

**OAKLAND UNIVERSITY**  
**MIS 5160 – SOFTWARE PROGRAM AND PROJECT MANAGEMENT**  
**DEPARTMENT OF DECISION AND INFORMATION SCIENCES**  
**SCHOOL OF BUSINESS ADMINISTRATION**  
**WINTER 2018 SYLLABUS**

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**INSTRUCTOR:** Ronald Papa, Ph.D.

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**PHONE:** (248) 370-2123

**OFFICE HOURS:** Wednesday, 12:00 – 1:00  
(332B EH) Thursday, 5:30 – 6:30  
or  
By Appointment

**CLASS** Thursday, 6:30PM – 9:20PM  
**TIME/PLACE:** 205 Varner Hall

**TEXTS:** Project Management: The Managerial Process, Sixth Edition  
By Erik Larson and Clifford Gray  
ISBN 978-0-07-809659-4

**COURSE DESCRIPTION AND OBJECTIVES:** This course presents an overview of general project management techniques and their application to software project management. The course also addresses specific software planning issues such as effort estimation, contingency planning, risk management and the application of user acceptance software process maturity models.

We will examine project management as it relates to planning, organizing, staffing, controlling, and directing software projects. Major emphasis will be placed on project planning, monitoring and control, quantitative methods and tools, and leadership issues in project management. We will also discuss the competencies for a successful Project Manager, Human Resource aspects, the relationship of scope / cost / time to project delivery, and Post-Project Assessments. (Prerequisites: MIS514)

**METHODS:** The course involves lecture-discussion, classroom exercises, small-group teamwork, electronic communication, individual exams, and task assignments.

**COURSE WEBSITE:** All detailed course information, files, schedule, announcements, homework assignments, and homework submissions will be available at <http://moodle.oakland.edu>.

**PROFESSIONAL CONDUCT:**

Student communications to and with the instructor shall at all times be conducted in a professional and courteous manner.

**ASSIGNMENTS:**

The Mini-Case assignments will be done in groups of 3 – 4 students. Each week we will review the Case Studies and answer the included questions. Groups chosen at the beginning of the semester will remain fixed throughout the course. Groups will be set up in Moodle for Case submission. Each member will contribute equally to the completion of the assignment. If a group member is unable to contribute, please notify the instructor. Note: submitting others’ assignments as your own can result in serious penalties. This includes having your name placed on an assignment you did not participate in.

The Case Assignments will be due the Sunday evening following class by midnight.

**EXAMS:**

There will be three exams over the concepts of Project Management covered in the readings and class discussions. Make-up exams will not be given, except in extenuating circumstances.

**GRADING:**

Three Exams (100 points each)	300
Mini-Case Assignments	100
Group Paper and Presentation	<u>100</u>
	500

**GRADE CONVERSION:**

Score	Grade	Score	Grade	Score	Grade
0.986	4.0	0.796	3.0	0.696	2.0
0.966	3.9	0.786	2.9	0.686	1.9
0.946	3.8	0.776	2.8	0.676	1.8
0.926	3.7	0.766	2.7	0.666	1.7
0.906	3.6	0.756	2.6	0.656	1.6
0.886	3.5	0.746	2.5	0.646	1.5
0.866	3.4	0.736	2.4	0.636	1.4
0.846	3.3	0.726	2.3	0.626	1.3
0.826	3.2	0.716	2.2	0.616	1.2
0.806	3.1	0.706	2.1	0.606	1.1
				0.596	1.0

**The last day to drop is January 18, 2018.**

**The last day to withdraw from class is March 15, 2018.**

**This Syllabus is tentative and subject to change.**

## ACADEMIC CONDUCT

Ethics is a fundamental business concept. The standards of conduct by which one's actions are judged right or wrong, honest or dishonest, fair or unfair, are called ethics. All members of the academic community at Oakland University are expected to practice and uphold standards of academic integrity and honesty. Academic integrity means representing oneself and one's work honestly. Misrepresentation is cheating since it means students are claiming credit for ideas or work not actually theirs and are thereby seeking a grade that is not actually earned. The following are some examples of academic dishonesty:

- i. Cheating on examinations. This includes using materials such as books and/or notes when not authorized by the instructor, copying from someone else's paper, helping someone else copy work, substituting another's work as one's own, "Googling" answers, or other forms of misconduct on exams.
- ii. Plagiarizing the work of others. Plagiarism is using someone else's work or ideas without giving that person credit; by doing this, students are, in effect, claiming credit for someone else's thinking. Whether students have read or heard the information used, they must document the source of information. When dealing with written sources, a clear distinction should be made between quotations (which reproduce information from the source word-for-word within quotation marks) and paraphrases (which digest the source of information and produce it in the student's own words). Both direct quotations and paraphrases must be documented. Even if students rephrase, condense or select from another person's work, the ideas are still the other person's, and failure to give credit constitutes misrepresentation of the student's actual work and plagiarism of another's ideas. Buying a paper or using information from the World Wide Web or Internet without attribution and handing it in as one's own work is plagiarism. Online resources to help you avoid plagiarism:

<http://library.oakland.edu/tutorials/plagiarism/index.htm>

- iii. Unauthorized collaboration. Unauthorized collaboration on computer assignments and unauthorized access to and use of computer programs, including modifying computer files created by others and representing that work as one's own. Unless they specifically indicated otherwise, it is expected that students will submit individual, unaided work on homework assignments, exams, and exercises, as well as documentation of sources when used. Any academic misconduct will automatically result in a failing grade for the class and the student will be reported to the University committee on academic misconduct for further disciplinary action.

Please read and comply with the University's policy on academic conduct (i.e., ethical behavior). It is printed in the undergraduate catalogue as well as the student handbook.

Please visit the Dean of Students website for more information:

<http://www4.oakland.edu/?id=67&sid=74>

### MIS 516 – COURSE SCHEDULE AND READINGS

Session	Week	Topics	Reading Preparation	Activities This Week
1	1/4	<p><i>Course Introduction</i></p> <ul style="list-style-type: none"> <li>• Course Requirements</li> <li>• Student Expectations</li> <li>• Instructor Expectations</li> </ul> <p><i>Modern Project Management</i></p> <ul style="list-style-type: none"> <li>• The Importance of Project Management</li> <li>• Project Management Today</li> </ul> <p><i>Organization Strategy and Project Selection</i></p> <ul style="list-style-type: none"> <li>• The Strategic Management Process</li> <li>• An Effective Project Portfolio Management System</li> <li>• Applying a Selection Model</li> <li>• Managing the Portfolio System</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapters 1 and 2</p>	
2	1/11	<p><i>Organization: Structure and Culture</i></p> <ul style="list-style-type: none"> <li>• Project Management Structures</li> <li>• The Right Project Management Structure</li> <li>• Organizational Culture</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapter 3</p>	<p><u>Mini-Case Study 1</u></p>
3	1/18	<p><i>Defining the Project</i></p> <ul style="list-style-type: none"> <li>• Project Scope</li> <li>• Establishing Project Priorities</li> <li>• Creating the Work Breakdown Structure</li> <li>• Process Breakdown Structure</li> <li>• Responsibility Matrices</li> <li>• Project Communication Plan</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapter 4</p>	<p><u>Mini-Case Study 2</u></p>

### MIS 516 – COURSE SCHEDULE AND READINGS

Session	Week	Topics	Reading Preparation	Activities This Week
4	1/25	<p><i>Estimating Project Times and Costs</i></p>	<p><u>Project Management:</u></p>	<p><u>Mini-Case Study 3</u></p>

		<ul style="list-style-type: none"> <li>• Factors Influencing Estimate Quality</li> <li>• Estimating Guidelines</li> <li>• Top-Down vs. Bottom-Up Estimation</li> <li>• Estimation Methods for Time and Cost</li> </ul>	<u>The Managerial Process,</u> Chapter 5	
5	2/1	<i>EXAM 1 (Chapters 1 – 5)</i>		
6	2/8	<i>Developing a Project Plan</i> <ul style="list-style-type: none"> <li>• Developing the Project Network</li> <li>• Constructing a Project Network</li> <li>• Activity-on-Node</li> <li>• Practical Considerations</li> </ul>	<u>Project Management:</u> <u>The Managerial Process,</u> Chapter 6	<u>Mini-Case Study 4</u>
7	2/15	<i>Managing Risk</i> <ul style="list-style-type: none"> <li>• Risk Identification</li> <li>• Risk Assessment</li> <li>• Risk Response</li> <li>• Contingency Planning</li> <li>• Change Control Management</li> </ul> <i>Scheduling Resources and Costs</i> <ul style="list-style-type: none"> <li>• Resource Constraints</li> <li>• Resource Allocation Methods</li> <li>• Assigning and Managing Project Work</li> </ul>	<u>Project Management:</u> <u>The Managerial Process,</u> Chapters 7 and 8	<u>Mini-Case Study 5</u>

## MIS 516 – COURSE SCHEDULE AND READINGS

Session	Week	Topics	Reading Preparation	Activities This Week
8	3/1	<p><i>Reducing Project Duration</i></p> <ul style="list-style-type: none"> <li>• Options for Accelerating Project Completion</li> <li>• Project Cost – Duration</li> <li>• Practical Considerations</li> </ul> <p><i>Leadership: Being an Effective Project Manager</i></p> <ul style="list-style-type: none"> <li>• Managing Project Stakeholders</li> <li>• Influence as Exchange</li> <li>• Social Network Building</li> <li>• Ethics and Building Trust</li> <li>• Qualities of an Effective Project Manager</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapters 9 and 10</p>	<p><u>Mini-Case Study 6</u></p>
9	3/8	<p><i>EXAM 2 (Chapters 6 – 10)</i></p>		
10	3/15	<p><i>Managing Project Teams</i></p> <ul style="list-style-type: none"> <li>• Five-Stage Team Development Model</li> <li>• Situational Factors Affecting Team Development</li> <li>• Building High-Performance Project Teams</li> <li>• Managing Virtual Project Teams</li> <li>• Project Team Pitfalls</li> </ul> <p><i>Outsourcing: Managing Interorganizational Relations</i></p> <ul style="list-style-type: none"> <li>• Outsourcing Project Work</li> <li>• Best Practices in Outsourcing Project Work</li> <li>• The Art of Negotiating</li> <li>• Managing Customer Relations</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapters 11 and 12</p>	<p><u>Mini-Case Study 7</u></p>

**MIS 516 – COURSE SCHEDULE AND READINGS**

<b>Session</b>	<b>Week</b>	<b>Topics</b>	<b>Reading Preparation</b>	<b>Activities This Week</b>
11	3/22	<p><i>Progress and Performance Measurement and Evaluation</i></p> <ul style="list-style-type: none"> <li>• Project Monitoring</li> <li>• Project Control Process</li> <li>• Monitoring Time Performance</li> <li>• Earned Value Cost / Schedule System</li> <li>• Status Reporting</li> <li>• Cost Forecasting</li> </ul> <p><i>Project Closure</i></p> <ul style="list-style-type: none"> <li>• Project Audit Process</li> <li>• Project Closure</li> <li>• Team Evaluations</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapters 13 and 14</p>	<p><u>Mini-Case Study 8</u></p>
12	3/29	<p><i>International Projects</i></p> <ul style="list-style-type: none"> <li>• Environmental Factors</li> <li>• Project Site Selection</li> <li>• Cross-Cultural Considerations</li> <li>• Selection and Training for International Projects</li> </ul> <p><i>Oversight</i></p> <ul style="list-style-type: none"> <li>• Project Oversight</li> <li>• Portfolio Project Management</li> <li>• Project Office</li> <li>• Phase Gates</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapters 15 and 16</p>	<p><u>Mini-Case Study 9</u></p>

### MIS 516 – COURSE SCHEDULE AND READINGS

Session	Week	Topics	Reading Preparation	Activities This Week
13	4/5	<p><i>An Introduction to Agile Project Management</i></p> <ul style="list-style-type: none"> <li>• Traditional versus Agile Methods</li> <li>• Agile Project Management</li> <li>• Applying Agile to Large Projects</li> </ul> <p><i>Project Management Career Paths</i></p> <ul style="list-style-type: none"> <li>• Assignments</li> <li>• Professional Training and Certification</li> <li>• Visibility</li> <li>• Mentors</li> </ul>	<p><u>Project Management: The Managerial Process</u>, Chapters 17 and 18</p>	<p><u>Mini-Case Study 10</u></p>
14	4/12	<i>Group Project Presentations</i>		
	4/19	<i>EXAM 3 (Chapters 11 – 18)</i>		