CIS 5351-115, 80529, Technology Project Management

Fall 2022

Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

Course Dates: August 22, 2022 – October 14, 2022
This is a 100% online course and uses the A&M-Central Texas Canvas Learning Management System [https://tamuct.instructure.com/].

INSTRUCTOR AND CONTACT INFORMATION

Instructor Rahul Dwivedi, PhD
Office Founders Hall 323H
Phone: NA
Email: rahul.dwivedi@tamuct.edu *(email is the preferred mode of communication)*

Office Hours

Monday 12:30 pm to 1:30 pm

Wednesday 12:30 pm to 1:30 pm

Students may also request a virtual meeting at any other appropriate time during weekdays (Monday – Friday) depending upon the availability of the instructor.

Student-instructor interaction

I check my university email many times a day and typically respond within 24 to 48 hours of receiving emails on weekdays. Apart from office hours, email is the preferred mode of communication.

Emergency Warning System for Texas A&M University-Central Texas
SAFEZONE. SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the SafeZone website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps*:*
1. Download the SafeZone App from your phone store using the link below:
   o iPhone/iPad: [https://apps.apple.com/app/safezone/id533054756]
   o Android Phone / Tablet
     [https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)

3. Complete your profile and accept the terms of service

For updates on COVID information, please monitor the University [website](https://www.tamuct.edu/covid19/)
[https://www.tamuct.edu/covid19/]

COURSE INFORMATION

Course Overview and description

Study the concepts and practices of project management and its importance to improving the success of information technology projects. Utilize project management concepts and techniques within group projects, as a project manager or active team member. Topics include techniques for planning, organizing, scheduling, and controlling information systems projects.

Course Objective or Goal
Student Learning Outcomes

Successful completion of this course should enable the student to

- Explain key elements of the project management framework, including the project management knowledge areas, common tools and techniques, project stakeholders, and project success
- Determine IT project feasibility.
- Plan and initiate an IT project, including project scheduling and creation of a work breakdown structure.
- Manage IT project execution, including schedule, scope, and resources.
- Identify and manage IT project risks.
- Analyze and manage stakeholder expectations to a successful project outcome
- Manage project teams, including using effective strategies and recommendations to improve team function and performance.
- Use project management tools, techniques, and skills
- Apply successfully broadly applied project management tools and techniques to small and medium size IS projects.

Competency Goals Statements (certification or standards)
None

Required Reading and Textbook(s)

Project Management: Achieving Competitive Advantage, 5th Edition. Jeffrey K. Pinto, ©2019, Pearson, 9780134730332

Optional / Reference Texts:

1. A Guide to the Project Management Body of Knowledge (PMBOK Guide) 6th Edition, Project Management Institute (PMI) 2017. ISBN: 9781628251845.

2. American Psychological Association. (2009). Publication Manual of American Psychological Association (6th ed.). Washington, D.C

Note: A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

Reading Assignments: All assigned chapters will be used for class. There may be supplementary reading material used for canvas discussions. Students are expected to study the assigned readings for canvas discussions (if any).

Supplementary Material: The course textbook will be supplemented with other materials that may include research paper readings, handouts, oral presentations, industry articles, videos including TED talks, research paper readings, case studies, PowerPoint presentations, etc.

Video lectures: Pre-recorded video lectures based on the textbook will be made available on Canvas.

COURSE REQUIREMENTS

Course Requirements:

Quizzes: There will be seven quizzes over the duration of the course. Starting from the second week of the semester students will be taking one quiz every week. The first quiz will be available during the second week of the semester based on chapters 1 and 2 of the text. The second quiz will be available during the third week based on the next two chapters of the text and so on. Each quiz will be worth 10 points. The quizzes will consist of multiple-choice questions (to be answered online via Canvas). The 7 quizzes are worth 70 points in total or 70 percent of the course grade.

The quizzes will all be open book / open notes and will be available via Canvas. For the quizzes, you will be required to know not only the material from the textbook chapters but also material from the class lectures such as PowerPoint slides and any supplementary/additional material provided. Students will get two days to work on the quizzes. The quizzes will be available starting from 12 noon on Tuesdays and are due at 11:59 pm on Thursdays of every week. Once the student starts the quiz, he/she will get a limited time to work on it (each quiz may be different in terms of the number of questions and time allowed). The score for the quiz will be available as soon as the student submits the quiz. **Late submits are not allowed for individual quizzes except under unforeseen circumstances which need to be explained to/discussed with the instructor (in advance).**

Individual homework: There will be two individual homework assignments. Students will get three weeks to work on the individual homework assignments. Each homework is worth 10 points and will likely be based on a case scenario and/or use of Microsoft Project management

software.

Homework turned in after the due date is considered late. **1 point will be deducted for each day the homework is late.** Special circumstances need to be discussed with the instructor ahead of time when possible.

Discussion posts: There will be two discussion posts during the semester. Each discussion post is worth 5 points. Students are required to make at least one post (either independently or as a reply to another student's post) to earn points. The discussion may be based on a case study or real-life scenario of project management, an industry article, etc. The discussion posts will have a timeline (two weeks duration) within which students are required to post their responses.

Grading Criteria Rubric and Conversion

Item	Quantity	Points	Total / Percent
Quizzes	7	10	70
Discussion posts	2	5	10
Homework	2	10	20
Total			100

Quizzes, discussion posts, and homework assignments will receive a numeric score (0-100) each. These scores will be converted to points and totaled to ultimately be converted to letter grades of A, B, C, D, or F as shown in the example below:

	Percent earned by Student	Max points	Points to be added to the final grade
Quizzes	78%	70	54.6
Discussion post 1	60%	5	3
Discussion post 2	75%	5	3.75
Homework 1	90%	10	9
Homework 2	90%	10	9
TOTAL		100	79.35

89.5 – 100 = A
79.5 – 89.49999 = B
69.5 – 79.49999 = C
59.5 – 69.49999 = D
Below 59.5 = F

Grades will not be curved (in the above example, the student with 79.35 will receive a C NOT a B).

Posting of Grades

All student grades will be posted on the Canvas Grade Book and students should monitor their grading status through this tool. Grades will be posted within 10 days after the availability date for homework and discussion posts. Grades for the quizzes will be available as soon as the student submits the quiz. Grades for the project will be available before posting the final letter grades during or after the final week of the semester.

Grading Policies

Refer to the late policy for individual homework above. No late submissions are allowed for quizzes and discussion posts.

COURSE OUTLINE AND CALENDAR

Complete Course Calendar (subject to change)

Week	Dates	Content	Readings	Assignments
1	August 22nd – August 26th	Course Welcome, Faculty introduction, and overview of course objectives, and expectations. Introduction: Why Project Management; The organizational context: Strategy, structure, and culture	Read the Syllabus in-depth. Chapters 1 and 2	Discussion post 1 is available.
	August 29th – Deadline to drop first 8-week classes with no record			
2	August 29th – September 2nd	Project selection and portfolio management; Leadership and the project manager	Chapters 3 and 4	Homework 1 is available. Quiz 1 is based on chapters 1 and 2 available and due.
	September 5th – Labor Day (University Closed)			
3	September 5th – September 9th	Scope management; Project team building, conflict, and negotiation	Chapters 5 and 6	Quiz 2 is based on chapters 3 and 4 available and due. Discussion post 1 is due.
4	September 12th – September 16th	Risk Management; Cost estimation and budgeting	Chapters 7 and 8	Quiz 3 is based on chapters 5 and 6 available and due. Discussion post 2 is available.

5	September 19th – September 23rd	Project scheduling	Chapters 9 and 10	Quiz 4 based on chapters 7 and 8 available and due. Homework 1 is due. Homework 2 is available.
6	September 26th – September 30th	Advanced topics in planning and scheduling: Agile and critical chain; Resource management	Chapters 11 and 12	Quiz 5 is based on chapters 9 and 10 available and due. Discussion post 2 is due.
	September 30th – Deadline to drop first 8-week classes with a quit (Q) or withdraw (W)			
7	October 3rd – October 7th	Project evaluation and control; Project closure and termination	Chapters 13 and 14	Quiz 6 is based on chapters 11 and 12 available and due.
8	October 10th – October 14th			Quiz 7 based on chapters 13 and 14 available and due. Homework 2 is due.
	October 14th – Deadline to withdraw from the University for the first 8-week classes			

Important University Dates

Refer to important university dates from the current Academic Calendar available at:
https://www.tamuct.edu/registrar/academic-calendar.html

TECHNOLOGY REQUIREMENTS AND SUPPORT

Microsoft Project. The University's computer labs are equipped with Microsoft Project software. Students may also download and install this software using their student account (details will be provided via Canvas).

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [https://tamuct.instructure.com/] or access Canvas through the TAMUCT Online link in myCT [https://tamuct.onecampus.com/]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report

a Problem," or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

Other Technology Support

For log-in problems, students should contact Help Desk Central, 24 hours a day, 7 days a week

> Email: helpdesk@tamu.edu
> Phone: (254) 519-5466
> Web Chat: [http://hdc.tamu.edu]
> *Please let the support technician know you are an A&M-Central Texas student.*

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Warrior Center for Student Success, Equity and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations, please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information, please visit our Access & Inclusion Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

Academic Integrity

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more information regarding the student conduct process, [https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may submit a referral,

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Drop Policy

If you discover that you need to drop this class, you must complete the Drop Request Dynamic Form through Warrior Web.

[https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdpId=https://eis-prod.ec.tamuct.edu:443/samlsso&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f53b8369e-0502-4f36-be43-f02a4202f612].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant, experiencing pregnancy-related conditions, and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit Student Affairs [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these requirements and guidelines online, please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender–including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing WarriorCenter@tamuct.edu.

To schedule tutoring sessions and view tutor availability, please visit Tutor Matching

Services [https://tutormatchingservice.com/TAMUCT] or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Library & Archives

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams or in-person at the library. Schedule an appointment here [https://tamuct.libcal.com/appointments/?g=6956]. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our Library website [http://tamuct.libguides.com/index]

University Writing Center

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may

work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WCOnline [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

OPTIONAL POLICY STATEMENTS

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the Title IX webpage [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the referral online

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the Behavioral Intervention Team website for more information [https://www.tamuct.edu/bit]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5805.

OTHER POLICIES

Policies related to absence, grading, etc.

You are responsible for all class material presented during an absence.

- Individual homework's, and discussion posts must be submitted through Canvas and due on the specified due date/time. No email submissions will be accepted except under unforeseen circumstances.
- Late penalty will be applied to individual homework(s) submitted after due dates. Refer to late submission policy for this item above. Other items (discussion posts, and quizzes) will have strict hard deadlines.

Plagiarism policy: *Students are strongly advised not to copy and paste material from websites, study guides (such as Chegg, Course Hero, etc.), research articles, industry articles, blog posts or any other online resources. Students must rephrase and properly cite any of the material used in their submits. All your submitted writings will be checked using an automated plagiarism check software already built into Canvas available from the University. Following point deductions will apply to your submitted writings:*

- *More than 30% plagiarized – Not acceptable and students will not earn any points*
- *21% to 30% plagiarized – 70% points deducted with warning to be more careful with future submits*
- *11% to 20% plagiarized – 60% points deducted with warning to be more careful with future submits*
- *0% to 10% plagiarized – Acceptable with warning to be more careful during future submits*

The above policy will be followed along with the standard University policy of Student academic conduct.

My personal statement

- I am almost always available via email and typically respond within 24 hours except on weekends. Student may also request virtual meeting via WebEx or Microsoft Teams, if required.
- I prefer email to phone conversations.
- I reserve the right to modify the course syllabus during the semester for the benefit of the students.
- I reserve the right to supplement materials presented in the text with additional course material that may help the students to understand the topic better.

I reserve the right to modify grading policy rubrics. Any change to grading rubrics will be applied to current and possible future assignments.

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas'

Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.