Instructor: Barbara A. Cullis, MBA, PMP  
E-mail: bcullis@udel.edu  
Office: 303H Lerner Hall  
Phone: (302) 831-6298  
Class Time: Tuesday and Thursday, 6pm-9:45pm, January 3 – February 1, 2013  
Class Room: GOR208

Office Hours: Before/after class, by phone, email, or arrange a time to stop by in person. I have an open door policy. If you are having problems with this course, please come by and talk to me

Professional background: http://sites.udel.edu/cullis

All course material can be found at http://sites.udel.edu/cullis/misy840-it-project-management


Class Overview

The purpose of this class is to examine the breadth of the project management (PM) discipline. This course will provide a foundation for applying directly the tools, processes, and methods to support the management and delivery of successful IT projects. We will focus on how an Information Technology Project Methodology (ITPM) is applied to create measureable organizational value (MOV). The text and course materials are aligned with the Project Management Institute’s Body of Knowledge which globally defines PM best practices and have been widely adopted in both the public and private sectors.

My goal is to present an applied approach and experiential learning experience by combining industry experience, guest speakers (bios attached below) and case work. We will focus on how IT project management can be best practiced, managing the human side of projects, determining and documenting project scope, costing projects, and managing project risk. We will also spend some time on managing organizational change and team conflict.

Course requirements

MS Project: A 90 day version of MS Project is included with your textbook. Students are expected to have use of MS Project for this course. A Work Breakdown Structure is required for your final project. If you are not familiar with MS Project, please complete the Tutorial which begins on page 181. This will NOT be covered during class time.

Team Project and Presentation (40%, 400 points): Students will work in project teams taking on the role of IT consultants. Each team will need to present their system solution to the vendor selection committee at Husky Air. This will be a professional presentation using PowerPoint. Each team member is required to contribute to the overall presentation. Students must submit a copy of the PowerPoint and all required project artifacts. These artifacts will be composed over the duration of the course as the Husky Air assignments are completed.
Husky Air Assignments: Over the Winter Session, you will work in teams to complete 12 Husky Air Assignments. These assignments provide a means for you to apply the various concepts and tools as though you were working on a real project. Please submit a hard copy and an electronic copy at the time of your team’s presentation. There are 12 Husky Air Assignments: each is worth 20 points.

Components of your final team presentation include;
- PowerPoint Presentation
- 12 Husky Air Assignments
- Vendor Evaluation Form

Additional project details and team assignments will be reviewed on the first day of class.

Mini-Case Write-ups, Individual (20%, 200 points): Students are required to hand in Four (4) case write-ups (50 points each) during the term. Cases will be graded for accuracy, quality and completeness of reasoning and clarity of expression. **Students must work individually.**
**Maximum length 2 pages** *(Times New Roman, 11pt, 1” margins, 1.5 line spacing).*

Mini-Case Write-ups, Collaborative (10%, 100 points): Students are required to hand in Two (2) case write-ups (50 points each) during the term. Cases will be graded for accuracy, quality and completeness of reasoning and clarity of expression. **Students will collaborate as a team during class time.**
**Maximum length 2 pages** *(Times New Roman, 11pt, 1” margins, 1.5 line spacing).*

Quizzes (20%, 200 points): Students will take Four (4) quizzes each worth 50 points. These will be non-cumulative and will cover all material in the texts, class discussions and cases completed by the class up to the point of the quiz. Each will be presented as a Team Based Learning (TBL) exercise which include individual and team submissions. The class will walk through a sample TBL on Day One.

In Class Work/Professionalism and Participation: 10%, 100 points

**My Teaching Philosophy & Expectations of You**
Students are expected to be properly prepared for each class: thoroughly read the assigned readings; write down a few summary paragraphs and key points for the readings; identify some areas that need clarification. Students are also expected to participate actively in class discussion. Without preparation and participation, the classroom experience will be unsatisfactory for all of us. Coming to class prepared, paying attention to the lecture and discussions, and making contributions to the class by asking questions or posing issues will enhance learning for all.

We will do case work in each class and I tend to use hands-on class exercises which require that you be present and prepared. My expectation will be that you have read the material and are able to apply it to the class’ exercises.

Perhaps most importantly, I assume you come in to this class with a sense of curiosity, a desire to solve difficult problems, and an interest in learning new concepts. These three characteristics represent the heart of the MIS discipline.

**Note on LATE assignments:** Late assignments will not be accepted under any circumstances. It is suggested that you work ahead in case you have to be absent. You can either give your assignment to a classmate to turn in for you at class, send it to me electronically before class, or drop it off at
my office (303 Lerner Hall) **during working hours 9 – 5 PM**. I will not grade cases that I receive after returning to my office from class.

**Electronic Devices:** Please turn-off/silence notebooks, iPads, mobile devices, and other PDA communication devices while in the classroom. Electronic devices or PDA devices used for taking notes, referencing homework assignments or other Misy 840 class information are encouraged, but please limit these devices for those purposes.

**Record Keeping:** Please keep copies of all deliverables and any other work that is submitted. Graded work that has been returned should also be kept until the final grade for the course has been received. If you submitting a team assignment, each team member should keep individual copies of all work.

**EVALUATION:** Your performance will be based on a total of **1000 points**:

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Points</th>
<th>Percent of Grade</th>
</tr>
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<tbody>
<tr>
<td>Team Project</td>
<td>400</td>
<td>40%</td>
</tr>
<tr>
<td>Quizzes</td>
<td>200</td>
<td>20%</td>
</tr>
<tr>
<td>Mini Case Write-ups, <strong>Individual</strong></td>
<td>200</td>
<td>20%</td>
</tr>
<tr>
<td>Collaborative <strong>Team</strong> Case Write-ups</td>
<td>100</td>
<td>10%</td>
</tr>
<tr>
<td>In Class Work/Professionalism</td>
<td>100</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total Possible Points</strong></td>
<td><strong>1,000</strong></td>
<td><strong>100%</strong></td>
</tr>
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**FINAL GRADING:** Percentages are rounded to the nearest 1/10th percent and your final grade will be assigned using the following grading scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>≥ 94.0</td>
</tr>
<tr>
<td>A-</td>
<td>90.0 – 93.9</td>
</tr>
<tr>
<td>B+</td>
<td>87.0 – 89.9</td>
</tr>
<tr>
<td>B</td>
<td>84.0 – 86.9</td>
</tr>
<tr>
<td>B-</td>
<td>80.0 – 83.9</td>
</tr>
<tr>
<td>C+</td>
<td>77.0 – 79.9</td>
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<tr>
<td>C</td>
<td>74.0 – 76.9</td>
</tr>
<tr>
<td>C-</td>
<td>70.0 – 73.9</td>
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<tr>
<td>D+</td>
<td>67.0 – 69.9</td>
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<tr>
<td>D</td>
<td>64.0 – 66.9</td>
</tr>
<tr>
<td>D-</td>
<td>60.0 – 63.9</td>
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<tr>
<td>F</td>
<td>&lt; 60</td>
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</tbody>
</table>
**Academic Honesty**

The University of Delaware has a Code of Conduct that establishes standards of behavior for students at the University. Please review the Code and be aware that students are expected to fully abide by this code. [http://www.udel.edu/stuguide/07-08/index.html](http://www.udel.edu/stuguide/07-08/index.html)

**This Code will be strictly enforced.** PLEASE NOTE: Regarding academic dishonesty, all suspected incidences of Code violations will be reported to the Judicial Affairs Office for resolution.

**Individual assignments assume that all work submitted was prepared exclusively by you, unless explicitly stated and cited otherwise.** If you have any question as to whether or not it should be cited, your safest option is to include the reference at the end of the submission in a Bibliography.

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**THIS SYLLABUS AND SCHEDULE MAY CHANGE**

ALL CHANGES WILL BE ANNOUNCED IN CLASS & ON THE COURSE WEBSITE
<table>
<thead>
<tr>
<th>Class Date</th>
<th>Chapter Titles/Topics</th>
<th>Textbook Chapter Reading</th>
<th>Due</th>
</tr>
</thead>
</table>
| 3 January  | Administrative review of course, team assignments  
               The Nature of Information Technology Projects (1)  
               Conceptualizing and Initializing the IT Project (30)  
               Developing the Project Charter and Baseline Project Plan (76) | 1, 2 & 3 | Case: The FBI's Virtual Case File (26)  
               Husky Air Assignment # 1 (21)  
               Case: Wal-Mart’s RFID Supply Chain (70) |
| 8 January  | Guest Speaker – Sanjay Narayanappa, Blackrock, Global Conversion of 10,000 Desktops to Windows 7  
               The Human Side of Project Management (103)  
               Defining and Managing Project Scope (135) | 4 & 5 | Husky Air Assignment # 2 (64)  
               Husky Air Assignment # 3 (96)  
               Case: Just Say No? (152)  
               Case: The Project Manager Career Path (130) Individual Submission |
| 10 January | Quiz #1  
               The Work Breakdown Structure and Project Estimation (156)  
               The Project Schedule and Budget (198) | 6 & 7 | Husky Air Assignment # 4 (150)  
               Case: Poker Planning (180)  
               Case: Planning for Success (219) |
| 15 January | Managing Project Risk (246)  
               Project Communication, Tracking, and Reporting (280) | 8 & 9 | Husky Air Assignment # 5 (177)  
               Case: Outsourcing – Big Savings, Big Risks (277)  
               Husky Air Assignment # 6 (218)  
               Case: A Case of Collaborative Technologies and a Virtual Team (301)  
               Case: Waterfall or Agile? (100) Individual submission |
| 17 January | Guest Speaker – Chad Rychlewski, Sr. Associate, KPMG, Social Media Governance  
               Quiz #2  
               IT Project Quality Management (318) | 10 | Husky Air Assignment # 7 (274)  
               Case: Speed vs. Quality (350) |
| 22 January | Managing Organizational Change, Resistance, and Conflict (354)  
               Project Procurement Management and Outsourcing (380)  
               Vendor Selection Exercise | 11 & 12 | Case: From Ballpoints to Bits (376)  
               Case: Outsourcing in a Flat World (393)  
               Husky Air Assignment # 9 (349)  
               Husky Air Assignment # 8 (299)  
               Case: Social Software for Project Management (261) Individual Submission |
| 24 January | Quiz #3  
               Leadership and Ethics (397)  
               SCRUM and Business Value of Agile Methods: Using ROI and Real Options | 13 | Case: Don’t Tell Anyone or You’re Fired! (362)  
               Husky Air Assignment # 10 (372)  
               Husky Air Assignment # 11 (392) |
| 29 January | Guest Speaker – Pat Fullerton, EDS, Project Ethics & Leadership  
               Project Implementation, Closure, and Evaluation (420)  
               Projects, Portfolios and Programs | 14 | A Closer Look: Churchill (handout)  
               Husky Air Assignment # 12 (435)  
               Case: A Failed ERP Implementation Results in a Lawsuit Individual submission |
| 31 January | Quiz #4  
               Final Project Presentations | | Team Project, PowerPoint, Artifacts |
| 2 February | Open – reserved in case of snow day | | UD Winter Finals |
Husky Air Assignments – Team Project Components
Over the semester, you will work in teams to complete 12 Husky Air Assignments. These assignments are found at the end of each chapter, and provide a means for you to apply the various concepts and tools as though you were working on a real project. Please submit a hard copy and an electronic copy. Please see detailed course schedule for due dates.

<table>
<thead>
<tr>
<th>Husky Air Case Assignment</th>
<th>Description</th>
<th>Page</th>
<th>Possible Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>The Team Charter</td>
<td>21</td>
<td>30</td>
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<tr>
<td>#2</td>
<td>The Business Case</td>
<td>64</td>
<td>30</td>
</tr>
<tr>
<td>#3</td>
<td>Defining the Project Infrastructure</td>
<td>96</td>
<td>30</td>
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<tr>
<td>#4</td>
<td>The Scope Management Plan</td>
<td>150</td>
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<tr>
<td>#5</td>
<td>The Work Breakdown Structure (WBS)</td>
<td>177</td>
<td>30</td>
</tr>
<tr>
<td>#6</td>
<td>The Project Schedule and Budget</td>
<td>218</td>
<td>30</td>
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<tr>
<td>#7</td>
<td>The Risk Management Plan</td>
<td>274</td>
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<tr>
<td>#8</td>
<td>Earned Value Analysis</td>
<td>299</td>
<td>30</td>
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<tr>
<td>#9</td>
<td>The Quality Management Plan</td>
<td>349</td>
<td>30</td>
</tr>
<tr>
<td>#10</td>
<td>The Change Management Plan</td>
<td>372</td>
<td>30</td>
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<td>#11</td>
<td>Project Procurement Management Plan</td>
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<td>#12</td>
<td>The Implementation and Project Closure Plan</td>
<td>435</td>
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<td>Vendor Evaluation</td>
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<tr>
<td></td>
<td>Professionalism, Presentation Quality</td>
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<td><strong>Total Project Points</strong></td>
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<td><strong>400</strong></td>
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Extra Credit Opportunities (for your presentations):
Developing a Stakeholder Analysis – Page 128, Possible points = 20
Sanjay Narayanappa, VP, PMO - Global IT infrastructure operations for BlackRock. At BlackRock Mr. Narayanappa manages various IT infrastructure initiatives and deployments across the globe. Very recently he managed the implementation of Windows 7 and Office 2010 deployment across BlackRock offices in various regions. This deployment included about 16k builds, little over 10k users and about 3600 applications. Mr. Narayanappa, joined BlackRock in 2009 after a 16 year career as a Developer, Systems Architect, Project and Program Manager in various Insurance and Financial services industry. He is very proficient in various IT process engineering, system development life cycles, Project, Program and Portfolio management life cycles. Mr. Narayanappa earned his MS in electronics and telecommunication from North Carolina State University and a BS in electronics engineering from Bangalore University. He is a six sigma black belt, ITIL certified and also a PMP.

Chad Rychlewski is a Senior Associate in KPMG’s IT Attestation, Risk Consulting practice. He has worked out of the Pittsburgh, PA and New York, NY offices over the past 4 years. Chad obtained two B.S.B.A. degrees from Duquesne University, one in Information Systems Management and another in Marketing. Chad’s experience at KPMG in the Risk Consulting practice includes leading IT Advisory Projects, SOX Integrated Audits, and SSAE16 (SOC1) testing. These engagements included reviews over multiple organizations’ technology controls (logical access, physical access, change management, program development, and operations), providing control environment guidance based on industry best practices, and raising flags based on potential gaps in controls and business processes. More recently, Chad was brought in to apply his knowledge of IT risk to the creation of KPMG’s Social Media Governance Methodology Guide.

Ms. Pat Fullerton, has worked in the roles of Project Manager, Program Manager and Consultant at EDS (Electronic Data Systems) and Perot Systems Corporation (PSC). During her career she provided oversight on multi-million and billion dollar projects relative to business re-engineering, outsourcing, mergers and acquisitions, reorganizations and process improvement. Ms. Fullerton has demonstrated her savvy PM and leadership skills on challenging projects which include:

1. Reorganizing the Customer Service Call Center and Technical Support Services for Swiss Bank in Basil, Switzerland. This required learning the customs and regulations of Switzerland and getting Perot Systems, Swiss Bank and third party consultants to all work together and agree on deliverables, plans, resources etc.

2. Overseeing the outsourcing of 50 data centers country wide and merging them into one data center.

3. Standardizing communications and processes for three branches of a company with locations in Hong Kong, England and the USA. This involved working with three cultures, customs regulations in each country transporting equipment, three time zones and matrixed resources.

4. Merging one company’s 3 call centers which handled different Securities and Exchange Products, had different leaders with different styles from “manual is better” to “let's be as progressive as we can” and all wanting to protect their area. This also included relocation, redefining all positions, instituting measurable performance standards and quality controls and retraining all staff.

Pat is a PMP, ITIL Scrum Master, CPIW = Certified Professional Insurance Woman. She has edited 2 published books on project management and composed 2 manuals on Project Management Planning and Implementation and Project Management for Executive Leaders.