MGMT E-5040 Project Management of Information Technology -- Syllabus

COURSE INFORMATION  Center For Government And International Studies, South Building S010
Mondays 7:35 - 9:35 pm
January 23, 2012 - May 7, 2012

FACULTY  Jeffrey E. Francis
jfrancis@fas.harvard.edu

TEXT  The required text for this course is:

Title: Information Technology Project Management
Author: Jack T. Marchewka
Publication: John Wiley & Sons, Inc., 3rd edition (January 6, 2009)
Web site: www.wiley.com/college/marchewka
ISBN-10: 0470371935

The following text is recommended, especially if you plan on taking the PMP exam or if you are a professional project manager.

Title: Guide to the Project Management Body of Knowledge, A (PMBOK Guide),
Fourth Edition
Web site: www.pmi.org
ISBN-10: 1933890517

Please note that the PMBOK Guide is available on CD-ROM if you prefer that to a paper copy.

Readings and case materials that are not readily available on the web or are not in the public domain may also be required at additional cost.

OVERVIEW  Information technology projects are often viewed as “mere” technology implementations. In fact, most large IT projects cut across the organization and involve transformational, often disruptive, change. Under these conditions, the key to project success is executive commitment and sponsorship.

This course will explore and define project management techniques to keep executive management informed and engaged, i.e. making decisions and taking action to ensure project success. Discussion topics will revolve around identifying and managing
stakeholders, business benefits, project scope, work and schedule, the project team, mitigating risks, and project delivery techniques.

The course takes a management rather than a technical approach to project management. It should be of interest to general managers interested in understanding the issues faced by project managers and to project managers interested in understanding how to best inform and engage the general manager.

---

**THE CASE METHOD**

One of the teaching approaches we will use in this course is the case method.

As you will soon see from the case studies, there are no “right” answers to management problems. Rather, what cases do is bring a small chunk of the real world into the academic setting, where we can examine it, determine what problems exist, discuss optional approaches to dealing with the problems, and decide upon a course of action.

Those of you who have participated in courses using the case method know that it is an extremely exciting way of learning. In particular, it gives recognition not only to your experience, but also to the fact that the real world is a complicated place where "cookbook" solutions simply will not work. As such, it puts you in the middle of the action, forcing you to be analytical and utilize management concepts rather than just reiterate them.

However, the case method does not work, and furthermore, can be quite boring unless:

- the participants (including the instructor) thoroughly prepare the case and reading materials in advance, and
- the participants actively participate in the discussion of the case.

---

**GRADING**

As a project manager you will have to be able to contribute to a project both as an individual contributor and as a member of a group. You will also have to be able to think on your feet and participate in discussions where you have to be aware of group dynamics and how to best get an individual (either a peer or a superior) or a group to listen to you and accept and act on your recommendations.

Your class assignments are aimed at giving you an opportunity to exercise those skills.

You will be graded as follows:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm individual project</td>
<td>20%</td>
</tr>
<tr>
<td>End of term group project</td>
<td>25%</td>
</tr>
<tr>
<td>End of term final exam</td>
<td>30%</td>
</tr>
<tr>
<td>Class participation</td>
<td>25%</td>
</tr>
</tbody>
</table>

Total 100%
Midterm Individual Project

The goal of the midterm individual project is to allow you to research a current topic in project management and information technology and to write a paper describing that topic.

The audience for the paper will be the class. You should assume that your fellow students do not have an in-depth knowledge of the topic. You should remember that your audience members’ favorite radio station is WIIFM - What’s In It For Me?

The paper should be no more than 10 pages, double-spaced in a sans-serif, preferably Calibri, 10-point font.

If you use references, you use APA compliant references (see http://www.apastyle.org/).

You must also provide a one-page summary handout and you may be selected to present a short (not to exceed 5 minutes) oral presentation with appropriate visuals.

You will be using the MGMT E-5040 web site to turn in your paper and to store and present your one-page summary and presentation visuals.

You will have the following timeline and deliverables:

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Deliverable Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>February 6, 2012</td>
<td>Project proposal</td>
</tr>
<tr>
<td>4</td>
<td>February 13, 2012</td>
<td>Project charter</td>
</tr>
<tr>
<td>5</td>
<td>February 27, 2012</td>
<td>Project scope definition</td>
</tr>
<tr>
<td>6</td>
<td>March 5, 2012</td>
<td>Project one-page summary handout</td>
</tr>
<tr>
<td>7</td>
<td>March 19, 2012</td>
<td>Project paper and presentation visuals</td>
</tr>
</tbody>
</table>

End of Term Group Project

The goal of the end of term group project is to allow you to be part of a team that is charged with developing a product and then delivering a presentation of the product AND describing the health of the project and its project artifacts. Your team will be using the MGMT E-5040 web site to store the product and the project artifacts.

Teams will be assigned in week 4.

The product specification will be distributed in week 7 on March 19, 2012.

Your team will present either in week 12 or 13, but the project materials for all teams are due before class in week 12. The date will be assigned at random in week 7 when the specification is distributed.

Your team presentation will be graded by me and by the class.
End of Term Final Exam

The end of term final exam will test your understanding of project management and is designed to give you a flavor of what the PMP exam is like.

Class Participation

Your class participation is a measure of how well you contribute to a project both as an individual contributor and as a member of a group.

The quality as well as quantity of the input is recognized; the most important comments are those that take the discussion to another level, which deepen the class’s understanding of the situation, or which show a particularly clear and appropriate application of one of the concepts or issues being studied.

You will also grade yourself on class participation using the MGMT E-5040 web site.

COURSE OUTLINE

This course outline is subject to change without notice...

<table>
<thead>
<tr>
<th>Week 1</th>
<th>January 23, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
<td>Introduction to the Course</td>
</tr>
<tr>
<td>Readings</td>
<td>None</td>
</tr>
<tr>
<td>Case</td>
<td>None</td>
</tr>
<tr>
<td>Assignment</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 2</th>
<th>January 30, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
<td>Information, Technology, Project and Management</td>
</tr>
<tr>
<td>Readings</td>
<td>Marchewka, Chapters 1 and 2</td>
</tr>
<tr>
<td></td>
<td><a href="http://courses.dce.harvard.edu/~ismte100/css118/7keys.htm">http://courses.dce.harvard.edu/~ismte100/css118/7keys.htm</a></td>
</tr>
<tr>
<td></td>
<td><a href="http://courses.dce.harvard.edu/~ismte100/stuff/GRRREAT_Projects.doc">http://courses.dce.harvard.edu/~ismte100/stuff/GRRREAT_Projects.doc</a></td>
</tr>
<tr>
<td>Case</td>
<td><a href="http://courses.dce.harvard.edu/~csse112a/stuff/PM.doc">http://courses.dce.harvard.edu/~csse112a/stuff/PM.doc</a></td>
</tr>
<tr>
<td>Assignment</td>
<td>1. Create a name card (see template in week 1 presentation) and bring it to class EVERY week.</td>
</tr>
<tr>
<td></td>
<td>2. Develop a short list of midterm individual project topics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 3</th>
<th>February 6, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
<td>Information Technology Projects</td>
</tr>
<tr>
<td>Readings</td>
<td>Marchewka, Chapter 1</td>
</tr>
<tr>
<td></td>
<td><a href="http://courses.dce.harvard.edu/~csse112a/stuff/tutWk2notes.pdf">**http://courses.dce.harvard.edu/~csse112a/stuff/tutWk2notes.pdf</a></td>
</tr>
</tbody>
</table>
Case Cisco Systems, Inc.: Implementing ERP

Assignment 1. Assess the health of the Cisco implementation project using the Seven Keys to Success.
2. Submit your assessment.
3. Be prepared to present your assessment in class.
4. Submit a project proposal for your midterm individual project

Week 4 February 13, 2012
Topic Show Me The Money: Business benefits are realized
Readings Marchewka, Chapters 2 and 3
Case BAE Automated Systems (A): Denver International Airport Baggage-Handling System
Assignment 1. Assess the health of the DIA project Stakeholders and Business Benefits keys
2. Submit your assessment
3. Be prepared to present your assessment in class
4. Submit a project charter for your midterm individual project

Week 5 February 27, 2012
Topic Scope is realistic and managed
Readings Marchewka, Chapter 5 and 10
Case BAE Automated Systems (A): Denver International Airport Baggage-Handling System
Assignment 1. Assess the health of the DIA project Scope is realistic and managed key
2. Submit your assessment
3. Be prepared to present your assessment in class
4. Submit a project scope definition for your midterm individual project

Week 6 March 5, 2012
Topic Work is predictable
Readings Marchewka, Chapter 6, Appendix A

Project estimation techniques included on the Interesting Web Sites page

Case BAE Automated Systems (A): Denver International Airport Baggage-Handling System
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Case</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>March 19, 2012</td>
<td>Current happenings in project management and information technology</td>
<td>None</td>
<td>None</td>
<td>Submit your paper and presentation and be prepared to present your work to the class. No more than a 5 minute presentation</td>
</tr>
<tr>
<td>8</td>
<td>March 26, 2012</td>
<td>Schedule is predictable</td>
<td>Marchewka, Chapters 6 and 7</td>
<td>BAE Automated Systems (A): Denver International Airport Baggage-Handling System</td>
<td>1. Assess the health of the DIA project Schedule is predictable key 2. Submit your assessment 3. Be prepared to present your assessment in class</td>
</tr>
<tr>
<td>9</td>
<td>April 2, 2012</td>
<td>Team is high performing</td>
<td>Marchewka, Chapter 4</td>
<td>BAE Automated Systems (A): Denver International Airport Baggage-Handling System</td>
<td>1. Assess the health of the DIA project Team is high performing key 2. Submit your assessment 3. Be prepared to present your assessment in class</td>
</tr>
<tr>
<td>10</td>
<td>April 9, 2012</td>
<td>Risks are mitigated</td>
<td>Marchewka, Chapter 8</td>
<td>BAE Automated Systems (A): Denver International Airport Baggage-Handling System</td>
<td>1. Assess the health of the DIA project Risks are mitigated key 2. Submit your assessment 3. Be prepared to present your assessment in class</td>
</tr>
</tbody>
</table>
Week 11  April 16, 2012
Topic   Project delivery organization benefits are realized
Readings  Marchewka, Chapters 9, 10, 11, 12
          http://www.softstar-inc.com/Methodology
          /Artifacts_Project_Management.pdf
Case   BAE Automated Systems (A): Denver International Airport Baggage-Handling System
Assignment 1. Assess the health of the DIA project Project delivery organization benefits are realized key
           2. Submit your assessment
           3. Be prepared to present your assessment in class

Week 12  April 23, 2012
Topic   Project presentations
Readings  None
Case  None
Assignment Submit your group project paperwork and be prepared to present your project to the class

Week 13  April 30, 2012
Topic   Project presentations
Readings  None
Case  None
Assignment Be prepared to present your project to the class

Week 14  May 7, 2012
Topic   Final Exam
Readings  None
Case  None
Assignment Review all course materials