

Course Syllabus

Course Description

Focuses on a capstone project resulting in the completion and delivery of the final phases of a faculty-approved information technology (IT) project management plan, continued from the prerequisite course ITC 4760. This course includes additional readings in project management, advanced topics of project and process management, and additional practice with project management software and tools.

Course Textbook(s)

Goetsch, D. L. (2015). *Project management for engineering and technology* [VitalSource Bookshelf version]. Retrieved from <https://online.vitalsource.com/#/books/9780132817523>

Additional Required Course Material(s)

See each Unit Study Guide for additional required course material(s).

Course Learning Outcomes

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

1. Describe the processes used by organizations to align business plans with an information technology (IT) strategy.
2. Analyze tools and techniques used to manage quality and reduce risk in information technology (IT) projects.
3. Interpret the relevance of focusing on information and knowledge opposed to applications and data.
4. Evaluate methods of assessing organizational information technology (IT) project management processes that result in improvement.
5. Create a complete information technology (IT) project management plan.

Prerequisite(s)

ITC 4760 - Information Technology Evaluation and Implementation I or equivalent

Credits

Upon completion of this course, the students will earn 3 hours of college credit.

CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library web page. To access the library, log into the myCSU Student Portal, and click on "CSU Online Library." You can also access the CSU Online Library from the "My Library" button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 a.m. to 5 p.m. and Friday from 8 a.m. to 3 p.m. The library's chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information.

Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

LibGuides

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, e-books, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

Click [here](#) for the LibGuide for this course.

Unit Assignments

Unit I Case Study

Projects fail for many reasons, and we often learn valuable lessons from researching why past projects failed. In this case study, do an Internet search for failed projects, and choose a recent project that has failed (within the last 10 years). While we are working on an information technology (IT) project, you are not limited to choosing an IT project. You may choose any government or business project that has failed. After you choose a project, do additional research in the CSU Online Library to find information about your failed project. Your case study should include the elements listed below.

- Give a brief description of the project, the deliverables, and the failure of the project.
- Analyze why the project failed.
- Choose two of the five process groups, and explain changes you think could have been made to prevent project failure.
- Choose three of the nine knowledge areas, and explain changes in these areas that could have led to project success.
- Provide a conclusion in which you state what you feel are the two most important lessons learned from this project failure.

Your completed case study should be at least three pages in length, not counting the title and reference pages. You are required to use at least three outside sources for this assignment, one of which may be the textbook. In addition, at least one source must come from the CSU Online Library. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations. All references and citations used must be in APA style.

For assistance with locating resources, click [here](#) to access a tutorial on how to find articles using the CSU Online Library.

Note: The rest of the assignments in this course will continue using the project documents that you started in ITC 4760. It may be a good idea to locate and retrieve the following sections/documents for this course.

- Project Charter
- Stakeholder Register
- Work Breakdown Structure (WBS)
- Project Gantt Chart
- Project CPM Network Diagram
- Project Cost Estimate
- Project Budget
- Project Organization Chart
- RACI Matrix/Staffing Plan
- Risk Register
- Risk Matrix

Unit II Essay

Understanding the difference between leadership and management is an important skill for project managers. Write a two-page essay (not counting the references page) that focuses on management versus leadership. In your essay, cover the topics listed below.

- Differentiate the strengths and weaknesses of managers versus leaders.
- Compare and contrast the five esteem-based motivational techniques a project manager can implement to effectively motivate team members.
- Identify your own personal leadership style, and explain what motivational strategies you feel will work best with information technology (IT) projects.

You must include an introduction and use a minimum of two sources, one of which may be your textbook, to support your essay. All content must follow APA guidelines, including all sources used, which must be cited and referenced according to APA standards. A title page is not required for this assignment.

Unit III Assignment

Note: This course utilizes a remote desktop tool called Toolwire in Units III and IV. The purpose of this tool is to give you hands-on experience working with Microsoft (MS) Project. Toolwire will house MS Project, which is required in this course. While the assignment instructions are in the syllabus, the links to access Toolwire are located within Units III and IV in Blackboard. Please be sure to click on the Toolwire section in the unit to access MS Project.

Your assignment is to create a simple work breakdown structure (WBS) using MS Project that represents the units, lessons, and activities associated with this course (ITC 4780). You are creating the WBS based on the actual course you are taking now. Use the course syllabus and schedule to guide your WBS. Click [here](#) for a tutorial that provides additional guidance and instructions for this assignment. (Click [here](#) to access a PDF version of this presentation.)

This is an eight-unit course. Create a schedule that lays out the information listed below.

- Include the proposed start and end date for each unit.
- Include how much time (in hours) during that unit you will allocate for the following activities:
 - reading assignments,
 - completing discussion board or journal entries, and
 - working on unit assessments or assignments.

Once you are satisfied with the accuracy and completeness of your schedule, use MS Project to create a Gantt chart based upon the schedule. Save your project to your computer as a .mpp file. For further instruction on how to transfer your work from the Toolwire environment to your local machine, click [here](#).

In a separate Word document, create a reflection paper of at least one full page that discusses how you designed your tasks and subtasks, and explain the task dependencies that you selected and the critical path that MS Project produced. As a part of your summary section, discuss any problems, observations, and/or recommendations you may have regarding your experience in creating this MS Project. No title page or reference page is required.

Upload your WBS MS Project file (.mpp) and your Word document for grading.

Unit IV Assignment

Your assignment for this unit is to convert the work breakdown structure (WBS) you created in ITC 4760 for the MSI Data Center relocation scenario into a functioning Microsoft (MS) Project file using the version of MS Project housed in Toolwire. You will enter your task, sub-tasks, milestones, and task duration data previously created in MS Excel and generate a project plan that is capable of displaying a Gantt chart that shows the project schedule from start to finish as well as a critical path method (CPM) network diagram that depicts task dependencies and the project's projected critical path. Click [here](#) to access the MS Project tutorial from the Unit III Assignment, which provides additional guidance for using the software. (Click [here](#) to access a PDF version of this presentation.)

Save your project to your computer as a .mpp file. For further instruction on how to transfer your work from the Toolwire environment to your local machine, click [here](#).

In a separate Word document, create a one-page reflection paper that discusses how this plan will support the project manager's overall management of this particular project. As a part of your summary section, discuss any problems, observations, and/or recommendations you may have regarding your experience in creating this MS Project. No title page or reference page is required.

Upload your WBS MS Project file (.mpp) and your Word document for grading.

The information generated in this assignment will also be incorporated into the Unit VII Final Project assignment.

Unit V Project

Making an informed procurement decision is an important responsibility for an information technology (IT) project manager. In this exercise, you will compare and discuss the strengths and weaknesses in the responses of three potential vendors to a request for quote (RFQ) issued by Massive Solutions International (MSI). This is a continuation of the MSI Data Center relocation scenario. To budget for the relocation, MSI has asked three vendors to provide quotes for specific tasks to be accomplished in an RFQ. Review the RFQ information and specifications as well as the responses from the three vendors.

The section below provides the RFQ questions and task specifications provided to the vendor to use when creating their quotes.

- The quote is due by February 15 before 5 p.m. EST.
- How long has the company been in business?
- Has the company performed work of this nature before?
- Will the vendor use subcontractors to perform the work?
- Do employees have a security bond?

Task 1: Analyze new data center facilities to determine if power; heating, ventilation, and air conditioning (HVAC); and communications resources are sufficient to support the level of operations being planned.

Task 2: Prepare 225 physical servers for shipment from the existing location to the new data center.

Task 3: Prepare new help-desk organization to support new data center operations at both tier-1 and tier-2 levels.

Task 4: Analyze to determine if physical security processes and procedures are adequate to provide safe and secure operation of the facility.

Click [here](#) for the responses from the three vendors. Your task is to complete the attached bid comparison form template using the information provided by each of the vendors. Click [here](#) for the bid comparison form template. Fill out this form, and use it as a part of your analysis of the three vendors to determine your choice of the best vendor to select for this work.

Your analysis should be subjective and evaluate all aspects of the data you collect as well as the write-ups provided by each of the vendors. Remember to apply the methods and processes discussed in the lesson and textbook. Use the following guidelines as you complete the Analysis, Choice of Vendor, and Justification section at the bottom of the template.

- Discuss your evaluation process of the three proposals.
- Compare and contrast the strengths and weaknesses of the three proposals.
- Identify which of the three (if any) you would select to perform the work.
- Justify your selection.

Your completed template should be at least three pages in length, not counting the references page. The Analysis, Choice of Vendor, and Justification section must be at least one and a half of the three pages. You are required to use at least your textbook for the assignment. You must cite and reference your textbook and any other sources used in APA style.

Unit VI Project

Communications and time management are both key processes within any project. Stakeholders and project members must have a clear understanding of actions, issues, and expectations throughout the life cycle of the project. Managing time to eliminate non-productive tasks will allow an organized project manager to meet scheduled milestones and keep the project within budget.

Part I

In Part I of this assignment, create a communications plan for your information technology (IT) project. The plan should be in chart form, and it should be one page in length. The plan should list the project stakeholders, types of communications, frequency of communications, content standards for communications, and who is responsible for providing and archiving communications.

Part II

In Part II of this assignment, write a one-page executive summary for your plan that focuses on the topics listed below.

- What is a communications plan, why is one needed, and what does the plan contain?
- List and briefly describe the characteristics that will help a project manager improve his or her communications skills.
- How can a project manager limit time wasted with crisis situations and unscheduled visitors?

Your completed project should be a minimum of two pages in length, not counting the references page. You must use a minimum of two sources, one of which may be your textbook, to support your responses. All content must follow APA guidelines, including all sources used, which must be cited and referenced according to APA style. A title page is not required for this assignment.

Unit VI Final Project

Project Closeout Report

The final assignment for this course is for you to generate a project closeout report (PCR) for the MSI Data Center relocation scenario that has been a core element of both ITC 4760 and ITC 4780. The PCR provides documentation of the overall project performance and the closure status of the project, contracts, regulatory drivers, and fiscal condition.

The PCR serves as the main document for summarizing project objectives and the final project results. The PCR will contain the results of performance achieved, the final cost and completion date of the project, and project lessons learned.

Use the template provided as a guide, and complete each of the required sections to the best of your ability using the information presented and generated throughout both ITC 4760 and ITC 4780. Click [here](#) to access the template.

If you want to incorporate additional information, you are encouraged to use the attachments or appendices to include the additional data. Note: *Italicized text in bold, which is included in the linked template, is provided as instruction and/or to show examples of what the section should contain. These are examples only. Please remove the red sections prior to submitting your assignment.*

The purpose of the attached template is to provide guidance to you on what needs to be generated for this assignment, how each section of the report is to be completed, and what data needs to be provided. The PCR should be tailored based on the work produced by you when completing the course project scenario. You are allowed to use literary license to expand areas as necessary to make the report more readable or to further explain your contents.

Your written portion of the report should be a minimum of five pages in length. This report is a culmination of your work, so no outside sources are required.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find *The CSU Citation Guide* by clicking [here](#). This document includes examples and sample papers and provides information on how to contact the CSU Writing Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I's Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting "Tools" and then "My Grades."

Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.

Final Examination Guidelines

Final Exams are to be administered to students by an approved Proctor. CSU approves two flexible proctoring options: a standard Proctor, who is chosen by the student and approved by the university, or Remote Proctor Now (RP Now), an on-demand, third-party testing service that proctors examinations for a small fee.

Students choosing RP Now must have an operational webcam/video with audio, a high-speed Internet connection, and the appropriate system rights required to download and install software.

To review the complete Examination Proctor Policy, including a list of acceptable Proctors, Proctor responsibilities, Proctor approval procedures, and the Proctor Agreement Form, go to the myCSU Student Portal from the link below.

<http://mycsu.columbiasouthern.edu>

You are permitted four (4) hours to complete this exam in the presence of your approved Proctor. This is an open book exam. Only course textbooks, writing utensils, and a calculator, if necessary, are allowed when taking proctored exams.

You may use only your textbook as source material for your response. All source material must be referenced (paraphrased and quoted material must have accompanying citations). You may use the Publication Manual of the American Psychological Association (APA Style Guide) or the CSU Citation Guide for reference.

Communication Forums

These are nongraded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged but not required. You can access these forums with the buttons in the Course Menu.

[Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.](#)

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to e-mail your professor. Responses to your post will be addressed or e-mailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Schedule/Grading

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.

Unit I	Recap and Review of Project Management (ITC 4760)	[Weight: 13%]
Read/View:	- Unit I Study Guide - Reading Assignments (4 articles): See Study Guide	
Discuss:	Unit I Discussion Board	2%
Submit:	Unit I Case Study	11%

Unit II	Project Team Leaders and Managers	[Weight: 11%]
Read/View:	- Unit II Study Guide - Chapter 12: Project Managers as Team Leaders - Chapter 13: Project Managers as Motivators - Reading Assignments (2 presentations): See Study Guide	
Discuss:	Unit II Discussion Board	2%
Submit:	- Unit II Essay - Proctor Approval Form	9% 0%

Unit III	Introduction to Formal Management and Planning Tools I	[Weight: 13%]
Read/View:	- Unit III Study Guide - Reading Assignment (1 article): See Study Guide	
Discuss:	Unit III Discussion Board	2%
Submit:	Unit III Assignment	11%

Unit IV	Introduction to Formal Management and Planning Tools II	[Weight: 13%]
Read/View:	- Unit IV Study Guide - Chapter 4: Project Planning: The Schedule	
Discuss:	Unit IV Discussion Board	2%
Submit:	Unit IV Assignment	11%

Unit V	Project Procurement, Monitoring, and Control	[Weight: 13%]
Read/View:	- Unit V Study Guide - Chapter 9: Project Execution: Procurements - Chapter 10: Project Monitoring and Control - Reading Assignments (2 presentations): See Study Guide	
Discuss:	Unit V Discussion Board	2%
Submit:	Unit V Project	11%

Unit VI	Project Management Skills	[Weight: 11%]
Read/View:	- Unit VI Study Guide - Chapter 14: Project Managers as Communicators and Negotiators - Chapter 15: Project Managers and Personal Time Management - Reading Assignments (2 presentations): See Study Guide	
Discuss:	Unit VI Discussion Board	2%
Submit:	Unit VI Project	9%

Unit VII	Project Closeout	[Weight: 15%]
Read/View:	- Unit VII Study Guide - Chapter 11: Project Closeout - Reading Assignment (1 presentation): See Study Guide	
Discuss:	Unit VII Discussion Board	2%
Submit:	- Unit VII Final Project - Request to take Final Exam	13% 0%

Unit VIII	Project Management: Change, Diversity, and Adversity	[Weight: 11%]
Read/View:	- Unit VIII Study Guide - Chapter 16: Project Managers and Change - Chapter 17: Project Managers and Diversity - Chapter 18: Project Managers and Adversity - Reading Assignments (3 presentations): See Study Guide	
Discuss:	Unit VIII Discussion Board	2%
Submit:	Final Exam	9%