RYERSON UNIVERSITY

Ted Rogers School of Information Technology Management
And G. Raymond Chang School of Continuing Education

(C)ITM 750 – IS Project Management

COURSE OUTLINE FOR 2020-2021

1.0 PREREQUISITE(S)

The prerequisite for this course is ITM 305 or Direct Entry. Students who do not have the prerequisite will be dropped from the course.

2.0 INSTRUCTOR INFORMATION

- Name:

- Office Phone Number:

- E-mail address:

- Faculty/course web site(s): https://my.ryerson.ca

- Office Location & Consultation hours:

  ➢ Your instructor is available for virtual consultation during scheduled consultation hours. Information on the consultation format is provided in the D2L course shell. If you wish to make an appointment, kindly do so via email to ensure the professor is available.

- E-mail Usage & Limits:

Students are expected to monitor and retrieve messages and information sent through D2L and Ryerson email on a frequent and consistent basis. In accordance with the policy on Ryerson student email accounts (Policy 157), Ryerson requires that any electronic communication by students to Ryerson faculty or staff be sent from their official Ryerson email account. Messages from other accounts may be disregarded.

3.0 CALENDAR COURSE DESCRIPTION

This course provides students with a more in-depth understanding of the tools and techniques of project management as it applies to IT-enabled process improvement projects. The ability to plan and execute projects successfully is consistently ranked among the most important skills among information technology professionals. The course is based on the industry-standard Project Management Body of Knowledge (PMBOK) and provides cutting-edge techniques for project

planning, scheduling, budgeting, human resources, quality, procurement, communication, and risk management.

4.0 COURSE OBJECTIVES AND LEARNING OUTCOMES

Learning outcomes describe what students are expected to have learned or achieved; as a result, they usually describe what students will be capable of doing, or what evidence will be provided to substantiate learning.

Many IT organizations have experienced challenges in achieving project objectives, due to the evolving and dynamic nature of the industry. This can be addressed through a clearer understanding of project management methodology, strategy and practice as well as the deployment of established or emerging techniques for exercising control over time, cost, and quality in project undertaking.

This course is compatible with the Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute. PMI is a non-profit association of project managers located throughout the world (see www.pmi.org).

The focus of this course is project management fundamentals as practiced in the context of an information technology and telecommunication environment. Salient concepts introduced in this course provide a useful foundation for students who wish to either further their education in this particular area in order to participate in projects, or those who may wish to consider this as a career option.

This course will enhance students' knowledge and understanding of project management concepts and techniques necessary for successfully planning, managing, and implementing IT-enabled process improvement projects. Throughout the course, students will progressively develop and refine project-related documentation for each of PMBOK subject areas and by the end of term will have developed an exemplary portfolio of project deliverables. This will require students to master the ability to critically analyze and reflect on their choices and alternatives for creating and generating their project deliverables.

The goals of this course are to:
- provide a theoretical framework for effective and efficient project management;
- evaluate how project management practice varies among different organizations;
- show how the management of IT projects differs from other project types;
- provide practical experiences in the use of project management software; and
- create a forum for the discussion of critical issues in the management of IT projects.

By the end of the course, students are expected to be able to:
1. plan and manage IT-enabled process improvement projects using project management techniques;
2. understand and apply typical IT project management methodologies including structured and agile approaches
3. analyze, predict, and manage managerial issues arising from IT-enabled projects;
4. create business cases, project charters, project plans, and scope documents;

5. estimate and manage project duration, quality, cost, risk, and resources; and
6. manage project resources, change management, and communication issues.

5.0 TEXTS & OTHER READING MATERIALS

Title: Information Technology Project Management, 9th Edition
Author: Kathy Schwalbe
Publisher: Course Technology
ISBN: 978-01337101356

See D2L Brightspace for additional reading requirements.

The text is based on PMI's PMBOK guidelines. Additional details on the topics covered in project management can be found in the optional text:

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 6th Edition
Project Management Institute
ISBN-13: 978- 1628253825

This optional guide (commonly referred to as PMBOK) is not a textbook, but a summary of project management knowledge as established by the Project Management Institute. It will be especially useful if you decide to write the PMI's CAPM certification exam following the course.

6.0 TEACHING METHODS
In Fall 2020 this course will be taught will be taught remotely in virtual classrooms. Instruction will take place at scheduled hours, following the approach outlined in D2L Brightspace. You will not be required to attend the Ryerson University campus to complete this course.

This course will incorporate the following teaching/learning methods: Facilitated discussions, readings, and assignments for creating project management deliverables and solving problems are the primary teaching methods in this course. Sessions will review and expand the reading materials and provide students with the instructor's commentary, examples, and illustrations.

7.0 EVALUATION, ASSESSMENT AND FEEDBACK

The grade for this course is composed of the mark received for each of the following components:

Evaluation Component	Percentage of the Final Grade
Individual Assignment/Quiz	10%
Group/Project Assignment	30%
Midterm Exam	20%
Final Exam	40%

Total	100%

NOTE: Students must achieve a course grade of at least 50% to pass this course.

❖ At least **20%** of student's grade based on individual work will be returned to students <u>prior</u> to the last date to drop a course in <u>good academic standing</u> .

Citation Format for Essays and Term Papers
All essay assignments, term paper and other written works must adhere with APA citation format. Technical errors (spelling, punctuation, proofing, grammar, format, and citations) and/or inappropriate levels of language or composition will result in marks being deducted. You are encouraged to obtain assistance from the Writing Centre (www.ryerson.ca/writingcentre) for help with your written communications as needed.

You can find APA guidelines and academic referencing from the following online resources:

<u>Student Learning Support > Online Resources > Writing Support Resources</u>
- <u>APA Basic Style Guide</u>

<u>Ryerson Library Citations and Style Guides</u>
- <u>APA Style</u>

INDIVIDUAL ASSIGNMENTS
Individual assignments will focus on effective use of MS Project or the applicability of project management concept/practice to accomplish the objectives detailed in the instructions in the Individual Assignments section.

All Assignments must be uploaded to D2L Brightspace in the electronic drop box for the assignment by 11:59pm EST/EDT on the date due. No extensions to the due date will be granted except for documented religious, medical, or compassionate reasons as described previously. If you have an anticipated conflict with the due date, you can submit the assignment earlier. Assignments must be received in the required format by the due date/time or are subject to a late penalty of 10% per day late. The instructor may refuse to accept any late assignment at his/her discretion.

GROUP/PROJECT ASSIGNMENTS
All Group Assignments are required to collaborate on a substantive, major project that permits the Group members to fully exploit and apply all the concepts, notions, techniques, methodology and practice in relation to project management of IT.

Group members must contribute equally to the groups' efforts. Any group finding that a member is not contributing should advise the Instructor immediately by email. An optional peer evaluation may be used to identify inadequate contribution to group work. Individuals found not to be contributing

sufficiently to the group work will receive a reduced assignment mark as outlined in the peer evaluation form on D2L Brightspace.

All Assignments must be uploaded to D2L Brightspace in the electronic drop box for the assignment by 11:59pm EST/EDT on the date due. No extensions to the due date will be granted except for documented religious, medical, or compassionate reasons as described previously. If you have an anticipated conflict with the due date, you can submit the assignment earlier. Assignments must be received in a machine-readable and gradable format by the due date/time or are subject to a late penalty of 10% per day late. The instructor may refuse to accept any late assignment at his/her discretion.

Marks will be awarded based on how well the documents serve as a model or template for the student's future use in practice, in accordance with the marking scheme. The group assignments will be submitted to a plagiarism detection service for integrity checking-- students must ensure all work is original and not copied from another person, publication, Internet, or previously submitted assignment. If the submission is based on other sources (such as an example from the text), it must be modified to fit in with the assignment instructions and the previous assignments submitted by the group. Each member of a group that submits non-original work as their own will be dealt with under the academic misconduct provisions of the student code of conduct.

QUIZZES
Quizzes will generally be an individual 1 or 2-page quiz that will be available on D2L Brightspace in the Quizzes section. If the student does not submit a quiz for a module by the deadline, a mark of 0 will be assigned. No late quizzes will be accepted but they may be done earlier to avoid missed deadlines. The contents of the quiz will be based on the text and assigned readings.

DISCUSSION PARTICIPATION
This course is designed around frequent on-line participation in learning activities. You need to keep up with the readings for each week and regularly respond to discussion topics to contribute to your own learning and the learning of your peers.

EXAMINATIONS
Examinations consist primarily of multiple-choice questions, exercises, or other problems to test both understanding and application of key course concepts. Students may be allowed to use simple (nonprogrammable) calculators to help in solving arithmetic problems during an examination. Students may not use programmable calculators, cell phones, personal digital assistants (PDAs) or similar devices during an examination.

Examination questions will be based primarily on the textbook content, but may also draw upon content discussed in class, from other readings, or from activities performed in the labs. The content

or format of exams will not be discussed in individual emails or conversations with students. Any questions related to exams must be raised before the whole class, to ensure that all students receive the same information.

8.0 PLAGIARISM DETECTION
(*Please delete the following two (2) points if NOT relevant for your course*)
Turnitin (if used in this course)
Turnitin.com is a plagiarism prevention and detection service to which Ryerson subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives instructors some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which instructors must evaluate to judge if something is plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Instructors can opt to have student's papers included in the Turnitin.com database or not. Use of the Turnitin.com service is subject to the terms-of-use agreement posted on the Turnitin.com website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Even when an instructor has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor is permitted to submit that work in a non-identifying way to any plagiarism detection service.

Virtual Proctoring (if used in this course)

Online exam(s) within this course use a virtual proctoring system. Please note that your completion of the exam will be recorded via the virtual platform and subsequently reviewed by your instructor. The virtual proctoring system provides the instructor with a recording that only includes video where possible indications of suspicious behaviour are identified. Recordings will be held for a limited period of time in order to ensure academic integrity is maintained.

Access to a computer that can support remote recording is your responsibility as a student. The computer should have the latest operating system, at a minimum Windows (10, 8, 7) or Mac (OS X 10.10 or higher) and web browser Google Chrome or Mozilla Firefox. You will need to ensure that you can complete the exam using a reliable computer with a webcam and microphone available, as well as a high-speed internet connection. Please note that you will be required to show your Ryerson OneCard prior to beginning to write the exam. In cases where you do not have a Ryerson OneCard, government issued ID is permitted.

Information will be provided prior to the exam date by your instructor who may provide an opportunity to test your set-up or provide additional information about online proctoring. Since videos of you and your environment will be recorded while writing the exam, please consider preparing the background (room / walls) so that personal details are not visible, or move to a room that you are comfortable showing on camera.

9.0 TOPICS – SEQUENCE & SCHEDULE

Session	Topic / PMBOK Knowledge Area	Learning Outcomes	Readings	Activities & Due Dates
1	Choosing a Project Management Methodology PM Framework and Processes	● Incorporate common project management terminology into your management communications. ● Describe the strengths and limitations of using the PMI's PMBOK for planning and managing IT-enabled process improvement projects; ● Contrast the major components of the two main types of ITPM methodologies (i.e. SDLC and Agile); Determine the most appropriate project management methodology for a given project.	Chapter 1 & 2	Quiz 1A & 1B

2	Building a Project Business Case	• Describe the purpose of the project business case, project charter, scope statement, and baseline plan; • Create an appropriate statement of MOV for a project using SMART goals; Create a convincing and concise business case (feasibility analysis) for a given project.	Chapter 3	Discussions Quiz 2
3	Developing a Project Charter and Scope Statement Integration Management Scope Management	• Incorporate each of the PMBOK knowledge areas into a comprehensive yet concise project charter for a given project; Create a clear preliminary scope statement for a given project using written scope, use cases, user stories, and/or a Work Breakdown Structure.	Chapter 4 & 5	Discussions
4	Estimating Project Schedules & Budgets Time Management Cost Management	• Recognize the pros and cons of the top-down, bottom-up, and analogous	Chapter 6 & 7 (except EVM)	Discussions

		methods of estimation; Create an effective baseline schedule and budget using a Gantt Chart according to the goals and constraints of a specific project.		
5	Managing Project Human Resources and Stakeholders Human Resource Management Stakeholders Management	● Perform a stakeholder analysis for a project; ● Design an effective job posting and interview process for an IT-enabled process improvement project; Use project management software to ensure resource allocations are leveled across a project.	Chapter 9 & 13	Discussions Quiz 3 Individual Assignment 1
6	Mid-Term Exam			Assignment 1
7	Managing Project Scope, Schedule, and Budget Integration Management Time Management	● Identify the critical path of a project and determine appropriate methods of reducing the total project duration; ● Apply the critical chain project scheduling	Chapter 4 & 6	Quiz 4 Individual Assignment 2

		technique to manage the risks of inaccurate schedule estimates; Create scope change control documents to evaluate and manage requested changes to an ongoing project.		
8	Tracking and Communicating Progress Communications Management	● Create an effective project communications plan; Prepare a report on a project's budget and schedule performance using the Earned Value Analysis (EVA) technique.	Chapter 10 (plus Ch. 7 EVM)	Quiz 5A & 5B Individual Assignment 3
9	Managing Project Risks Risk Management	● Identify common risks for IT-enabled process improvement projects and calculate the severity of each risk; ● Recommend appropriate strategies for responding to specific project risks including when to accept, avoid, mitigate, and/or transfer	Chapter 11	Discussions Quiz 6

		the risk; Create a risk register for a project.		
10	Improving Project Quality Quality Management	● Recommend various approaches for improving the quality of a project including Six Sigma, Capability Maturity Model, and project management certification; Create an effective quality management plan for a project using appropriate SMART goals and metrics.	Chapter 8	Discussions Quiz 7
11	Managing Project Procurement Procurement Management	● Describe the key components and purpose of a RFI, RFP, and RFQ; ● Recognize the pros and cons of fixed price, variable price, and value-based contracts; ● Describe techniques for ensuring project procurement is done ethically;	Chapter 12	Discussions Quiz 8

		Create an effective project procurement plan using each of the steps in the PMBOK Procurement Process Group.		
12	Managing Project Implementation, Evaluation, and Change Management	● Identify common reasons why project stakeholders might resist planned changes; ● Recommend appropriate techniques for dealing with resistance and conflict; ● Recognize the pros and cons of delivering a project using a direct cutover, parallel, or phased implementation; ● Describe the major activities performed in closing out an implemented project; Evaluate and document the lessons learned for a project.	See D2L	Discussions Quiz 9 & 10 Group Assignment 2
13	**Final Exam**			

10.0   VARIATIONS WITHIN A COURSE

All sections of a course (Day and CE sections) will follow the same course outline and will use the same course delivery methods, methods of evaluation, and grading schemes. Any deviations will be posted on D2L Brightspace once approved by the course coordinator.

11.0   OTHER COURSE, DEPARTMENTAL, AND UNIVERSITY POLICIES

For more information regarding course management and departmental policies, please consult the Course Outline Appendix which is posted on the Ted Rogers School of Information Technology Management website.

NOTE: Students must adhere to all relevant university policies found in their online course shell in D2L and /or on the following URL: senate-course-outline-policies.

The appendix covers the following topics:

> Attendance & Class Participation
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> Email Account
>
> Request for Academic Consideration
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> Examinations & Tests
>
> Late Assignments
>
> Standard of Written Work
>
> Academic Grading Policy
>
> Academic Integrity
>
> Student Rights

Important Resources Available at Ryerson

- Academic Accommodation Support: Ryerson University acknowledges that students have diverse learning styles and a variety of academic needs. If you have a diagnosed disability that impacts your academic experience, connect with Academic Accommodation Support (AAS). Visit the AAS website or contact aasadmin@ryerson.ca for more information. Note: All communication with AAS is voluntary and confidential, and will not appear on your transcript.
- The Library provides research workshops and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or go to Workshops.

- Student Learning Support offers group-based and individual help with writing, math, study skills, and transition support, as well as resources and checklists to support students as online learners.

- You can submit an Academic Consideration Request when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement.

- [Ryerson COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.

- Familiarize yourself with the tools you will need to use for remote learning. The [Continuity of Learning Guide](#) for students includes guides to completing quizzes or exams in D2L or Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.