# Course Syllabus

**Course Title**
Project Management

**Semester**
Fall 2023

**Course Number**
IS594 PJ-Section

**Instructor**
Kevin Trainor

**Teaching Assistant**
Weizi Liu

**Regular Class Sessions**
Regular class sessions will be held on Tuesdays from 12:30 PM till 2:30 PM in LISB 53. I look forward to joining you there.

**Optional Online Lab Sessions**
I hold optional lab sessions two times per week. Please join me to ask a question, to discuss solutions to previous assignments, to get help with the current assignment, to discuss the final project, or just to say hello. I will work with students on a first come, first served basis.

The first optional lab session of the week takes place immediately following our regular class session. Since class sessions typically end earlier than their scheduled two-hours, I devote the remainder of the time available to helping students. Often, I can stay beyond the two-hour period if many students need help.

On Friday afternoons from 3:00 PM till 4:00 PM, I will be holding an optional online lab session using Zoom. This represents a good opportunity to get help with your weekly assignments before the submission deadline on Sunday night. Please use a headset when joining the online lab session.

**Office Hours**
I do not hold conventional open office hours. Students needing help with assignments are encouraged to join in the online lab sessions (see above). Students who need to discuss confidential matters can arrange for an individual meeting with me on Zoom. If you need to arrange an individual meeting with me, please send me an *Individual Meeting Request* via the HelpDesk for this course (see *Contacting Instructor or TA* below).

**Contacting Instructor or TA**
The preferred method for contacting me, or our TA is by entering a request using the *Trainor HelpDesk*. The HelpDesk system allows you to open a ticket and correspond back-and-forth with the HelpDesk team (me and our TA) using regular email. **Please, do not send requests to our regular email addresses.**

For an introduction to the HelpDesk system, please see *About Trainor HelpDesk*.

For assistance in creating and sending email to the HelpDesk system related to this course (IS594 PJ-Section), please see *IS594 PJ-Section - Compose Email*.


**Course Description**
This is a first course in project management that covers both the traditional approach to project management as well as the more contemporary
agile project management approach. This course is suitable for students interested in managing projects for libraries, archives, research centers, data science, information consulting, and software development.

**Course Topics**
- Understanding Agility
- Being Agile
- Agile Planning and Execution
- Introduction to Project, Program, and Portfolio Management
- Project, Program, and Portfolio Selection
- Project Life Cycles and Initiating Projects
- Planning Part 1: Project Integration and Scope Management
- Planning Part 2: Project Time and Cost Management
- Planning Part 3: Project Quality, Resource, Communications, Stakeholder, Risk, and Procurement Management
- Executing Projects
- Monitoring and Controlling Projects
- Closing Projects


**Learning Outcomes**
After completing this course, you should be able to:

- Understand the nature of projects and project management.
- Understand the differences in approach between agile project management and traditional project management.
- Understand the special requirements of managing project in the information field.
- Identify and explain the key elements of the five project management process groups.
- Identify and explain the key elements of the ten project management knowledge areas.
- Identify and explain the key elements of agile project management.
- As a member of a small team, collaborate to manage and execute a small project.

**Required Texts**

Layton, M., Ostermiller, S., & Kynaston, D. (2020). *Agile Project Management for Dummies (3rd Edition)*. For Dummies (Wiley). ISBN 978-1119676997.

Schwalbe, K. (2021). *An Introduction to Project Management* (7th ed.). Schwalbe Publishing. ISBN-10: 8695713459. ISBN-13: 9798695713459.

**Technology Requirements**

Most of the computer work to be done in this course can be done on a wide range of computers. Nevertheless, I recommend that you use a computer that runs Windows (either Windows 10 or 11) or a recent release of MacOS. If you want to use a Linux computer for your coursework, please contact me first for discussion and approval.

The Final Project for this course is a team project.  Teams will be given the option of conducting the Final Project of their choice using either the traditional (waterfall) or the agile project management approach. Provided that the project that your team undertakes is not a software development project, then you will probably only need to use the typical software tools that you already have available on your Windows or macOS computer.

However, if you team decides to do a software development project, team members may need to install more software on their computers. These tools might include Anaconda, Python, PyCharm, and Django.  These are tools that students use in my IS430 and IS439 courses.  So, I can easily make them available to your team. If your team chooses a different technology set, then I will do my best to coach you through the process of acquiring tools.

In any case, you need to choose a computer on which you can do all of these activities. As mentioned above, my best recommendation is to choose a computer that runs Windows (either Windows 10 or 11) or a recent release of MacOS.

The tools described above are those that I recommend for your use when completing work for this course.  If you are not able to use one of these tools because of accessibility reasons, please contact me to get approval for a suitable alternative that meets your needs as a student and our needs as graders.

**Course Schedule**

The schedule for this course will be available via our Weekly Schedule at:

https://courseinfo.ligent.net/2023fa/_illinois/is594_pj_section/index.html

The course schedule is always subject to reasonable change to account for changes in circumstances and to correct errors.  When I make changes to the schedule, I will announce them via our Canvas Announcements Forum.  Postings to this forum should result in you being sent an email copy of the announcement as well.

**Course Elements**

*1.  Readings*
Required readings will be assigned from the textbooks listed above and from other resources that will be identified in the Weekly Schedule.  Generally, readings are chosen to accompany any lecture or tutorial video provided for the week.  So, you should expect to complete the readings before playing recorded videos and/or before attending class.

*2.  Lecture Videos*
I typically will not be using our online class time for lectures.  Instead, I will be providing links to pre-recorded video lectures for each unit that we cover.  While most of the material covered in the recorded lectures is from one of our textbooks, I often cover supplemental material in the lectures as well.  I always include commentary that I believe adds value to the text.

Before playing my lecture videos, make sure that you have previously played *Tips on Playing My YouTube Videos* to assure that you get the most from your viewing experience.

*3.  Tutorial Videos*
I have created tutorial videos for the following use cases:

- There are a number of tutorials that explain how to do activities necessary for the course.  These include installing software, reading grading rubrics, submitting assignments, and related activities.

Before playing my tutorial videos, make sure that you have previously played *Tips on Playing My YouTube Videos* to assure that you get the most from your viewing experience.

*4.  Skills Practice Assignments*
There will be weekly Skills Practice Assignments.  As mentioned above, skills practice assignments will often be paired with tutorial videos. These should allow you to complete your Skills Practice Assignment using the same general approach that has been demonstrated in the tutorial video.

A Canvas submission activity will be provided for submitting each assignment. Instructions for each Skills Practice Assignment and a grading rubric will be published in the Weekly Schedule.

Solutions to Skills Practice Assignments will be posted to our Canvas site immediately before our next online class session.  You can expect us to review your solutions and mine at the beginning of our next class.

A major goal for this course is to build your proficiency in self-evaluation of your work. To build this skill, I will expect you to be able to estimate your grade on each Skills Practice Assignment.  The solutions to skills practice assignments posted to our Canvas site and our review of those solutions during the next class will serve as your primary feedback for the assignment

As secondary feedback, your Skills Practice Assignment submissions will be graded and commented upon. This feedback will be published to the Canvas assignment submission activity within 2 weeks.

For information regarding the grading of skills practice assignments, please see *Skills Practice Assignment Submissions That Meet Certain Criteria Are Subject to a Minimum Score Guarantee* under *Grading Policies* below.

5. *Final Project*
   During the first half of the semester, you will be learning fundamental project management skills and getting ready for the Final Project. Before you are ready to start the Team Project, you need to accomplish the following:

   - Form a team of 2 to 4 people that includes you and other members of our class.
   - Find a real-world client with small to modest-sized problem or opportunity.
   - Plan and execute a small project that addresses the client's problem or opportunity.
   - While this can be an information systems project, it might be some other kind of project.
   - Demonstrate that you are using the principles covered in the class while creating value for your client.

   I will organize in-class activities (like breakout groups) to help you find potential team members, identify clients, formulate projects, and get started.

   More detailed instructions and a grading rubric for this assignment will be published separately.

6. *Attendance*
   The iSchool expects students to attend all classes except in cases of emergency. See *Student Code on Attendance:* http://studentcode.illinois.edu/article1/part5/1-501/. Students in on-campus classes who miss a class meeting are expected to attend the online section meeting for that week. Students in online classes who miss a class meeting are expected to play the recording of that class meeting. If you need help locating the recording of an online class session, please contact the iSchool Help Desk.

7. *Participation*
   Your participation in the course is an important element of the course. Accordingly, a significant portion of your grade for this course will be determined by your participation. Students will earn participation credit for:

   - Introducing yourself by speaking during the first class meeting.
   - Making speaking contributions during class.
   - Making chat contributions during online class meetings.
   - Presenting your work during class.
   - Presenting as a spokesperson for breakout groups during class.

For information regarding the grading of participation, please see *Your Participation Grade Will Be Based Upon Participation Points Earned Throughout the Semester* under *Grading Policies* below.


**Course Grading Policies**

1. *iSchool and University Grading Policies Apply*
   Many iSchool and University Academic Policies have grade implications.  Please see *iSchool and University Academic Policies* below.

2. *Careful Attention to Detail is Required*
   One important goal of this course is to train you to become a responsible information professional. The work of information professionals is highly detail oriented. Clients rely on information professionals to deliver a correct work product that conforms to stated requirements and best practices.

   When your work is graded, deductions will be made for all deviations from the assignment instructions. Some of these deductions will be made for small deviations that may seem insignificant to you. So, it is a good practice to carefully check your work against all instructions before submitting.

3. *Assignment Resubmissions are Not Permitted After the Assignment Deadline*
   While assignments may be resubmitted before the assignment deadline, they may not be resubmitted after the assignment deadline. If you should accidentally make a submission that is somehow defective, you must discover and correct this error before the assignment deadline. Resubmission of assignments after the deadline will not be permitted for any reason.

4. *Deadline Extensions Must be Requested Before the Deadline*
   If you believe that you have a valid reason for a deadline extension, please submit a *Deadline Extension Request* using the HelpDesk before the deadline. We have a practice of granting reasonable extension requests. We will only grant extensions beyond the beginning of our next class session in very limited circumstances.

5. *Deductions Will be Made for Late Submissions*
   The grading rubrics for assignments include substantial deductions for late submissions. Please see the assignment grading rubrics for more details.

6. *Assignments Submitted Too Late Will Not be Graded*
   Assignments submitted more than 7 days late will be considered *too late.* Assignments that are submitted *too late* will not be graded. These submissions will earn a grade of zero. If you are in danger of missing the *too late* deadline, and you believe that you have a valid reason for an extension, please submit a *Deadline Extension Request* using the HelpDesk before the deadline.

7. *Grade Adjustments Will Be Limited to Automatic Rounding*
   All grades will be awarded on 0 to 100-point scale. Fractional values will be rounded automatically. Fractional portions of grades ending in .0 through .4 will be rounded down. Fractional portions of grades ending in .5 through .9 will be rounded up.

No further adjustments will be made to grades. This policy applies even in situations where increasing a grade by just 1 point would cause a student's final letter grade for the course to cross a threshold (i.e. from B+ to A-). Regardless of the potential consequences, grade adjustments will be limited to automatic rounding.

8. *Re-Grading Requests Made Using the HelpDesk Will be Given Fair Consideration*
It is possible for one of your assignment submissions to be missed during the grading process. This is especially true for assignments that are submitted late. If this happens to you, please submit a Re-Grading Request to the HelpDesk to remind us that your submission still needs grading. Make sure to fully identify the assignment that needs attention.

Each assignment that we grade is accompanied by a grading feedback form. Please read this feedback to understand our grading decisions. If, after reading the grading feedback form, you believe that our grading decisions are somehow unfair, please submit a Re-Grading Request to the HelpDesk.  Include details in your request that identify the assignment and your rationale for the re-grading request. We will give these requests fair consideration and inform you of our determination by posting back to the HelpDesk ticket.

9. *Extra Credit Opportunities are Not Available*
I do not offer any opportunities to submit work for extra credit.

10. *The Expected Grade for Assignment Submissions That Meet All Expectations is 95*
The grading rubrics for all assignments have been designed such that submissions that meet all expectations for the *Regular Exercises* will score 95 points. Assignments will also include a *Challenge Exercise*. Students who choose to submit the Challenge Exercise may earn from 0 to 5 additional points. Challenge Exercises are designed to be quite difficult and the amount of help available from the instructor for Challenge Exercises will be limited to hints.

11. *Your Participation Grade Will Be Based Upon Participation Points Earned Throughout the Semester*
The table below lists activities for which you may earn participation points and the points earned for each instance.

| Activity | Points Earned |
| --- | --- |
| Introducing yourself by speaking during the first class | 10 |
| Speaking contributions during class | 2 |
| Presentations of your work during class | 5 |
| Presentations as a spokesperson for your breakout group during class | 5 |

Your participation grade for the course will be calculated at the end of the semester based upon the total number of participation points earned. Participation grades will be calculated using a curve. The grading curve calculation is summarized in the

following table. Please note that students earning fewer than 10 participation points will earn a participation grade of zero.

| Participation Points Percentile | Participation Points | Participation Grade |
|---|---|---|
| 100 | NA | 100 |
| 75 | NA | 95 |
| 50 | NA | 90 |
| 25 | NA | 80 |
| 10 | NA | 70 |
| < 10 | >= 10 | 60 |
| NA | < 10 | 0 |

12. *Attendance at Class Sessions May Affect Your Grade*
    While attendance is not graded directly, it may have a significant impact on your participation grade. All activities that earn participation points occur during class.

**Basis for Determining Grade**

The various components of student work will contribute to the final grade based upon the following percentages:

- Skills Practice Assignments (individual grade)     40%
- Team Project Deliverables (team grade)             50%
- Class & Group Contribution (individual grade)      10%

Letter grades will be determined as follows:

- A+     97 - 100%;
- A      93 - 96%;
- A-     90 - 92%;
- B+     87 - 89%;
- B      83 - 86%;
- B-     80 - 82%;
- C+     77 - 79%;
- C      73 - 76%;
- C-     70 - 72%;
- D+     67 - 69%;
- D      63 - 66%;
- D-     60 - 62%;
- F      0 - 59%;

## ISCHOOL AND UNIVERSITY ACADEMIC POLICIES

### Incomplete Grades
An exceptional request for an incomplete grade is most often granted to students encountering a medical emergency or other extraordinary circumstances beyond their control. Students must request an incomplete grade from the instructor. The instructor and student will agree on a due date for completion of coursework. The student must submit an Incomplete Form signed by the student, the instructor, and the student's academic advisor to the front office:
https://uofi.app.box.com/s/sx7arobhr0gfw12teaetmp1qq32ifdrd
Please see the Student Code for full details:
http://studentcode.illinois.edu/article3/part1/3-104/

### iSchool Academic Integrity Statement
The iSchool has the responsibility for maintaining academic integrity so as to protect the quality of education and research in our school and to protect those who depend on our integrity. Consequences of academic integrity infractions may be serious, ranging from a written warning to a failing grade for the course or dismissal from the University.
See the student code for academic integrity requirements:
http://studentcode.illinois.edu/article1/part4/1-401/

### Statement of Inclusion
https://diversity.illinois.edu/about/senate-diversity-resolution/
As the state's premier public university, the University of Illinois at Urbana-Champaign's core mission is to serve the interests of the diverse people of the state of Illinois and beyond. The institution thus values inclusion and a pluralistic learning and research environment, one which we respect the varied perspectives and lived experiences of a diverse community and global workforce. We support diversity of worldviews, histories, and cultural knowledge across a range of social groups including race, ethnicity, gender identity, sexual orientation, abilities, economic class, religion, and their intersections.

### Religious Observances
In keeping with our Statement of Inclusion and Illinois law, the University is required to reasonably accommodate its students' religious beliefs, observances, and practices in regard to admissions, class attendance, and the scheduling of examinations and work requirements.

If you anticipate the need for an accommodation, please communicate with your instructor in the first two weeks of class. If you are an undergraduate student and your instructor requires an absence letter, you must fill out the Religious Observance Accommodation Request form:
https://cm.maxient.com/reportingform.php?UnivofIllinois&layout_id=19 .  Other accommodations may be available.

### Accessibility Statement
To obtain accessibility-related academic adjustments and/or auxiliary aids, students with disabilities must contact the course instructor and the Disability Resources and Educational Services (DRES) as soon as possible. To contact DRES you may visit 1207 S. Oak St., Champaign, call 333-4603 (V/TTY), or e-mail a message to disability@uiuc.edu .

**iSchool COVID-19 Statement**
In keeping with university and iSchool policy, all students are required to engage in appropriate behavior to protect the health and safety of our community.  If you are on campus, this includes being fully vaccinated, wearing a facial covering properly when required, maintaining social distance, if requested, and using hand sanitizer as needed.

If you feel ill or are unable to come to class or complete class assignments due to issues related to COVID-19, including but not limited to testing positive yourself, feeling ill, caring for a family member with COVID-19, or having unexpected child-care obligations, you should contact the instructor immediately and cc your advisor.


**Contact Hours**
This course will require approximately 54 contact hours.

**Last Revised**
2023-12-12