



Course MIS 6360 Agile Project Management
Professor Bill Hefley, PhD
Term Fall 2015
Meetings Friday 7:00pm-9:45pm JSOM 11.206

Professor's Contact Information

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Office Hours By Appointment

About the Instructor

Bill Hefley is a Clinical Professor in the Information Systems area at the Naveen Jindal School of Management at the University of Texas at Dallas where he teaches graduate and undergraduate courses, and promotes academic programs in information systems and project management. His research interests include the study of outsourcing, emphasizing process improvement, project management, human capital management and CSR. He published his first paper on incremental, team-based software development in 1992. He holds a Ph.D. from Carnegie Mellon University. Prior to joining UT Dallas, he was on the faculty at the University of Pittsburgh and Carnegie Mellon University, and worked for many years in a variety of management, technical, and business development positions providing IT consulting services. He has experience as a project manager spanning disciplines and geographies. He was an Executive Consultant at IBM Global Services and an executive in an international IT consulting firm. His work with the People CMM and the eSourcing Capability Models have been used by many organizations around the globe.

Other Information

Please include your course number and section number in all email correspondence.

General Course Information

Pre-requisites, Co-requisites, & other restrictions	None
Course Description	<p>Agile Project Management (3 semester credit hours) Provides an in depth examination of project management principles and agile software development practices. The five process groups and ten knowledge areas of the Project Management Body of Knowledge (PMBOK) are examined in the context of agile systems development life cycles.</p> <p>The course provides an in depth examination of traditional and agile project management principles. The five process groups and ten knowledge areas of the Project Management Body of Knowledge (PM BOK) are examined in the context of the systems development lifecycle. Methods for managing and optimizing the software development process are discussed along with techniques for performing each phase of the systems development lifecycle. Agile project management and the use and application of software project management tools are also discussed.</p>

<p>Student Learning Objectives/Outcomes</p>	<ul style="list-style-type: none"> ○ Understand the five process groups and ten knowledge areas of the PMBOK ○ Understand approaches for managing and optimizing the software development process ○ Understand agile software development techniques ○ Use and application of tools to facilitate the software project management process (e.g., Microsoft Project)
<p>Required Texts & Materials</p>	<ul style="list-style-type: none"> ○ <u>Information Technology Project Management, Revised, 7th Edition</u>, Kathy Schwalbe, ISBN-13: 9781285847092 ○ <u>Essential Scrum: A Practical Guide to the Most Popular Agile Process</u>, ISBN: 978-0-13-704329-3 http://proquest.safaribooksonline.com/book/software-engineering-and-development/agile-development/9780321700407 ○ Microsoft Project Standard 2013 (Free for UT Dallas Students). An e-mail will be sent to your UT Dallas e-mail with instructions for downloading and installing MS Project 2013 within 10 days of the start of the semester. Please make sure your UT Dallas e-mail is working and is not full as it is not possible to send the download instructions to external e-mail accounts. ○ PollEverywhere (Approximately \$14 – Required for Class Participation) ○ Fissure Project Management Simulation – Instructions for downloading will be provided in eLearning ○ <u>Leadership: Theory and Practice, 6th Edition</u>, Peter Northouse, ISBN 9781452203409, <u>Chapter 1 ONLY</u> A PDF copy of chapter 1 is available online for free using the link provided above. Textbooks and some other bookstore materials can be ordered online through Off-Campus Books or the UTD Bookstore. They are also available in stock at both bookstores.
<p>Suggested Course Materials</p>	<ul style="list-style-type: none"> ○ Applied Software Project Management, ISBN: 0-596-00948-8, http://proquest.safaribooksonline.com/0596009488 ○ Quality Software Project Management (QSPM), ISBN: 0-13-091297-2, http://proquest.safaribooksonline.com/0130912972 ○ PMP Project Management Professional Exam Study Guide, Seventh Edition, Kim Heldman, ISBN 978-1-118-53182-2, http://proquest.safaribooksonline.com/9781118736371 ○ PMP in Depth, 2nd Edition, ISBN: 159863996X (Free online access is available via http://site.ebrary.com/lib/utdallas/. You must be connected to the UT Dallas network for the link to work.) <i>(Please note this book reflects the previous version of the PMBOK – not the version currently being used for the PMP and CAPM exams.)</i> ○ <u>Guide to the Project Management Body of Knowledge (PMBOK)</u>. <i>(For those considering sitting for the CAPM or PMP or ACP exams)</i>

	<p><i>from PMI, I have placed a copy of the current PMBOK (5th edition) on reserve in the McDermott Library. SAFARI has the older 4th edition available to you.)</i></p> <ul style="list-style-type: none"> o <u>PMI Agile Certified Practitioner (PMI-ACP)[®] Examination Content Outline</u> (http://www.pmi.org/~media/PDF/Certifications/agile-certification-exam-outline.ashx)
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Assignments & Academic Calendar

[Topics, Reading Assignments, Due Dates, Exam Dates]

In this matrix, I have shown the Readings for the required Schwalbe book and the Essential Scrum book, as well as the *recommended PMP in Depth book (shown in [brackets])*. The PMP in Depth book **has not** yet been updated for the current 5th edition of the PMBOK. For those considering sitting for the CAPM or PMP or ACP exams from PMI, I have placed a copy of the PMBOK 5th edition on reserve in the McDermott Library.

Week	TOPIC/LECTURE	READING	ASSESSMENT / ACTIVITY	DUE DATE
1 Aug 28	Introduction to Agile Software Project Management		Group Signup Poll Everywhere Signup	
2 Sept 4	Business Case Development, Project Initiation and Process Management	Schwalbe Chapters 1-4 [PMP in Depth Chapter 1 and 2]		
3 Sept 11	Agile Systems Development and Scrum MS Project	Essential Scrum Chapters 1 and 2 Agile Manifesto http://www.agilemanifesto.org/ US Digital Services Playbook https://playbook.cio.gov/ Schwalbe Appendix A	Each student should completely read through Schwalbe Appendix A, and do it after you get MS Project installed.	
4 Sept 18	Scrum	Essential Scrum Chapters 3 and 4		
5 Sept 25	Planning the Project Work Activities and the Project Schedule	Schwalbe Chapters 5, 6, and 10 [PMP in Depth Chapter 3] [PMP in Depth Chapter 4] Essential Scrum Chapters 6 and 7 (recommended)		

6 Oct 2	Planning Human Resources Requirements Management	Schwalbe Chapters 9, and 7 <i>[PMP in Depth Chapter 5]</i> Essential Scrum Chapter 5 and pages 237-244	Group Project - Part 1	Oct 2
7 Oct 9	Estimation	Essential Scrum Chapter 19		
8 Oct 16	Project Execution and Quality Assurance	Schwalbe Chapters 8, 11, and 13 <i>[PMP in Depth Chapter 6 and 8]</i>		
9 Oct 23	Exam 1		Exam 1	Oct 23
10 Oct 30	Earned Value Management	Schwalbe Chapter 7 <i>[PMP in Depth Chapter 12]</i> Essential Scrum Chapter 20		
11 Nov 6	Leadership Communications / Stakeholders	Leadership, 6 th Edition – Chapter 1 Schwalbe Chapters 13 and 10		
12 Nov 13	Fissure Simulation Walkthrough Project Close and Retrospective	Essential Scrum Chapters 21-22	Group Project – Part 2	Nov 13
13 Nov 20	Outsourcing and Project Globe	Readings pack in eLearning		
Nov 27	THANKSGIVING HOLIDAY			
14 Dec 4	Fissure Simulation		Fissure Simulation Due	Dec 4
TBD	Exam 2 (during Finals)		Exam 2	TBD

Course Policies

Student Assessments

This course will involve a mix of activities and written and verbal assignments that may be in class or on campus. Homework will include readings from the text, assignments, and activities that usually require the student to complete some type of task. The instructor will provide detailed instructions as well as the grading criteria for each assignment. Please consult the course schedule for deadlines.

Assignment submission instructions

You will submit your assignments (in the required file format with a simple file name and a file extension) by using the Assignments tool on the eLearning site. Please see the Assignments link on the course menu or see the icon on the designated page. You can click each assignment name link and follow the on-screen instructions to upload and submit your file(s). Please refer to the Help menu for more information on using this tool.

Please note: Each assignment link in eLearning **will be deactivated** after the assignment due time.

After your submission is graded, you may click each assignment's "Graded" tab to check the results and feedback.

Grading Information

Weights

Exam 1	100	20%
Exam 2	100	20%
Fissure Simulation	100	20%
Group Project – Part 1	100	12.5%
Group Project – Part 2	100	12.5%
Participation	100	15%
Total		100%

Grading Scale

Scaled Score	Letter Equivalent
≥ 93.3	A
≥ 90.0 and < 93.3	A-
≥ 87.7 and < 90.0	B+
≥ 83.3 and < 87.7	B
≥ 80.0 and < 83.3	B-
≥ 77.7 and < 80.0	C+
≥ 73.3 and < 77.7	C
Less than 73.3	F

	<p>Accessing Grades</p> <p>Students can check their grades by clicking “My Grades” under Course Tools after the grade for each assessment task is released.</p>
Make-up Exams	<p>Make-up exams and quizzes will not be allowed without prior permission. Please notify the instructor 1 week prior to the exam if you require a make-up exam and include a reason why a make-up exam is necessary.</p>
Extra Credit	<p>Opportunities to earn extra credit will not be provided.</p>
Late Work	<p>Students are required to submit all assignments on time. All assignments are due at the beginning of class (not during and not after), on the specified date.</p> <p>A one-grade penalty per day the assignment is late will be assessed on all late assignments. All late submissions must be submitted via email, as the assignment link in eLearning will be deactivated after the assignment due time.</p>
Special Assignments	<p>None</p>
Class Attendance	<p>Attendance is extremely important. Students are expected to attend all classes in order to achieve maximum success. Please inform the instructor and your team mates in advance of your absence. You are responsible for collaboration with the instructor on any alternate assignments, as well as your team for team assignments.</p> <p>Attendance will be taken and used in consideration for the Participation grade; however, this grade will also reflect the instructor’s judgment of the value of contributions to class discussion. There is no makeup for missed in-class assignments.</p>
Classroom Citizenship	<p>Meaningful Class Participation: You are expected to actively participate in the discussion of readings, contribute to the learning experience of the class, and meaningfully contribute to all group project work. Poll Everywhere will be used to assess class participation and a peer evaluation will be performed to assess group project participation.</p> <p>Active, consistent participation in class is an essential part of the learning experience. Meaningful participation in the class discussion is valued and needed. Meaningful participation means making a contribution to our discussion, not merely talking, and it does not mean repeating facts in the readings or simply agreeing with what others have said. Nor does it mean making a point here or there. Our interest is not in "right" or "wrong," it is whether you have made a contribution to the development of the issues under study; whether you have moved the class forward. One clear way of making a contribution is to critically evaluate the comments of your classmates where</p>

	<p>needed; it is not the instructor's duty alone to decide whether a remark is of value. Failure to participate and contribute penalizes you and the class in many ways: (1) you lose incentive to prepare the readings and case properly; (2) you lose the chance to further develop your oral communication skills; (3) you deprive all of us of your insights; (4) your ideas do not get scrutinized and evaluated by others.</p> <p>Respect and Dignity: At UT Dallas we appreciate and foster the many advantages that come from working in a diverse community where everyone is treated equitably, with dignity and respect. The University of Texas at Dallas is committed to providing an educational, living and working environment that is welcoming, respectful and inclusive of all members of the university community. An environment that is free of discrimination and harassment allows members of the university community to excel in their academic and professional careers. To that end, to the extent provided by applicable federal and state law, the University prohibits unlawful discrimination against a person because of their race, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, or veteran status. The University's commitment to equal opportunity extends its nondiscrimination protections to include sexual orientation, gender expression and gender identity.</p> <p>Students are expected to recognize and respect a diversity of backgrounds and opinions among their fellow students. They should demonstrate respect for all students as an individual, recognizing that students may bring differing backgrounds, opinions and insights into the classroom.</p>
eLearning	<p>eLearning will be used for class content (e.g., class slides and assignment descriptions) and the recording of grades. Slides will be posted in eLearning before class is held. Class announcements (e.g., change in assignment dates) will be sent to the student email on record in eLearning. It is the students' responsibility to regularly check their UT Dallas email accounts.</p>
Instructor Response Policy	<p>The instructor will respond to all student inquiries (emails, voice messages, etc.) within 48 hours (excluding holidays and weekends).</p>
Scholastic Honesty	<p>The University is committed to academic excellence and expects academic honesty from all members of the University community and believes that it is essential for academic excellence and integrity. Academic honesty includes adherence to guidelines established by the instructor in a particular course for both individual and group work. It prohibits representing the work of others to be one's own (plagiarism); receiving unauthorized aid on an assignment (cheating); and using similar papers or other work products to fulfill the obligations of different classes without the instructor's permission. Penalties for academic dishonesty may include a grade of "F" on the work in question or for the course. In addition, any student engaged in academic dishonesty will be subject to disciplinary action. Please refer to the UT Dallas Syllabus Policies and Procedures website (see below) for detailed information pertaining to academic dishonesty, including procedures for determining disciplinary action.</p>

	<p>All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.</p>
Course Evaluation	<p>As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. A link to an online instructional assessment form will be emailed to you for your confidential use.</p>
Comet Creed	<p><i>This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:</i></p> <p><i>“As a Comet, I pledge honesty, integrity, and service in all that I do.”</i></p>
UT Dallas Syllabus Policies and Procedures	<p><i>The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus.</i></p> <p><i>Please go to http://go.utdallas.edu/syllabus-policies for these policies.</i></p>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.