

ISM 4314: IT PROJECT MANAGEMENT

Spring 2010 • Monday & Wednesday • RBA 210 • 3:35 PM to 4:50 PM

INSTRUCTOR

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Office Hours: After class 5 PM – 6 PM and by appointment

COURSE PROJECT

The purpose of the course project is to gain experience managing and completing a real-world project. You and your group will be responsible for all aspects of the project management body of knowledge and will be tested on your understanding of the concepts discussed in class lectures, exercises, and discussions. It is imperative that begin work on your project as soon as possible to ensure a high-quality, professional project is successfully managed.

Upon completion of this project, students should be able to:

1. Understand the project management knowledge areas outlined in the Project Management Institute's Project Management Body of Knowledge – project integration, scope, time, cost, quality, human resource, communications, risk, and procurement.
2. Understand the difficulties with managing a real-world project and identify a set of best practices that can help you be a success as a future employee and project manager.
3. Gain further understanding of the social dynamics that exist in managing a project and an understanding for how to manage customer needs.

PROJECT REQUIREMENTS

Your grade will be determined according to the following percentages:

Project Activity	Weight
Milestone One	10%
Milestone Two	20%
Milestone Three	20%
Milestone Four	30%
Presentation	15%
Project Participation	5%

Be aware that all milestones and presentations will be graded for both content and presentation. Double-check your work to assure that it is "polished" and does not contain typos

or grammatical errors. Poorly written work will be graded significantly below what it would receive if graded on content alone.

Groups will be created via self selection. The course project will be one of three projects. The first project will explore social media through the development and maintenance of a social networking website. The second project will explore virtual worlds through the development of an online virtual presence in Second Life. The third project will focus on the development of a content management system. The content and strategic purpose of the social network, virtual world, and content management projects must be approved by the instructor prior to beginning the project. Further details on the projects will be discussed on the first day of class. Based on the estimated class size, there will be three groups.

Additional specific requirements to be determined based on project selection. Items may be added and subtracted from this list as needed. Your group will receive fair warning of these changes prior to them being made.

Milestone One (10%)

1. Executive Summary - This section will provide a high-level summary of the milestone. The purpose of this section is to identify the key problem Milestone One faces and how your group resolved this problem. Your group will also be expected to highlight the next steps that will be taken by the group in anticipation of Milestone Two.
2. Strategic Analysis - This section will outline your group's assessment of the social media or virtual world environment. At minimum groups will be expected to conduct a Porter's 5 Forces analysis and SWOT analysis. The goal of this section is to identify the niche that your group will capitalize on for the project (e.g., type of virtual world presence or strategic goal of your blog). Be sure to include a summary sub-section that demonstrates your project team's critical thinking skills. This section of the milestone should also include rough drafts of the following:
 1. Mission Statement
 2. Stakeholder Analysis
3. Project Charter - The project charter should be an initial draft. The format and elements of the charter will be discussed in class lecture. In addition, please include an initial estimate of your project expenses to begin your project.
4. Project Team Background - This section will outline the expertise of your project team. The focus of this section should be on identifying the strengths and weaknesses of your team. What skills will your team need to learn in order to successfully complete your project? How will your project team members go about acquiring those skills?
5. Group Performance Plan - This section will outline how your group plans to conduct performance reviews. Questions you should consider when making this section include: How do you plan to provide each other with feedback about each project member's performance, how often will your performance review occur, how do you plan to motivate members that may have not performed satisfactorily?
6. Project Plan - This section will summarize the initial steps taken by your group to complete Milestone Two.
7. Time Log - This section will outline in detail how each group member contributed to the completion of Milestone One.

Milestone Two (20%)

1. Executive Summary - This section will provide a high-level summary of the milestone. The purpose of this section is to identify the key problem Milestone Two faces and how your group resolved this problem. Your group will also be expected to highlight the next steps that will be taken by the group in anticipation of Milestone Three.
2. Project Charter (Revised) - This section will incorporate the feedback from the instructor on your Project Charter from Milestone One. If any changes to your project have altered your original plan, please make sure this is reflected in the new Project Charter.
3. Scope Statement - This section will focus on providing the instructor with a clear project description. Please ensure that the scope statement includes specific project deliverables and measures of project success (key success criteria). Please note, success criteria should not be "class-oriented," they should reflect criteria that would be found in the business world.
4. Work Breakdown Structure - Produce a WBS in Microsoft Project with at least three levels of detail. Here you will need to consider plan deliverables as well as project completion deliverables. However, the major focus should be what the system will do, and clearly defining the tasks that need to be completed to make that happen. Give as much detail as you can, and anticipate revising this over the course of the semester as you learn more about the project requirements.
5. Schedule - Produce a PERT chart in Microsoft Project based on your WBS. Remember to adjust the schedule based upon resources that will be available to you. Also produce a one page high-level summary paragraph explaining the key points in your schedule.
6. Budget - Using the tasks from your WBS at the second level of detail, create a budget for your project. Budget line items should be specific. **Your budget will be approved by the project sponsor at the end of this milestone.** Remember to factor the time of your stakeholders into your costs.
7. Problem Identification - This section should be used to highlight the problems your group experienced in Milestone One and how your group was able to resolve them for Milestone Two.
8. Milestone One Revised Sections - Any section(s) that the instructor identified as needed revision must be included here.
9. Project Plan - This section will summarize the initial steps taken by your group to complete Milestone Three.
10. Time Log - This section will outline in detail how each group member contributed to the completion of Milestone Two.

Milestone Three (20%)

1. Executive Summary - This section will provide a high-level summary of the milestone. The purpose of this section is to identify the key problem Milestone Three faces and how your group resolved this problem. Your group will also be expected to highlight the next steps that will be taken by the group in anticipation of Milestone Four.
2. Scope Statement (Revised) - This section will incorporate the feedback from the instructor on your Scope Statement from Milestone Two. If any changes to your project have altered your original plan, please make sure this is reflected in the new Scope Statement.
3. Work Breakdown Structure (Revised) - Produce a WBS in Microsoft Project with at least six levels of detail. Give as much detail as you can, and anticipate revising this over the course of the semester as you learn more about the project requirements.
4. Updated Schedule - Include a copy of your Microsoft Project schedule that reflects the current work completed at this point in the semester.
5. Change Control Plan - This section will highlight how change requests will be managed by your project team and executive management.
6. Process Diagrams - This section includes any diagrams needed to document system in terms of data flow, processes, and overall system structure.
7. Problem Identification - This section should be used to highlight the problems your group experienced in Milestone Two and how your group was able to resolve them for Milestone Three.
8. Milestone Two Revised Sections - Any section(s) that the instructor identified as needed revision must be included here.
9. Project Plan - This section will summarize the initial steps taken by your group to complete Milestone Four.
10. Time Log - This section will outline in detail how each group member contributed to the completion of Milestone Three.

Milestone Four (30%)

1. Executive Summary - This section will provide a high-level summary of the project. The purpose of this section is to identify the key problem your project team faced and how your group resolved this problem. Your group will also be expected to highlight the implications of your project on organizations.
2. Revised Milestones One, Two, and Three - All revised sections must be included in Milestone Four. This means your final project charter, scope statement, WBS, PERT schedule, budget, change control plan, etc.
3. Updated Schedule - Include a copy of your Microsoft Project schedule that reflects the current work completed at this point in the semester.
4. Communications Plan - This section will outline how communications were managed by your project team and in what ways should your project team improve its communication skills for future projects.
5. Risk Assessment Plan - Produce a risk management plan which delineates the risks for the project and strategies for managing those risks. This plan should include:
 1. A list of identified risks
 2. People assigned to manage those risks
 3. Any qualitative and/or quantitative analyses used to develop the plan
 4. Risk response strategies
 5. Budget and schedule estimates for each response strategy
 6. Contingency and fallback plans
6. Procurement Plan - Produce a procurement plan which outlines the following:
 1. A list of items that were procured/purchased.
 2. How those items were procured/purchased.
 3. What type(s) of contracts were made by your project team.
 4. A revision to the WBS, schedule, and budget to reflect these procurement activities.
7. Lessons Learned - This section should be used to highlight the problems your group experienced throughout the project and how your group was able to resolve them.
8. Time Log - This section will outline in detail how each group member contributed to the completion of Milestone Four.

Presentation (15%)

Presentations will be held in our regular classroom. Each presentation is to be made to the entire class as if it were being made to the management team of the company in your assigned case and IS professionals from elsewhere in the organization. Your classmates will assume roles found on a typical upper level management team. Project “sponsors” will be invited to attend (i.e., faculty members and/or doctoral students of the Management department). Each presentation should be twenty-five (25) to thirty (30) minutes long (not including questions/answers). The presentation should include:

- an introduction
- an overview of your project scope
- a discussion of your approach to managing the project
- an overview of your project schedule and budget
- an overview of your communication plan
- a discussion of risks
- a lessons learned outlining successes and failures of your project and the team

You may deviate from this presentation format, but consult with the instructor ahead of time. Each group is responsible for ensuring that their presentation software is compatible with the software used in our classroom.

Each member of the team is **required** to make some part of the presentation. Presentations should be **ABSOLUTELY** no longer than thirty (30) minutes. You will be penalized for going over this time limit. You should also be prepared to answer questions from the audience. I will let you know when you have only five minutes and one minute left so you can wrap up your presentation.

Everyone in the class is **required** to attend the other presentations, even if your group is not presenting, as you will be part of the presentation evaluation process.

Presentations will be evaluated based upon the following criteria:

- The presentation material reflects adequate preparation.
- The presentation performance reflects adequate rehearsal.
- The student is dressed appropriately, speaks clearly and loudly enough to be heard.
- The student appears relaxed and confident.
- The student appears knowledgeable of project planning.
- The student handles questions well.
- The student handles hostile (e.g., devil’s advocate positions) challenges well.
- The presentation:
 - Identified relevant project stakeholders.
 - Clearly defined the statement of work.
 - Described an adequate work breakdown structure.
 - Described a reasonable project schedule.
 - Assessed project risk.

Project Participation (5%)

You are free to organize and run your groups in any way you like subject to the specific guidance below. At the conclusion of the project you will evaluate the other members of your group and you yourself will be evaluated by members of your group. Evaluations will be made on three factors:

1. Quality of work performed by the student.
2. Level of effort, including team meeting attendance.
3. Contribution to team effectiveness.

Evaluations will be done on a rating scale, ranging from 1 to 15. All members' evaluations will be averaged for each group member. It would be possible for a student to do superb work on a small part of the project (a 15 for quality but a 1 on effort) and receive a low overall grade due to effort level. Each student should privately evaluate his/her team members on the form posted on the course web site, and enclose the evaluation in a sealed letter-sized envelope or email it to me personally. ***Evaluations are due twenty-four hours after your presentation to the class.***

There are two rules in effect with respect to peer evaluations:

1. To turn in a low evaluation (below 8) of another group member, I really should be notified sometime long before the later milestones are completed that the target of the poor evaluation has not been pulling his/her weight. This requirement corresponds to the requirement most organizations have that an individual must be counseled if their performance could lead to dismissal.
2. Each member of the group must be allowed to play a significant part in the development and implementation of the project. If an individual feels that he/she is being shut out by the group, the individual must notify me early (the earlier, the better). This requirement does not mean that each group member must be involved in every aspect of the project, but it is meant to preclude one or two individuals from monopolizing the project and then giving poor evaluations later.

“Free Rider” Penalty

Once in a great while, a team has a member who chooses not to participate actively, placing the burden on other participants. If this is consistently reported by other team members, the ***free rider will be accorded a penalty of up to 40% of the project grade*** he/she would have received based on normal milestone scoring. This will also strongly influence her/his overall participation grade.

FINAL WORDS

If you have any questions or concerns, do not hesitate to contact me via email, request an appointment to meet, or stop by during my office hours.