CIS 5351-115, 80412, Technology Project Management

Spring 2023

Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

Course Dates: August 28, 2023 – October 20, 2023
This 100% online course 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 and Wednesday: 11 am to 12 noon
Thursday: 12 pm to 1 pm

Students can also email their concerns or questions about any aspect of the course any day of the week. If something needs to be addressed via virtual meeting, students can also request WebEx (https://tamuct.onecampus.com/task/all/webex) or Microsoft Teams meeting(s) during the weekdays.

Student-instructor interaction

I check my university email many times daily and typically respond within 24 hours of receiving weekly emails. Replies during weekends may be delayed up to 48 hours. Email is also the best mode of communication.

This course extensively uses the TAMUCT Canvas Learning Management System (https://tamuct.instructure.com). The course syllabus, schedule, supplemental readings, class announcements, PowerPoint slides, learning modules, homework assignments, exams, and other course-related documents will be posted on Canvas throughout the week. Each student is responsible for the posted material and should check Canvas several times a week for updates.

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:
   - iPhone/iPad: [https://apps.apple.com/app/safezone/id533054756]
   - 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/]

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 the 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 for 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)

Although not required, students can attempt and successfully pass various entry-level project management certification examinations, such as Certified Associate in Project Management from the Project Management Institute (PMI) or Project+ from the Computing Technology Industry Association or CompTIA.

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. The Mythical Man-Month: Essays on Software Engineering, 2nd edition, Frederick P. Brooks, Jr., Addison-Wesley Professional, Anniversary Edition, ISBN: 9780201835953
3. 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 available on Canvas.

COURSE REQUIREMENTS

Course Requirements: (Include point values for each- not just a percentage)

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 following 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 seven quizzes are worth 70 points or 70 percent of the course grade.

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

Discussion posts: There will be two discussion posts during the semester. Each discussion post is worth 5 points. Students must 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, a real-life project management scenario, an industry article, etc. The discussion posts will have a timeline (two weeks duration) within which students are required to post their responses.

Semester-wide individual project: Students will research and prepare a project management plan for an IT Project (more details will be available on Canvas soon). The project assignment is worth 20 points and is due by the end of the semester. The due date for the individual project is October 20th at midnight (11:59 PM).

Grading Criteria Rubric and Conversion

Item	Quantity	Points	Total / Percent
Quizzes	7	10	70
Discussion posts	2	5	10
Individual Project	1	20	20
Total			100

Quizzes, discussion posts, and the individual project 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
Individual Project	90%	18	18

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 ten 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 last week of the semester.

Grading Policies

No late submissions are allowed for quizzes, discussion posts, and the individual project.

COURSE OUTLINE AND CALENDAR

Complete Course Calendar

Week	Dates	Content	Readings	Assignments
1	August 28 – September 1	Course Welcome, Faculty introduction, 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.
2	September 4 – September 8	Project selection and portfolio management; Leadership and the project manager	Chapters 3 and 4	Quiz 1 is based on chapters 1 and 2, available and due. Individual Project is available.
September 5: Deadline to drop first 8-week classes with no record				

3	September 11 – September 15	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 18 – September 22	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 25 – September 29	Project scheduling	Chapters 9 and 10	Quiz 4, based on chapters 7 and 8, is available and due.
6	October 2 – October 6	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.
October 6th – Deadline to drop second 8-week classes with a quit (Q) or withdraw (W)			
7	October 9 – October 13	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 16 – October 20			Quiz 7, based on chapters 13 and 14, is available and due. Individual Project is due.
October 20th – Deadline to withdraw from the University for the first 8-week classes			

Important University Dates

TECHNOLOGY REQUIREMENTS AND SUPPORT

Familiarity with Microsoft Word and Excel. Any software or Microsoft Word plug-in for APA citation.

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. We strongly recommend the latest versions of Chrome, Firefox, Edge, or Safari browsers. Canvas will run on Windows, Mac, Linus, iOS, android, or any other device with a modern web browser. **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/] by clicking on the "TAMUCT Online Canvas" tile. You will then log in through our Microsoft portal.

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

Canvas Support

Use the Canvas Help tab, located at the bottom of the left-hand menu, for issues with Canvas. You can search the support articles or use the Email, Call, or Chat buttons at the bottom of the support pop-up to contact the Canvas Help Desk.

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

Online Proctored Testing

Texas A&M University-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 requires use of the Chrome web browser with their custom plug in installed.

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

Warrior Center for Student Success
The Warrior Center for Student Success is a comprehensive academic support department at A&M-Central Texas, dedicated to fostering an environment of excellence and empowerment among its student body. The center offers a wide range of programs and services to ensure every student reaches their full potential, and is a haven for students seeking guidance, resources, and a strong support network to excel in their educational journey.

ADA Access and Accommodations: Texas A&M University-Central Texas ensures that students with disabilities have equal access to educational opportunities by providing appropriate accommodations and support services. If you believe you have a physical, learning or socio-emotional disability requiring reasonable accommodations, please visit Access and Inclusion [https://www.tamuct.edu/student-affairs/access-inclusion.html] for more details or contact the Office of Access and Inclusion, WH-212; (254) 501-5836. Any information you provide is private and confidential.

Success Coaching and Peer Mentoring: Our experienced Success Coaches work one-on-one with students to develop personalized action plans, set academic goals, and build effective study strategies, time management skills, and resilience. Our Peer Mentors provide a valuable support system, offering guidance, encouragement, and a relatable perspective to help students navigate their academic and personal challenges. For more details call 254-501-5836 or 254-501-5928 or visit Academic Support [https://www.tamuct.edu/student-affairs/academic-support.html]. Click the link to schedule a session (virtual or in-person) with a success coach bit.ly/3q7uB50 or visit WH, 111.

Testing Services: We offer a secure and comfortable environment for students and members of the community to take courses and distance learning exams, as well as placement tests and professional certification exams. Our Testing Service also offers resources and support referrals for testing related challenges (test anxiety, learning disabilities, etc.) and supports all approved ADA accommodations. Call (254) 519-5830 or visit the Testing Center [https://www.tamuct.edu/testing-center/].

Tutoring and Supplemental Instruction Services: Our team of qualified Tutors and Supplemental Instructors assist students in various non-writing subjects, promoting academic comprehension and enhancing learning outcomes. Click the link to schedule a tutoring session with a TAMUCT tutor (virtual or in-person) or view tutor availability bit.ly/43Q6wNz. You may also chat live with a remote tutor 24/7 for a variety of subjects through our partnership with Tutor.com, an online tutoring platform that is free to all TAMUCT students. To learn more please visit Tutoring Services [https://www.tamuct.edu/student-affairs/academic-support.html#tutoring] or call (254) 501-5836 or visit the Tutoring Hub in Warrior Hall, 111.

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 Student Conduct Office. 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/reporting.php?TAMUCentralTexas].

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 Records and Admissions Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Records and Admissions 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 Records and Admissions 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.

Pregnant and/or Parenting Students Rights and Accommodations

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 Associate Dean in the Division of Student Affairs, (254) 501-5909, can assist students who are pregnant, experiencing pregnancy-related conditions, and/or parenting by provide flexible and individualized reasonable accommodations. Students should seek out assistance as early in the pregnancy as possible through the Pregnancy & Parenting webpage [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. For more information, please visit Student Affairs [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. 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 specifically prohibits discrimination against a student based on pregnancy, childbirth, false pregnancy, termination of pregnancy, or recovery from any of these conditions [https://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.html].

Students experiencing any form of discrimination due to any of these conditions are encouraged to reach out to the Title IX Coordinator, 254.519.5716, titleix@tamuct.edu, Founders Hall 317B, or the Associate Dean of Student Affairs, 254.501.5909, Warrior Hall 105.

Title IX Rights and Reporting Responsibilities

Texas A&M University-Central Texas is committed to creating a safe and open learning environment for all students. If you or another student has experienced any form of gender discrimination or sexual misconduct, including sexual harassment, sexual assault,

dating/domestic violence, and/or sex-based stalking, help and support are available. Our university strongly encourages all members of our campus community to report incidents and seek support for gender discrimination and sexual misconduct through the Title IX Office. You may contact the Title IX Office at 254.519.5716, titleix@tamuct.edu, Founders Hall 317B, or learn more by visiting the Title IX webpage [https://www.tamuct.edu/compliance/titleix.html].

Please be aware that that under Title IX, Texas Senate Bill 212, and System Regulation 08.01.01, [https://policies.tamus.edu/08-01-01.pdf] all university employees are mandated reporters and are required to disclose information about suspected or alleged violations as listed above and defined in System Regulation 08.01.01. If the Title IX Office receives information about an incident, they will reach out to offer information about resources, rights, and procedural options as a member of the campus community. Although I have an obligation to report, you will, in most cases, control how your case will be handled. When working with the Title IX Office you will have access to resources and accommodations but also have the opportunity to express if you wish to move forward with an investigation. Our goal is to make sure you are aware of the options available to you as a student. Community members are not required to respond to this outreach.

If you or another student wishes to speak to a confidential employee who does not have this reporting responsibility, you can contact the Student Wellness & Counseling Center, [https://www.tamuct.edu/student-affairs/student-counseling.html], 254.501.5955, or swacc@tamuct.edu, located in Warrior Hall Room 207L or the Student Support Advocate, 254.501.5978 or ssa@tamuct.edu, located in founder Hall Room 317D.

University Library & Archives

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 350 electronic databases containing approximately 1,203,947 eBooks and 134,750 journals, in addition to the 96,879 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]. 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 workspaces, 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

[https://tamuct.libguides.com/index]

University Writing Center

Located in Warrior Hall 416 and online, 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 face-to-face hours of operation are from 10:00 a.m.-5:00 p.m. Monday and Thursday in Warrior Hall 416. Online tutoring is available Monday thru Thursday from 10:00 a.m.-5:00 p.m. and from 6:00-9:00 p.m. and on Saturdays from 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.

OTHER 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/reporting.php?TAMUCentralTexas].

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 quizzes, project, 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.

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. Students 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.