Lindner College of Business

Project Management

IS7060

Dr. Dong-Gil Ko

Spring 2017
February 27, 2017 – April 22, 2017
Mondays/Wednesdays (001 - LH 214): 3:35-5:25PM
Wednesdays (002 - LH 111): 6:00-9:50PM
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Faculty

Dr. Dong-Gil Ko is an associate professor in the Carl H. Lindner College of Business at the University of Cincinnati. He holds a BS degree in Electrical Engineering from the University of Maryland, a MBA in International Business/Finance from the George Washington University, and a doctorate in Management of Information Systems from the Katz Graduate School of Business, University of Pittsburgh. He is an active researcher having published in several journals including Management Science, MIS Quarterly, Organization Science, and Information Systems Research. He served on the editorial board of Information Systems Research and is currently serving on Information & Management. Dr. Ko has been consistently recognized for teaching excellence having taught a variety of courses at the undergraduate, graduate, and doctoral levels. With over eight years of industry consulting experience (e.g., Accenture, SAIC, DoD), he offers unique experiences to his students in his classes. He has supervised more than 30 digital technology client-based projects/start-ups, having secured external funding for nearly all for-profit projects. On international front, Dr. Ko regularly leads study-abroad programs serving as a faculty liaison to Audencia School of Management (Nantes, France). In collaboration with the Cincinnati Children’s Hospital Medical Center, Dr. Ko’s research investigates the strategic management of technology in advancing patient health, lowering cost, and improving medical and clinical research.

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Office: LH 314
Hours: Mondays, 2:30pm-3:30pm & by appointment
Syllabus

Course Title: Project Management
Course Number: IS7060

Course Description
Information technology project management is gaining importance in organizations as firms develop capabilities to quickly act and respond to changing business processes. Despite decades of project management experiences, many IT projects continue to fail. Further, the turbulent business landscape is forcing many firms to add to their arsenal new approaches to bringing applications to market. Therefore, IS7060 course is designed to help students understand general project management principles with a particular focus on agile methodology. Conceptual PM principles will be applied through the use of hands-on project management tool and case analysis. An examination of case studies serves to reinforce concepts and skills learned in class.

Textbook(s), Readings and Assignments
Required Materials: [http://cb.hbsp.harvard.edu/cbmp/access/62137055](http://cb.hbsp.harvard.edu/cbmp/access/62137055)
Additional Resources: Reading materials/resources will be provided through Blackboard.

Course Objectives
Students who successfully complete this course will be able to:
1. Discuss projects, project management, and portfolio management
2. Understand traditional development methodology
3. Understand agile methodology
4. Use MS Project application to plan out agile projects
5. Gain agile PM insight via case study analysis

Learning Activities
A variety of learning activities are designed to support the course objectives, facilitate different learning styles, and build a community of learners. Learning activities for the modules include the following:
1. Read materials as assigned
2. Analyze cases
3. Conduct in-class activities, exercises, etc.
4. Complete a term-long PM project
5. Participate in discussions

Library Resources
- Off-campus access: [http://guides.libraries.uc.edu/content.php?pid=250633&sid=2982851](http://guides.libraries.uc.edu/content.php?pid=250633&sid=2982851)

Grading Policy

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Module One</th>
<th>Module Two</th>
<th>Module Three</th>
<th>Module Four</th>
<th>Module Five</th>
<th>Module Six</th>
<th>Module Seven</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework*</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>600</td>
</tr>
<tr>
<td>Exercise (in-class)**</td>
<td>25</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
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<td>25</td>
<td>300</td>
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<tr>
<td>Total Points</td>
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<td>175</td>
<td>175</td>
<td>175</td>
<td>175</td>
<td>175</td>
<td>150</td>
<td>1050</td>
</tr>
</tbody>
</table>

* You are responsible for submitting your homework despite absence.
** Absences will result in a grade of zero.
**Homework:** This is an individual assignment. You are to complete as directed on Blackboard. Submit your assignment through Blackboard.

**Quizzes:** This is an individual assignment. At the beginning of each Wednesday class (as noted under “Grading Policy”), you will be given THREE minutes to complete five multiple choice questions. This is closed books, closed notes, closed everything. Each quiz will assess your preparation for class based on assigned materials.

**Exercise:** This is a group assignment. Specific directions will be provided in class.

**Grading Scale**

**Grade Center:** All grades will be maintained in Blackboard’s online Grade Center. Students are responsible for tracking their progress by referring to the online grade book. Email me with any questions.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93.5 &lt;= X</td>
</tr>
<tr>
<td>A-</td>
<td>90 &lt;= X &lt; 93.5</td>
</tr>
<tr>
<td>B</td>
<td>83.5 &lt;= X &lt; 87</td>
</tr>
<tr>
<td>B-</td>
<td>80 &lt;= X &lt; 83.5</td>
</tr>
<tr>
<td>C</td>
<td>77 &lt;= X &lt; 80</td>
</tr>
<tr>
<td>C+</td>
<td>70 &lt;= X &lt; 77</td>
</tr>
<tr>
<td>F</td>
<td>X &lt; 70</td>
</tr>
</tbody>
</table>

**Late Submissions**

There will be a 10% deduction for each one-hour late submission as determined by Blackboard’s timestamp. Therefore, please plan accordingly. The only exception to this late submission policy is if Blackboard experiences a network outage, there is a network outage in your local area (e.g., thunderstorm), your computer dies (e.g., hard disk crashes), or other unforeseeable events that are outside your control. Regardless, be prepared to provide documentation or an official URL upon request. When in doubt or you are experiencing problems with your Blackboard submission, email your assignment to me – timestamp of an email message will be used to determine lateness (keep in mind that the time of your email may not correspond with the timestamp upon receipt); however, do not make a practice of emailing me your assignments. Few examples are outlined here to illustrate unacceptable reasons for late submissions:

- Issues with Blackboard as a reason for late submission (other than campus-wide network outage)
- Failure to attach your assignment (Blackboard or email)
- Failure to “Submit” (vs. save as draft) your assignment

**Course Policies**

All work will generally be graded and returned within seven calendar days. If you have a SERIOUS problem that can be documented/verified and that keeps you from participating on time, please contact me immediately. I will determine if the seriousness of your problem warrants an exception to the late submission policy. If you are not passing the class at any point due to missing work, you should come see me right away.

You are responsible for timely assignment submission. Should your personal computer system or network go down, you must still turn in your work in a timely manner. Don’t wait until the last minute. Plan ahead by seeking alternative means for submitting your work. Local libraries and the University of Cincinnati campuses can serve as alternative resources. Not having access to the required software on your home or work computer is NOT a legitimate excuse for turning in assignments late.

Please note I am not very forgiving with late assignments! **Plan accordingly!** Deadlines are hard-deadlines, and I expect you to turn your assignments on time. Assignments are defined as assigned work.
with a due date. Late but accepted submissions will be subject to penalties – 10% deduction for each hour it is late.

*Inappropriate use of computerized device* (e.g., browsing internet, email), *distracting class mates* (e.g., talking loud, sleeping), *etc.* will *not* be tolerated. A warning will *not* be given and could result in lowering your grade.

**Academic Integrity Policy**

Integrity, including Academic Integrity, is a core value of the Lindner College of Business, and central to the Character dimension within our PACE model of business education. At the Lindner College of Business, all programs apply a “**Two Strikes Policy**” regarding Academic Integrity. For formally processed cases of academic misconduct, any student who has been found responsible for two cases of academic misconduct may be dismissed from the college.

As with all Lindner College of Business efforts, this course will uphold the highest ethical standards, critical to building character (the C in PACE). Ensuring your integrity is vital and your responsibility. LCB instructors are required to report ANY incident of academic misconduct (e.g., cheating, plagiarism) to the college review process, which could result in severe consequences, including potential dismissal from the college. For further information on Academic Misconduct or related university policies and procedures, please see the UC Code of Conduct (http://www.uc.edu/conduct/Code_of_Conduct.html).

According to UC Student Code of Conduct, it states the following (http://guides.libraries.uc.edu/content.php?pid=292819&sid=2404229):

**The UC Student Code of Conduct defines plagiarism as:**

- Submitting another’s published or unpublished work in whole, in part or in paraphrase, as one’s own without fully and properly crediting the author with footnotes, quotation marks, citations, or bibliographic references.
- Submitting as one’s own original work, material obtained from an individual, agency, or the internet without reference to the person, agency or webpage as the source of the material.
- Submitting as one’s own original work material that has been produced through unacknowledged collaboration with others without release in writing from collaborators
- Submitting one’s own previously written or oral work without modification and instructor permission.

**Electronic Communication / Email Policy:** Students are required to use a University of Cincinnati email address for all program activity. The primary reasons for the new policy relate to issues of confidentiality, security and the receipt of information from the University of Cincinnati and the Educational Leadership Program.

The University of Cincinnati is now sending many official notices, announcements and important information to students via email. For example, student bills are now sent by email and are no longer mailed through the U.S. Postal Service. To ensure this type of confidential information is sent to the correct individual, items are only sent to student UC email accounts. A UC email address is clearly identified with the student’s name and only a student can register for her/his own email account. Therefore, there is a high level of confidence by the University the student will receive the email.

I can be reached via email and will try respond to all emails within 24 hours (except weekends/holidays). If something is urgent, you can call me at the numbers listed.
Class Approach
Each class consists of lectures, discussions, and exercises about project management. Students are expected to come prepared for each class and participate in class discussions. Students are expected to bring personal computer/laptop with MS Project application installed (beginning week 2).

Laptop and Cell Phone Policy: Computer/laptops will be used during class time; however, be mindful not to disturb your neighbors. Cell phones should be on “mute” or turned off. Please refrain from using your mobile devices during class. If you are expecting a call, please situate yourself close to the door to minimize disruption.

Attendance: Attendance and class participation are critical to learning in this course; so, attendance (ON TIME!) for scheduled classes is expected. Absence for a class does not relieve one of responsibility for the subject matter, assignments when they are due, and other course-related issues discussed during that class period. There are a total of SEVEN lecture classes during this session. Therefore, each class weighs ~14% of your final grade. Students who miss more than one class could receive a lower grade than otherwise; missing two classes drops one’s course grade by one full letter grade. A missed class is defined as an absence of more than 30 minutes between the start and the end of the class.

Netiquette
1--- Be Friendly, Positive and Self--- Reflective
When people cannot see you, and also do not know you, feelings can be hurt if you are not careful in how you express yourself. The old saying, think before you speak is important here. Think before you write. One word of advice is, do not respond when you feel angry. Wait. Write it down somewhere and come back to it. When you do, you may find that you no longer feel the same way as you did when you wrote it, because you have had time to reflect about the situation. Last, if you still feel the need to be heard, then edit before you post, and write it in terms that are easily embraced. This is also true when you feel a critique is necessary; say it in a positive tone. Reread what you have written to be sure it is positive.

2--- Use Proper Language and Titles
Do not use slang or even profane words in an online education environment, even if they are words you consider, "not so bad," as they will sound offensive to the reader. Do not refer to your professor as "Doc" or by his or her first name, unless it is acceptable with him or her to do so. Also, do not use caps lock when typing. It will insinuate yelling. That would hurt someone's feelings and possibly give him (or her) the wrong impression of you.

3--- Use Effective Communication
Say what you mean to say. This takes practice and thoughtful writing. Try to speak and write clearly at all times. Again, reread before you respond. Define and restate your words when necessary. Correct a misunderstanding right away. Chances are, if one person felt a certain way about what you said, another may have as well. Likewise, be mindful of chosen words and joking. Let's say for example, I write, "get out!" This slang term can be interpreted in several ways, either positively or negatively.

4--- Professionalism
Leave the characters like smiley faces, and instant message abbreviations out. Your friends may like it, but chances are your professor will not. Save it for personal conversations or definitely ask for permission before using them. They may be interpreted as childish or too casual for the online education environment. Last, always say please and thank you.

5--- Ask for Clarification
If you are unsure of what was said, or the instructor's directive, or are trying to interpret a person's expressions, then ask again. Do not sit in silence either misunderstanding or feeling offended. Do not interrupt though; wait until there is a break in the conversation, or until the open interaction occurs. Your instructor will appreciate your responsiveness and maturity. A simple way to do this is to say (or write), "I did not understand...", which will always keep the onus for the misunderstanding on yourself.
## Course Schedule

<table>
<thead>
<tr>
<th>Date &amp; Module</th>
<th>Topic</th>
<th>Case/Article</th>
<th>Due</th>
</tr>
</thead>
</table>
| Module 1      | Introduction to 7060  
Introduction to PM  
IT PM | (be sure to install or ensure access to MS Professional Project 2013 by Module 2) | |
| Module 2      | Traditional PM  
Agile PM  
Intro MS Project | Team-based control…* | M2_HW |
| Module 3      | Agile Approaches  
Agile Practices  
MS Project | Choice of Software Development Methodologies | M3_HW |
| Module 4      | Agile Principles/Value  
{MS Project} | Hybrid project manager*  
How We Finally Made Agile Development Work | M4_HW |
| Module 5      | Agile Model  
Case 1  
{MS Project} | CMM vs. Agile*  
What Is XP?  
What Successful Project Managers Do | M5_HW |
| Module 6      | Agile Implementation  
Case 2  
{MS Project} | Wikispeed*  
The New New Product Development Game  
Scrum Is A Major Management Discovery | M6_HW |
| Module 7      | Wrap-up  
Case 3 | Pearson* | M7_HW |


* Materials requiring access to course packet.