Instructor: Dr. Brian J Kolowitz  
E-mail: kolowitz@umd.edu  
Class time: Asynchronous Online  
Office hours: Online by appointment

Course Description

This course provides a comprehensive overview of project management, focusing on the needs of information resource (IR) projects. The course covers the concepts and techniques for planning and execution of projects including developing work breakdown structure, estimating costs, managing risks, scheduling, staff and resource allocation, team building, communication, tracking, control and other aspects of successful project completion.

Course Objectives

Upon successful completion of this course, students will be able to:

- Plan IR projects with work breakdown structure of activities, costs, schedule, people and other resources, quality, procurement and communication;
- Identify activities to manage risks associated with IR projects;
- Apply concepts and technique of Earned Value Management for monitoring, assessment/evaluation and control for successful execution of IR projects;
- Recognize the role of project manager; and
- Use basic functions of industry standard software tools to support management of IR projects.

Textbooks

**Recommended Reading**


CMMI for Development, Version 1.2; available on-line from Software Engineering Institute at [www.sei.cmu.edu/reports/06tr008.pdf](http://www.sei.cmu.edu/reports/06tr008.pdf)

References to additional papers and cases will be provided during the semester. Students will have to search for further relevant information from academic and professional publications. UMD libraries provide links to many of the websites for specific trade press journals, and the databases/collections of journals and books that are relevant to topics in project management. MIM students should access the website [http://lib.guides.umd.edu/mim](http://lib.guides.umd.edu/mim).

**Instructional Method**

The course will include discussion of cases and articles that are assigned as homework, and introduction to new topics. Case discussions will be conducted through the online course discussion board. Slides for the new topics will be made available in ELMS (elms.umd.edu) periodically throughout the semester. You are expected to read the textbook chapters assigned for each week (given in the Class Calendar) before the assigned due date – this will help you get the most out of the course modules. You may be asked to lead a discussion, including on mini-cases from those chapters in the textbook.

Participation in the discussions provides you with the opportunity to clarify your understanding of the concepts and to practice applying them to the cases and articles. Your participation in the discussions also provides your colleagues with insights drawn from your experience and perspective. Hence, you are expected to participate actively in all the discussions.

It is your responsibility to manage your time and submission of assignments. **Late submissions will not be accepted.**

**Project Management Software**

You will be using MS-Project software in the lab assignments and in the group project. The software will be available to you after the start of the semester from the licenses that iSchool has. You will have to learn to use the software on your own. Many self-learning tutorials are available in cyberspace, and references to some of them will be provided to you. The course instructor (and a TA) will be available to assist you as needed.

**Participation**

Active participation in each course module is the best way to grasp the contents of the course. It is your responsibility to inform the instructor in advance of any intended absence for religious observance. For absence due to medical emergency, a reasonable effort should be made to
inform the instructor in advance of the class. The instructor may ask for documentation signed by health care professional for absence for more than one week.

**Course Assessment**

Your course grade will be based on a weighted total of scores for the four components described below:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Group Project</td>
<td>30%</td>
</tr>
<tr>
<td>Article Reviews (four)</td>
<td>40%</td>
</tr>
<tr>
<td>Lab Assignments (two)</td>
<td>10%</td>
</tr>
<tr>
<td>Short Research Paper</td>
<td>20%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
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Your letter grade for the course will be based on the weighted total score using the following scale:

- A   93 and above
- A-  90 to 92
- B+  87 to 89
- B   83 to 86
- B-  80 to 82
- C+  77 to 79
- C   73 to 76
- C-  70 to 72
- F   Less than 70

**Group project:**

This semester-long project will be carried out in groups, each group consisting of four students. You will be given a case about an IR project and will be asked to plan the project, optimize the plan, and carry out earned value analysis given data on actual work done in the middle of the project. The project will require the use of project management software. Detailed information and instructions for the project will be distributed later. Three deliverables from the project will be:

1. Baseline project plan,
2. Optimized project plan,
3. Earned value analysis.

**Group Project Forums**

We will use these forums to discuss, analyze, and critique group reports.

Each team will be assigned collaborative workspace in ELMS with four tools:

- Discussion
Each team needs to select a team chair, and you may organize and proceed as you wish. You may collaborate online using the ELMS tools, use e-mail, meet face-to-face, use an external collaboration tool such as Google Docs, or all of the above. Each group will need to carry out some outside research, as appropriate.

Article reviews:

There will be four articles/mini-cases to be worked on individually. In each assignment, you will be given an article or a mini case related to information resource project management, and you will be asked questions that will require a critical review of the article/mini-case. Your answers, limited to 3 pages (double spaced with 12 point font size), must clearly include all the major points made by the author related to the questions and also include your thoughts on those major points, such as whether your agree with the author, giving a logical rationale for your thoughts. You can also include additional thoughts, not mentioned in the article/mini-case, that are appropriate in answers to the questions. You are expected to submit your assignment in the ELMS by the start of the class on the due date even if you are away and cannot attend that class.

Lab assignments:

There will be two lab assignments to be worked on individually. In one assignment, you will be asked to plan a project, create it in MS Project software and produce useful reports. In the second assignment, you will be asked to enter a project plan and data on actual work done in the middle of that project, and produce useful project monitoring reports including earned value analysis reports. The specific details of each assignment will be distributed 1 week prior to the due date.

Short research paper:

Please complete a short research paper of approximately 15 pages (double spaced) on a topic of your choice.

It must relate to project management and must be approved by me. *It should be on a topic that interests you* and it needs to be precise enough that you can carry out the research in the time available during the semester and handle it in a paper of this length. The paper may cover a topic that is related to your own work situation or career interests. For instance, you might want to do research on a particular project management issue, a problem you are facing or expect to face, some aspect of project management effectiveness, or some model practices or techniques.

The paper must be well organized, clearly written, carefully proofread, present a clear thesis or argument, include appropriate footnotes in proper form, and include a bibliography that notes sources consulted.
Please send me a proposal by ELMS e-mail by June 15. The proposal can be short – a page or less should be enough -- and should address the following:

- Your name
- Title of the topic
- A short description of it (a few sentences), including researchable questions
- Initial list of sources – titles of a few books, journals you expect to consult (you don’t need to cite specific articles for the proposal), web sites, etc. This does not need to be a long list; just enough so that it is clear that a critical mass of source material exists.)
- A few sentences on why you are interested in this topic

The final version of the paper is due by July 27; late papers are not acceptable unless there are extenuating circumstances. If there are, please contact me in advance.

**Students with disabilities**

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact the instructor and Disability Support Services (314-7682), as early as possible in the term, but not later than the second week of class. Disability Support Services will verify your disability and determine reasonable accommodations for this course.

**Academic Integrity**

The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Council. This Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student, you are responsible for upholding these standards for this course. It is very important for you to be aware of the consequences of cheating, fabrication, facilitation, and plagiarism. For more information on the Code of Academic Integrity or the Student Honor Council, please visit [http://www.she.umd.edu](http://www.she.umd.edu).

**Class Calendar**

*The official course schedule is available on the ELMS system.*