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## MCS 785 – BASU - SPRING GRADING AND ASSIGNMENT DETAILS

[ALSO REFER SPREADSHEET FOR ASSIGNMENT DETAILS](#)

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### Individual Discussions (ID)

**40 points (8 x 5 points)**

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- 10 discussions, 5 points each (only your top 8 scores for discussions will count towards your grade)
- Lowest 2 scores dropped ( i.e. you can skip 2 discussions and still make the max 40 points)
  - Rules of engagement for all Discussions
  - Discussions start at the beginning of each week i.e. Sunday-Monday. You **MUST** post at least once before Wednesday of each week. You are then required to post responses or comments to at least two other responses before the discussion(s) for the week is over i.e. Note week closes Saturday 8.00 pm central. Your discussion grades will be determined based on these rules as this ensures that each person is involved in the discussion. Also note that Weeks 1,2 and 3 have multiple discussion threads.

### Individual Assignments (IA)

**30 points (3 x 10 points)**

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- 3 assignments, 10 points each
  - Submission guidelines
    - Submit by deadline – **Saturday 8.00 pm** central end of each week
    - Submit by loading document to drop box on D2L
    - Label each file as follows: For Individual Assignment 1, label the file as **IA1-YourInitials-LastName**. Example: **IA1-SCB-Basu** or **IA2-JS-Smith**
    - E-mail me in advance if you are going to be out of town or need special consideration

### Individual Quizzes (IQ)

**20 points (2 x 10 points)**

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- 2 Quizzes, 10 points each
  - Online quizzes – will be made available a week in advance
  - Grading for quizzes is as follows:
    - Quiz 1 will cover Chapters 1,2,3 and 6
    - Quiz 2 will cover Chapters 3,5,7,8 and 9
    - **Three** attempts allowed for each quiz – best of three will be taken
    - Any score >80% is automatic A=10 points
    - Score 70 to 79% is = 8 points
    - Score 60 to 69% is = 6 points
    - Score below 60% = 0 for quiz

### Group Assignments (GA)

**30 points (3 x 10 points)**

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- 3 assignments, 10 points each

- You will be assigned to a group from the first week. Make every effort to participate in group activities and contribute to the assignments. There are three group assignments, two group mini-cases (refer below) and a final group project (GFP-below), that involves considerable amount of work. I will be polling the groups from time to time to ensure everyone is contributing. I reserve the right to change your grade based on feedback from the group members.

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**Group Mini Cases (GMC1 and GMC2)****20 points (2 x 10 points)**

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- Group Mini Case 1: 10 points
- Group Mini Case 2: 10 points

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**Group Final Project (GFP)****20 points (1 x 20 Points)**

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- Group Final Project – 20 points
  - a. There are two components to the project
    - i. Technology-based Viral Marketing Plan – 3 to 4 page plan for promoting <http://www.bankingmyway.com> (refer Project handout document)
    - ii. MS-Project Plan – Represent the above proposal as a project plan using MS-Project including Work Breakdown Structure (WBS), timelines, resource etc.

**[Total Points for the Course: 160 points](#)**

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**MODULE 1 - INTRODUCTION TO INFO SYSTEMS PROJECT MANAGEMENT**

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**Objectives**

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1. Understand the importance of project management and its role in day to day to day operations of the firm
2. Understand organizations, including the four frames, organizational structures, and organizational culture
3. Explain the concept of triple constraint and its importance
4. Understand the concept of a project phase and the project life cycle and distinguish between project development and product development

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**MODULE 2 - THE PROJECT MANAGEMENT AND INFORMATION TECHNOLOGY CONTEXT**

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**Objectives**

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1. Describe the systems view of project management and how it applies to information technology projects
2. Understand organizations, including the four frames, organizational structures, and organizational culture
3. Explain why stakeholder management and top management commitment are critical for a project's success

4. Understand the concept of a project phase and the project life cycle and distinguish between project development and product development
5. Discuss the unique attributes and diverse nature of information technology projects

### Reading

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Chapter 1: Introduction to Project Management - Pages 1 to 32.

Read **Appendix A** – Guide to Using Microsoft Project 2003 Pages A.2 to A.75. (to be completed over 2 weeks). Install MS-Project 2003 on your computer and start to use it for some simple tasks. You can work through Appendix A using Project.

Chapter 2: Project Management and Information Technology Context - Pages 38 to 63.

Continue to read **Appendix A** from the textbook - MS Project 2003

### Discussion Questions

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#### **ID 1: Information Systems Project Management**

You are requested to discuss the following questions. Answers to all of these questions will vary. The main purpose of these discussions is to have students engage each other and begin to do some independent research to further explore the field of project management.

1. What is a project, and what are its main attributes? Describe in your own words how you would organize a project – what initial steps would you take to get the process started. Comment on why there is a new or renewed interest in the field of project management?

#### **ID 2: Project Management and Information Technology Context**

You are requested to discuss the following questions. Answers to all of these questions will vary. The main purpose of these discussions is to have students engage each other and begin to do some independent research to further explore the field of project management.

1. What does it mean to take a systems view of a project? If you were a contractor building a house how would you apply the systems view to address the needs of the project? Do you have any preferences between functional, matrix, and project organizations? In your opinion which type of organizational structure is best suited for large global projects?

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### **MODULE 3 - PROJECT INTEGRATION MANAGEMENT**

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Chapter 4 provides detailed information on the first of the nine knowledge areas, project integration management. Included is also a section on strategic planning and project selection. Like previous chapters, Chapter 4 emphasizes the importance of making sure projects fit into the big picture of an organization. It also highlights the need for new project managers to make the transition from working in the highly technical realm to focusing on project management and meeting business needs.

1. Describe an overall framework for project integration management as it relates to the other project management knowledge areas and the project life cycle.

2. Explain the strategic planning process and apply different project selection methods.
3. Explain the importance of creating a project charter to formally initiate projects.
4. Discuss the process of creating a preliminary project scope statement.
5. Describe project management plan development, including content, using guidelines and templates for developing plans, and performing a stakeholder analysis to help manage relationships.
6. Explain project execution, its relationship to project planning, the factors related to successful results, and tools and techniques to assist in project execution.

### Course CD

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Please look at the CD: Module 3. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

### Reading

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Chapter 4: Project Integration Management.

### Discussion

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## **ID 3: Project and Systems Development Life Cycle, Systems Approach**

1. What does Project life cycle teach us about projects? Research the web to Building information systems typically follows the Systems Development Life Cycle (SDLC) which comprises of Planning, Analysis, Design, Implementation and Maintenance. Do you see similarities or commonalities between the two life cycles?

### References:

- a) PowerPoint resource: <http://www.ou.edu/class/mis5003/mbapm.ppt>.
- b) <http://www.softwareprojects.org/software-development-life-cycle.htm>
- c) <http://www.softwareprojects.org/> (may have to **sign up** but useful links to materials relevant to this course and your work)

## **ID 4: Project Charter, Business Case and Scope Statement**

1. Is it important to have a project charter? Why or why not? Business Case – why is it important to write a business case? According to you what are the key components a business case that can add significant value in the project management process?

### GA1: Group Assignment

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## **GA1: Tasks 1 and 2 on Page 196**

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## MODULE 4 - PROJECT TIME MANAGEMENT

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### Objectives

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Chapter 6 discusses another very important knowledge area and part of the triple constraint—project time management. Key concepts in this chapter include developing project schedules, creating network diagrams and Gantt charts, critical chain scheduling, and PERT.

1. Understand the importance of project schedules and good project time management.
2. Define activities as the basis for developing project schedules.
3. Describe how project managers use network diagrams and dependencies to assist in activity sequencing.
4. Understand the relationship between estimating resources and project schedules.
5. Explain how various tools and techniques help project managers perform activity duration estimating.
6. Use a Gantt chart for planning and tracking schedule information, find the critical path for a project, and describe how critical chain scheduling and the Program Evaluation and Review Technique (PERT) affect schedule development.

### Course CD

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Please look at the CD-Module4. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

### Reading

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Chapter 6: Project Time Management

### Discussions

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#### *ID5 – Scope Statement*

Is it truly important to have a scope statement? What are some of the dangers of not having one? What would be some of the key sections you would include in the scope statement?

#### **ID6 – Mythical Man-Month**

Read the following entry on Wikipedia: [http://en.wikipedia.org/wiki/The\\_Mythical\\_Man-Month](http://en.wikipedia.org/wiki/The_Mythical_Man-Month). Use an example (if possible) to flush-out the various aspects of the concept. Also respond to questions and statements posed by professor on D2L.

#### **IA1: Individual Assignment (Due: Watch for announcement on D2L)**

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- a) Page 111, Exercise 2
- b) Page B.20 Exercise 1

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## **MODULE 5 - THE PROJECT MANAGEMENT PROCESS GROUPS: CASE STUDY**

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### **Objectives**

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1. Describe the five project management process groups, the typical level of activity for each, and the interactions among them.
2. Understand how the project management process groups relate to the project management knowledge areas.
3. Discuss how organizations develop information technology project management methodologies to meet their needs.
4. Review a case study of an organization that applies the project management process groups to manage an information technology project, and understand the contribution that effective project initiation, project planning, project execution, project monitoring and controlling, and project closing make to project success.

### **Course CD**

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There is no course CD material for this Module. However, you can download and review a power point file. Also watch for online materials posted by the professor.

### **Reading**

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Chapter 2: Project Management and Information Technology Context - Pages 70 to 114 and Table 3-5 (Pages 87, 88, 89)

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## **MODULE 6 - PROJECT SCOPE MANAGEMENT**

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### **Objectives**

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Chapter 5 discusses a very important knowledge area and part of the triple constraint—project scope management. After projects are selected and initiated, project managers must clearly and thoroughly define the extent of the work and the ways in which it will be done. Important tools include developing the scope statement and creating a work breakdown structure. Both of these tools are crucial to good project management.

1. Understand the elements that make good project scope management important.
2. Explain the scope planning process and describe the contents of a scope management plan.
3. Describe the process for developing a project scope statement using the project charter and preliminary scope statement.
4. Discuss the scope definition process and work involved in constructing a work breakdown structure using the analogy, top-down, bottom-up, and mind-mapping approaches.
5. Explain the importance of scope verification and how it relates to scope definition and control.
6. Understand the importance of scope control and approaches for preventing scope-related problems in information technology projects.
7. Describe how software can assist in project scope management.

## Course CD

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Please look at the CD-Module 6. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

## Reading

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Chapter 5: Project Scope Management

### IQ1: Individual Quizzes

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#### IQ 1: Complete online quiz

- Online quizzes – will be made available a week in advance
- Grading for quizzes is as follows:
  - Quiz 1 will cover Chapters 1,2,3 and 6 ; Quiz 2 will cover Chapters 3,5,7,8 and 9
  - **Three** attempts allowed for each quiz – best of three will be taken
  - Any score >80% is automatic A=10 points ; Score 70 to 79% is = 8 points ; Score 60 to 69% is = 6 points ; Score below 60% = 0 for quiz

## Discussion

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### ID7-Joint Application Design (JAD) and Prototyping

1. What are some advantages of using JAD and prototyping in the IT project management process? Discuss some examples of how you can use JAD or prototyping in your organization? You may have to do some research on this topic since they are not adequately covered in your text.

## Group Assignment

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### GA 2: Exercise 5, Page 282

“Create a spreadsheet to calculate your projected total cost...”

**Important:** Please save your Excel file with your group name like: **Groupname-Ex# ###.xls** where the **Ex#** is the exercise number, and the **###** is the page number in the book. An example would be perseus-ex5\_282.xls.

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## MODULE 7 - PROJECT COST MANAGEMENT

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### Objectives

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Chapter 7 provides an introduction to the third knowledge area of the triple constraint—project cost management. Important topics include basic project cost management principles, concepts, and terms, resource planning, types of cost estimates, cost budgeting, earned value management, and project portfolio management.

1. Understand the importance of project cost management.
2. Explain basic project cost management principles, concepts, and terms.

3. Discuss different types of cost estimates and methods for preparing them.
4. Understand the processes involved in cost budgeting and preparing a cost estimate and budget for an information technology project.

### Course CD

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Please look at the CD-Module 7. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

### Reading

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Chapter 7: Project Cost Management

## MODULE 8 - PROJECT QUALITY MANAGEMENT

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### Objectives

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Chapter 8 highlights the importance of quality in information technology projects, defines quality and quality management, and explains the processes of quality planning, quality assurance, and quality control. The chapter provides several examples of various tools and techniques, such as Pareto diagrams, quality control charts, and Six Sigma, to improve quality.

1. Understand the importance of project quality management for information technology products and services.
2. Define project quality management and understand how quality relates to various aspects of information technology projects.
3. Describe quality planning and its relationship to project scope management.
4. Discuss the importance of quality assurance.
5. Explain the main outputs of the quality control process.
6. Understand the tools and techniques for quality control, such as Pareto analysis, statistical sampling, Six Sigma, quality control charts, and testing.
7. Summarize the contributions of noteworthy quality experts to modern quality management.

### Course CD

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Please look at the CD-Module 8. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

### Reading

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Chapter 8: Project Quality Management

### Individual Assignments

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#### ***IA2: Page 160, Exercise 1 (Please answer a, b, c, d and e)***

Write a one- to two-page paper based on the opening case. Answer the following questions:

1. What do you think the real problem was in this case?
2. Does the case present a realistic scenario? Why or why not?

3. Was Nick Carson a good project manager? Why or why not?
4. What could Nick have done to be a better project manager?
5. What should top management have done to help Nick?

Please save your Word file with a name like: firstname-ex#\_###.doc where the ex# is the exercise number, and the ### is the page number in the book. An example would be choton-ex1\_160.doc.

## Discussion

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### **ID8 – Assurance versus Control, Benchmarking**

1. What is the fundamental difference between quality assurance and quality control? What role does Benchmarking play in IT project management? Discuss.

### **Group Mini Case (GMC)**

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GMC1: Page C.3

Complete Tasks 1, 2 and 3

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## **MODULE 9: PROJECT HUMAN RESOURCE MANAGEMENT**

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### **Objectives**

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Chapter 9 introduces the first facilitating knowledge area, project human resource management. This chapter covers many important topics, and whole courses are devoted to improving human resource management. Review basic topics, such as motivation, and emphasize what project managers and teams need to know to make effective use of human resources.

1. Explain the importance of good human resource management in projects, including the current state and future implications of human resource management, especially in information technology projects.
2. Define project human resource management and understand its processes.
3. Summarize key concepts for managing people by understanding the theories of Abraham Maslow, Frederick Herzberg, David McClelland, and Douglas McGregor on motivation, H. J. Thamhain and D. L. Wilemon on influencing workers, and Stephen Covey on how people and teams can become more effective.
4. Discuss human resource planning and be able to create a project organizational chart, responsibility assignment matrix, and resource histogram.
5. Understand important issues involved in project staff acquisition and explain the concepts of resource assignments, resource loading, and resource leveling.
6. Assist in team development with training, team-building activities, and reward systems.

## IQ2: Individual Quizzes

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### IQ 2: Complete Online quiz

- Online quizzes – will be made available a week in advance
- Grading for quizzes is as follows:
  - Quiz 1 will cover Chapters 1,2,3 and 6 ; Quiz 2 will cover Chapters 3,5,7,8 and 9
  - **Three** attempts allowed for each quiz – best of three will be taken
  - Any score >80% is automatic A=10 points ; Score 70 to 79% is = 8 points ; Score 60 to 69% is = 6 points ; Score below 60% = 0 for quiz

## Discussion

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### ID9 – Delphi Techniques, Brainstorming and International Project Management

1. What is the goal of using the Delphi technique and the goal of Brainstorming?  
Discuss issues faced in either of the techniques.
2. International Project Management – Amy Coon, a consultant will be facilitating this discussion. Please respond to questions/discussions posted on D2L.

### GA3: Group Assignments (Due: Watch for announcement on D2L)

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### UML Examples – Refer UML examples uploaded by professor

1. Examine UML examples, see attached.
2. For a UML Tutorial use  
[http://pigseye.kennesaw.edu/~dbraun/csis4650/A&D/UML\\_tutorial/index.htm](http://pigseye.kennesaw.edu/~dbraun/csis4650/A&D/UML_tutorial/index.htm)
3. Design a simple UML for an **Online Course Registration System**. Use the sample UML examples to identify various entities interacting with the system and some of the use cases that take place within the Online Course Registration System.

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## MODULE 10 - PROJECT RISK MANAGEMENT AND PROCUREMENT MANAGEMENT

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### Objectives

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Chapter 11 provides an introduction to project risk management, one of the most misunderstood knowledge areas of project management. Topics include what risk is and why risk management is important, project risk management processes, tools, and techniques, the Top Ten Risk Item Tracking technique, sensitivity analysis, and simulation.

2. Understand what risk is and the importance of good project risk management.
3. Discuss the elements involved in risk management planning and the contents of a risk management plan.
4. List common sources of risks in information technology projects.

5. Describe the risk identification process, tools, and techniques to help identify project risks, and the main output of risk identification: a risk register.
6. Discuss the qualitative risk analysis process and explain how to calculate risk factors, create probability/impact matrixes, apply the Top Ten Risk Item Tracking technique, and use expert judgment to rank risks.
7. Explain the quantitative risk analysis process and how to apply decision trees, simulation, and sensitivity analysis to quantify risks.

Chapter 12 focuses on issues of procurement with respect to projects. The Primary objectives of this chapter in the context of this module are to:

1. Understand the importance of project procurement management and the increasing use of outsourcing for IT projects
2. Understand the process of requesting seller responses and the difference between proposals and bids

### Course CD

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Please look at the CD-Module 10. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

### Reading

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Chapter 11: Project Risk Management

Chapter 12: Project Procurement Management

### Discussions

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#### **ID10: Submit Information Technology Job Trends Data**

Research current job trends in information technology. Compile this data and try to make some projections on the role of Project Managers in future IT Project Management. Post your key findings to the discussion board. Comment on the trends you noticed and implications for the future of Project Management.

### Individual Assignment

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**IA3: Page 195, Exercise 3.** *You do not need to print, just submit your file to D2L drop box*

### Group Mini Case (GMC)

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**GMC2:** Page 493, Exercise 4

Please save your file with your group name like: **Groupname-GMC2.xxx** where the xxx is the file name extension. Some examples would be Perseus-GMC2.xls or Perseus-GMC2.doc or Perseus-GMC2.mmp.

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## MODULE 11 - PROJECT COMMUNICATIONS MANAGEMENT

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Chapter 10 describes another important facilitating knowledge area, project communications management. The chapter explains the processes involved in project communications management, methods for improving project communications, and the ways in which various types of software can enhance communications.

1. Understand the importance of good communications in projects.
2. Explain the elements of project communications planning, including how to create a communications management plan and perform a stakeholder communications analysis.
3. Describe various methods for distributing project information and the advantages and disadvantages of each, discuss the importance of addressing individual communication needs, and calculate the number of communications channels in a project.
4. Understand how the main outputs of performance reporting help stakeholders stay informed about project resources.
5. Recognize the importance of good communications management for stakeholder relationships and for resolving issues.
6. List various methods for improving project communications, such as managing conflicts, running effective meetings, using e-mail and other technologies effectively, and using templates.

### Course CD

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Please look at the CD-Module 11. The materials are also available for access via the web at <http://onlinemba.uww.edu/media/mcs785>

### Reading

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Chapter 10: Project Communications Management

### **Instructions for Individual Discussions**

There are a total of 10 *Individual Discussions* (ID # 1 through 8). These are all Individual Discussions and everyone is required to participate. The individual posting rules are:

**To receive full credit you are required to:**

- (a) each student must provide your first comment to the discussion topic by *Wednesday midnight of every week*, except ID # 1 and

(b) each student must respond to at least 2 *comments* by other students for each discussion topic by the due date.

**Note:** I will not give you credit if you merely agree or disagree with others without providing your reasons/justifications.

Go to **Introduction Module / D2L Information** for Instructions.