous class is the opportunity to learn from one another. Some students bring great experience, wisdom, and knowledge. Others bring the insightful, fresh questions and comments that characterize those new to the field. We all benefit from the open exchange of ideas by members of both groups.

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

Online Teaching 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 three weeks. Students do not receive reminders once they complete the evaluation. Students complete the evaluation online in CampusConnect.

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 CampusConnect 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.

Resources for Students with Disabilities

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 the Center for Students with Disabilities (CSD) at: Lewis Center 1420, 25 East Jackson Blvd. Phone number: (312)362-8002 Fax: (312)362-6544 TTY: (773)325.7296