Your competence will be assessed as you complete the ITO1 objective assessment for this course of study. This course of study may take up to 18 weeks to complete.

**Introduction**

**Overview**
Every business is finding it more and more important to use technology to enable new ventures as well as sustain existing business processes while reducing their expense-to-profit ratio. As a leader of technology, you want to be prepared with a solid understanding of business and IT strategy development as well as be able to use your technology knowledge and know-how to sustain and enhance your business. As businesses ramp up to acquire new ventures or downsize to meet the realities of the economy, you must stay current with technology knowledge, know how to best serve your businesses, and prove to be a solid executive partner.

**Outcomes and Evaluation**
There are 8 competencies covered by this course of study; they are listed in the "Competencies for Information Technology Management (ITO1)" page.

You will complete the following assessments as you work through the course of study.

**Pre-Assessment**
You will complete the following pre-assessment:

- PAIT

The pre-assessment has 44 questions with a passing score of 60%.

**Objective Assessment**
You will complete the following objective assessment:

- ITO1

For specific information about this assessment, select this course under the "Course Details" section of your Degree Plan.

There are three domains of study within the Information Technology Management exam:

- IT Strategy: Part 1 and 2 and Business Strategy
- Project Management: IT Project Management, Operations, and Project Tracking

**Preparing for Success**

The information in this section is provided to help you become ready to complete this course of study. As you proceed, you will need to be organized in your studies in order to gain
competency in the indicated areas and prepare yourself to pass the final assessments.

Your Learning Resources
Enroll in or order the learning resources for this course as early as possible so as to give them time to arrive and give you enough time to become familiar with them.

Automatically Enrolled Resources

You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

VitalSource E-Texts
The following textbooks are available to you as e-texts within this course of study. You will be directly linked to the specific readings required within the activities that follow.


*Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.*

SkillSoft and Books 24x7
You will access SkillSoft items at the activity level within this course of study. For more information on accessing SkillSoft items, please see the "Accessing SkillSoft Learning Resources" page.

Additional Preparation
There are many different learning tools available to you within your course of study in addition to the learning resources already discussed. Take the time to familiarize yourself with them and determine how best to fit them into your learning process.

Message Boards, Study Notes, FAQs

Message boards, study notes, and FAQs are available in every course of study.

Use the "Additional Learning Tools" page to review these tools.

Course Instructor Assistance

Course instructors are available to help you. Their job is to aid understanding in areas where you need to improve and to guide you to learning resources. Request their help as needed when preparing for assessments.
Course instructors cannot provide reviews of entire assessments. If you fail assessment attempts, review the provided feedback first, then ask the course instructor specific questions about what you can do to meet the competency standard. Request course instructor assistance as necessary in preparing for second attempts at objective assessments or performance task revisions. Mentors cannot guarantee you pass as they do not evaluate assessments; however, they can provide the assistance and advice necessary to help you succeed.

Activities at a Glance Outline

This course of study includes an "Activities at a Glance" outline to help you briefly visualize the elements of this course of study.

This outline will also provide general pacing guidelines for your work through the course of study and can be printed and used as a quick checklist for your progress.

Decision Support Systems Concepts and Procedures

This section will help you prepare for the decision support systems concepts and procedures section of the objective exam. You will be reading from two of the required textbooks and reviewing the basics of IT and the role of decision support systems in the business today.

There is not a single definition for decision support systems (DSS). It is a broad term covering any information system that supports decision making in an organization. DSS can provide increased effectiveness and efficiency to an organization. All DSS systems are comprised of four components: raw data, models (how the data is connected), user interfaces, and knowledge. You will be learning in this section how a decision support system is used in business.

Competencies covered by this subject

409.1.1 - Concepts and Procedures

The student understands concepts and procedures associated with Decision Support Systems (DSS).

Decision Support Systems Concepts and Procedures

After completing this topic, you will be able to

- define the role of decision support within an organization,
- recognize the criticality of decision support systems to each function in the organization,
- identify the skill set needed to document and implement decision support systems, and
- recognize how to use decision support systems to encourage a solid IT strategy and solidify business practices.

Decision support systems are an integral part of managerial work. They enable management to absorb the mountains of data they face each day.

Introduction to the Use of IT in Business Today

Read the following in Management Information Systems for the Information Age:

- chapter 1 ("The Information Age in Which You Live: Changing the Face of
Then complete the short-answer questions for review at the end of the chapter.

Take the multiple choice quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook.

After reading the chapter, do the following in your journal:

- Name the three important resources within an IT organization.
- Describe Porter's Five Forces model.
- Define Porter's generic strategies.
- Describe the role of value chain analysis.

Review the key terms and concepts at the end of chapter 1. Prepare a set of flash cards, one for each term or concept; write a short definition with a statement of how that term relates to business strategies.

**Review of Major IT Systems Used by Business Today**

Read the following in Management Information Systems for the Information Age:

- **chapter 2 ("Major Business Initiatives: Gaining Competitive Advantage with IT")**

Then complete the short-answer questions for review at the end of the chapter.

Take the multiple choice quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook. After reading the chapter, do the following in your journal:

- Describe supply chain management.
- Describe customer relationship management and the strategic and competitive opportunities.
- Determine what e-collaboration is.
- Describe enterprise resource planning.

Add to your flash cards using the key terms and concepts at the end of chapter 2. How do these terms and concepts relate to business processes supported by major software systems?

**Types of Decision Support System**

Read the following in Management Information Systems for the Information Age:

- **chapter 4 ("Analytics, Decision Support and Artificial Intelligence: Brainpower for your Business")**

Then complete the short-answer questions for review at the end of the chapter.
Take the multiple choice quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook. After reading the chapter, do the following in your journal:

- Define decision support systems and geographic information systems.
- Explain how expert systems are different than DSS.
- Describe artificial intelligence systems.
- Add to your flash cards using the key terms and concepts at the end of chapter 4. How do these terms and concepts relate to the various types of DSS?

**Management Decision Support and Intelligent Systems**

Read the following in *Information Technology for Management*:

- chapter 11 ("Business Intelligence and Decision Support")
- Click here to access the Student companion website for Turban. The companion website features: Tech Guides: Cases; Link Libraries; and Excel Analyses.

Answer the questions for review at the end of the chapter, review the Power Point slides and take the quiz. Please note that the 8th edition Power Point slides etc. are not accessible to students but the links to the 7th edition Power Point slides are included at the following link. The chapter numbers and titles will differ because of the changes between the 7th and 8th editions but the content still supports this material.

Review the chapter 12 lecture slides and take the quiz at the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook.

After reading the chapter, write the answers to the following questions in your journal:

- What are the major types of models used in DSS?
- Explain the phases of decision making.
- What are the differences between a structured and an unstructured problem?
- Add to your set of flash cards using the list of key terms noted at the end of this chapter. How do these terms relate to different types of DSS, knowledge management, and artificial intelligence (AI) systems?

**Decision Support Systems: Technology and Software**

This section will help you prepare for the decision support systems technology and software section of the objective exam. You will be reading from two of the required textbooks and reviewing the hardware and software needed for decision support systems.

A decision support system is a collection of "cleaned," quality data that is stored in a way that users can query the information and expect to have an answer returned quickly. The technology to gather, clean, hold, and retrieve using prescribed logic to present intelligent reports that suggest action will be reviewed in this section.

Competencies covered by this subject
409.1.2 - Technology and Software
The student understands and can define the technology and software needed to run Decision Support Systems.

**Decision Support Systems: Technology and Software**

When you have completed this section, you will be able to

- identify systems capable of providing decision support,
- define the concept of redundancy in a decision support system in terms of opportunities for its existence,
- identify key technological issues that should be addressed prior to undertaking a decision support system, such as disaster recovery and failover, and
- evaluate benefits and risks of various decision support systems in terms of their integration with other systems in an organization.

Databases are the core of decision support systems. This is where the data is housed. The database management systems (DBMS) enables the systems analyst to support the database as well as the business user to find patterns and exceptions in the mountains of data. Think about the databases you have at your place of business. Are they used to simply store data or do you have some that are used for querying? What kinds of databases are these? After reading the concepts in the textbooks, would you suggest changes to these databases or how they are used?

You will be reading about databases and data warehouses in both your textbooks. You will see some similarities and also some differences of opinion. There is no one way to build or use a database; it must be built with the company's needs in mind.

**Databases and Data Warehouses**

Read the following in *Management Information Systems for the Information Age*:

- chapter 3 ("Databases and Data Warehouses: Supporting the Analytics-Driven Organization")

Then complete the short-answer questions for review at the end of the chapter.

Take the multiple choice quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook. After reading the chapter, do the following in your journal:

- Name the key characteristics of a relational database.
- Name five software components of a database management system.
- Define key characteristics of a data warehouse.
- Name four major types of data mining tools.
- Describe business intelligence and its role in an organization.

Add to your flash cards using the key terms and concepts at the end of chapter 3. How do these terms relate to the building of databases and data warehouses for decision support systems?
Data Management

Read the following in *Information Technology for Management*:

- chapter 3 ("Data, Text, and Document Management")

Answer the questions for review at the end of the chapter, review the Power Point slides and take the quiz. Please note that the 8th edition Power Point slides etc. are not accessible to students but the links to the 7th edition Power Point slides are included at the following link. The chapter numbers and titles will differ because of the changes between the 7th and 8th editions but the content still supports this material. [chapter 3 lecture slides](#) and take the quiz on the [textbookcompanion website](#). Take notes on the quiz questions you get wrong and look up the correct responses in your textbook.

Click here to access the [Student companion website for Turban](#). The companion website features: Tech Guides: Cases; Link Libraries; and Excel Analyses.

After reading the chapter, do the following in your journal:

- Describe the importance of data.
- Determine sources of data and their collection and quality issues.
- Define the operation of a data warehouse.
- Describe analytical processing.
- Describe the functions of a database management system.
- Define the role of marketing databases.

Add to your flash cards using the key terms at the end of chapter 3. How do these terms relate to the building of databases and data warehouses for decision support systems?

**Database Management Processes and Tools**

Review the [online technology guide](#) for chapter 3. Take notes as you read on the important concepts. Make sure you understand how database models are determined, how databases are normalized, and what types of databases support decision support systems. After reading this technology guide, describe the following concepts in your journal:

- Logical data organization
- Database queries
- Database normalization
- Emerging database models
- Database management
- SANs and IP-based storage
- Data storage infrastructure and management

Add the above concepts to your flash cards. How do these relate to databases for DSS?

**Decision Support Systems: Management Issues**
This section will help you prepare for the decision support systems management issue section of the objective exam. You will be reading from two of the required textbooks and reviewing the management issues around decision support systems. Now it is time to explore how DSS makes a difference in a business. How does your business use DSS to differentiate itself from competitors?

Competencies covered by this subject
409.1.3 - Management Issues
The student understands concepts related to management issues of Decision Support Systems.

**Decision Support Systems Management Issues**
When you have completed this section, you will be able to

- identify ways in which business partners may benefit from decision support systems,
- recognize ways in which management team members may benefit from the decision support system,
- identify ways to use information to sell the business, encourage investment, and explain strategies to stockholders, and
- evaluate ways in which IT may persuade senior management and executive team members to adopt decision support system opportunities.

The economy, competitors, new technology, and your own ideas will push you to review your business on a regular basis. Using a DSS helps management to quickly react to downward or upward changes. In this section, you will be exploring how DSS systems are used in business to enable them to be ever more successful.

**IT Systems That Support E-Commerce**

Read the following in *Management Information Systems for the Information Age*:

- **chapter 5 ("Electronic Commerce: Strategies for the New Economy")**

Then complete the short answer questions for review at the end of the chapter. Take the multiple choice quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook. After reading the chapter, do the following questions in your journal:

- Define the nine major e-commerce business models.
- Recognize major trends impacting the e-commerce business world.

Add to your flash cards using the key terms and concepts at the end of chapter 5. How do these terms relate the different types of e-commerce business models, and how is decision support an integral part of these systems?

**Business Intelligence and Corporate Performance Management**

Read the following in *Information Technology for Management*:
• chapter 11 (“Business Intelligence and Decision Support”)

Answer the questions for review at the end of the chapter, review the Power Point slides and take the quiz. Please note that the 8th edition Power Point slides etc. are not accessible to students but the links to the 7th edition Power Point slides are included at the following link. The chapter numbers and titles will differ because of the changes between the 7th and 8th editions but the content still supports this material. Review the chapter 12 lecture slides and quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook.

Click here to access the Student companion website for Turban. The companion website features: Tech Guides: Cases; Link Libraries; and Excel Analyses.

After reading the chapter, write descriptions for the following concepts in your journal:

• Drivers and benefits of business intelligence (BI)
• Structure, components, and process of BI
• Query language and reports
• Data mining
• Real time business intelligence and competitive intelligence

Add to your flash cards using the key terms at the end of chapter 11. How do these terms relate to business intelligence?

Application of Knowledge

Now that you have completed your studies for the decision support systems section of the objective assessment, it is important to see if you can apply your knowledge by answering the DSS study questions.

Write out your answers to the DSS questions. Use your flash cards and your journal as well as your textbooks and other resources if necessary.

Information Technology Strategy and Strategic Planning

This section will help you discover how IT strategies are built and used. The textbooks and other exercises will help you understand the various methodologies and communication methods used as well as what deliverables should be derived from the processes. You will also review methods to monitor progress to the plans. This section will help you prepare for the IT strategy and strategic planning section of the objective assessment.

Every successful business has a clear goal of what they want to achieve over the next year, five years, 10 years, and beyond. How does IT senior management create a set of goals for their department to ensure that company resources are being used appropriately and in support of the business goals? In the business you are employed at, is there an IT strategy? Who developed it? This section will enable you to assess your IT strategy and perhaps give you ideas on how to make it stronger and more relevant to the business.
Competencies covered by this subject
409.2.1 - IT Strategy and Strategic Planning
The student understands the concepts associated with information technology (IT) strategy and strategic planning for IT organizations.

Information Technology Strategy and Strategic Planning
When you have completed this section, you will be able to

- recognize the components of an IT strategy,
- recognize obstacles to IT strategic planning,
- identify the benefits and risks of short- and long-term planning as they pertain to IT,
- recognize the ways in which a strategic plan should be communicated to stakeholders,
- recognize the framework of a strategic plan,
- identify the steps for developing a strategic plan,
- recognize the ways in which an effective plan is communicated to executives and senior management, and
- identify the risks associated with IT strategic planning that are unique to the field.

You will learn the process of building an IT strategy and monitoring progress towards the goals established. Communication of your new strategy is important. You need to get your team as well as other business leaders in support of this new strategy. You will be reading from both textbooks as well as reviewing materials from online resources.

Enterprise Infrastructure

Read the following in Management Information Systems for the Information Age:

- chapter 7 ("Infrastructure, Cloud Computing, Metrics, and Business Continuity Planning: Building and Sustaining the Dynamic Enterprise")

Go to the textbook's website and answer the short-answer questions for review at the end of the chapter. Take the multiple choice quiz at the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook. After reading the chapter, write your answers to the following questions in your journal:

- What are the various hardware and software infrastructure considerations in an organization?
- What is business continuity planning, and how it is different from disaster recovery and backup planning?

Create a new stack of flash cards for this section (IT strategy). Use the key terms and concepts at the end of chapter 7. How do these terms relate to creating an IT strategy? Why is it important to have an inventory of the business' infrastructure before you create an IT strategy? Does your business have an inventory of all their hardware, software, services, etc.?

Creating an IT Strategy in Line With the Business Strategy

Read the following in Information Technology for Management:
• chapter 12 ("IT Strategic Planning")

Answer the questions for review at the end of the chapter, review the Power Point slides and take the quiz. Please note that the 8th edition Power Point slides etc. are not accessible to students but the links to the 7th edition Power Point slides are included at the following link. The chapter numbers and titles will differ because of the changes between the 7th and 8th editions but the content still supports this material. Review the chapter 13 lecture slides and take the quiz on the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook.

Click here to access the Student companion website for Turban. The companion website features: Tech Guides: Cases; Link Libraries; and Excel Analyses.

After reading the chapter, do the following in your journal:

• Describe how IT can contribute to strategic objectives and competitive advantages.
• Explain the value and challenges of aligning business and IT strategies.
• Describe the importance of IT planning and the methodologies to facilitate it.
• Discuss factors to be considered to optimize the allocation of an organization's IT resources.
• Identify and describe how to build strong relationships between the information systems departments and business units.

Add to your stack of IT strategy flash cards. Use the key terms at the end of chapter 13. How do these terms relate to the creation of a business strategy and the alignment of the IT strategy to the business strategy?

IT Security

Read the following in Information Technology for Management:

• chapter 5 ("Security, Crime, Compliance, and Continuity")

Answer the questions for review at the end of the chapter, review the Power Point slides and take the quiz. Please note that the 8th edition Power Point slides etc. are not accessible to students but the links to the 7th edition Power Point slides are included at the following link. The chapter numbers and titles will differ because of the changes between the 7th and 8th editions but the content still supports this material. Review the chapter 16 lecture slides and quiz at the textbook companion website. Take notes on the quiz questions you get wrong and look up the correct responses in your textbook.

Click here to access the Student companion website for Turban. The companion website features: Tech Guides: Cases; Link Libraries; and Excel Analyses.

After reading the chapter, write your answers to the following questions in your journal:

• What is the business value of security and control?
- What is the role of the chief privacy officer?
- What are vulnerabilities, threats, attack methods, and cybercrime symptoms? Describe them.
- What are factors that contribute to risk exposure of an asset and methods to mitigate them?
- What are the major methods of defending networks, information systems, and wireless devices?
- What is IT internal control and fraud?
- How is business continuity different from disaster recovery planning?
- What is the role of IT in defending critical infrastructures?

Add to your stack of IT strategy flash cards. Use the key terms and concepts at the end of chapter 5. How do these terms relate to the creation of an IT strategy? Why is it important to know about IT security? How does this relate to building a solid, complete IT strategy?

**Business and IT Strategy**

It is important to ensure that your IT plan supports the company's long-term and short-term goals. These goals should be outlined clearly in the business strategy.

Does your place of work have a long term strategy? Review it in detail and determine whether the IT strategy and project plans directly support it. If not, after completing this section, you should be able to put together a plan of action to update the IT strategy and plan to ensure it is supportive of the business strategy.

Business and IT strategy reviews how businesses develop their long-term strategies and how these strategies must be supported and must drive IT strategies for today's businesses to be competitive. There are several techniques that today's senior executives can use to determine what the short- and long-term goals need to be to ensure success of the business. IT takes a key role in developing systems that directly support these goals. What are the steps senior IT management must take to ensure they spend the IT budget wisely on maintenance and new systems?

Competencies covered by this subject

409.2.2 - Business Strategy and IT Strategy

The student understands Business Strategy as it relates to Information Technology (IT) Strategy.

**Business Strategy and Information Technology Strategy**

When you have completed this section, you will be able to

- compare and contrast the similarities and differences between IT strategy and business strategy,
- recognize how the concept of key initiative identification is used for planning purposes,
- identify the groups and individuals who must "buy in" for effective strategic planning in IT,
- identify practices and procedures for obtaining buy-in from the necessary groups and individuals when engaging in strategic planning in IT, and
• identify the overlap between functional area strategy and IT strategy.

How do the senior executives come up with a business strategy? What happens in your place of business? There are several methods that senior executives can use. The textbook suggests a few methods that are commonly used. Does your company use one of these?

**IT Planning Framework**

Access "Ward and Peppard's Strategic Planning Framework". After reading the article, write your answers to the following questions in your journal:

• What are the inputs for the strategic plan process?
• What are all four outputs from the process? Why are each important?
• What is the approach Ward and Peppard suggest?

**Price Chopper Supermarkets Case Study**

Read through the "Price Chopper" case study. It is interesting that they decided to add point of sale (POS) technology. The article does not mention what the goals of the company were that this technology solution addressed. After reading this case study, write your answers to the following questions in your journal:

• What do you think are three company goals that would be addressed by updating the POS?

**Reviewing and Applying Critical Concepts**

It is important that you see the distinction between creating a company strategy and creating an accompanying IT strategy. It is also very important that you understand that the IT strategy needs to encompass more than just support of the business strategy.

Locate a text on IT strategy. One option is to use SkillSoft. Access the SkillSoft Home Page. Enter "IT Strategy" in the search box and "books" in the category box. Look for:

• *The New CIO Leader: Setting the Agenda and Delivering Results* by Marianne Broadbent and Ellen S. Kitzis.

Otherwise, find a book that gives you details of what are included in a good IT strategy.

After reading the relevant chapters in the book you chose, write your answers to the following questions in your journal:

• What other areas are included in a good IT strategy?
• What is "IS governance," and how does it relate to creating or maintaining an IT strategy?

Post your answers to the discussion thread titled "IT Strategy and IS Governance" and review other students' answers on the message board.

**Application of Knowledge**
Now that you have completed your studies for the business and IT strategy section of the objective assessment, it is important to see if you can apply your knowledge by answering the associated study questions.

Write out your answers to the questions on the "ITO1 Study Questions" document. Use your flash cards, your journal, the textbooks, and other resources if necessary. Post any questions you may have on the study question content in the Business IT Message Board.

**Project Management**

Managing an IT project is a complex activity involving equal parts of technical knowledge, skill with project management tools, attention to detail, communications, focusing on the end goal, and using your most persuasive self. This section will help you prepare for the project management concepts and operations sections of the objective assessment.

Competencies covered by this subject

409.3.1 - IT Project Management
The student understands concepts and practices associated with information technology (IT) project management.

409.3.2 - Project Management Operations
The student understands concepts of project management operations.

**IT Project Management and Project Management Operations**

When you have completed this section, you will be able to

- define the project management process,
- define the systems life cycle models,
- recognize how system life cycle models impact IT project management,
- identify the benefits that organizations receive from using professional project management for IT initiatives,
- recognize the interrelationships that exist among projects,
- define the different types of project management techniques,
- recognize the benefits and risks of several types of project management techniques,
- identify the components of project management,
- recognize how the relationship between systems development life cycle (SDLC) and project management impacts development efforts,
- define the role of the project manager in IT projects,
- recognize how managing IT projects differs from managing non-IT projects,
- define the concept of resources,
- define the concept of milestones,
- define project tasks, and
- define project durations.

Have you been part of a project that was run by someone who did not have good project management skills? How did that go? In this section, you will explore common project management processes and operations. This is your opportunity to learn a bit more about good project management techniques so that you can take these with you to your next project.

**Overview of IT Projects**
Read the following in *Information Technology Project Management*:

- **chapter 1 (“The Nature of Information Technology Projects”)**

Answer the review questions at the end of the chapter. Review the [PowerPoint overview of the chapter](#).

After reading this chapter, do the following in your journal:

- Define an IT project and its attributes.
- Define the discipline of project management.
- Define the role and impact IT projects have on an organization.
- Describe the different roles and interests of project stakeholders.
- Explain the relationship between project life cycle and systems and development life cycle.
- Explain the role of the project management body of knowledge (PMBOK).

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the various aspects of project management.

**Project Initiation**

Read the following in *Information Technology Project Management*:

- **chapter 2 (“Conceptualizing and Initializing the IT Project”)**

Answer the review questions at the end of the chapter. Review the [PowerPoint overview of the chapter](#).

After reading this chapter, do the following in your journal:

- Define the methodology and its role in IT project management.
- Describe the phases and infrastructure that make up the IT project methodology.
- Describe a business case for a project.
- Understand the project selection process and the balanced scorecard approach.

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the initiation of a project.

**The Project Charter and Project Plan**

Read the following in *Information Technology Project Management*:

- **chapter 3 (“The Project Infrastructure”)**

Answer the review questions at the end of the chapter. Review the [PowerPoint overview of the chapter](#).
After reading this chapter, do the following in your journal:

- Describe the five project management processes.
- Describe the project integration management and its role in project plan development, project plan execution, and overall change control.
- Describe the project charter and its relationship to the project plan.
- Enumerate the steps in the project planning framework.

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the management of a project.

**Human Side of Project Management**

Read the following in *Information Technology Project Management*:

- chapter 4 ("The Human Side of Project Management")

Answer the review questions at the end of the chapter. Review the PowerPoint overview of the chapter.

After reading this chapter, do the following in your journal:

- Name the three major types of formal organization structures.
- Describe an informal organization.
- Describe the difference between a work group and a team.
- Describe the development of a stakeholder analysis.

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the team members as "resources" for the project.

**Project Management, Continued**

As you study project management, you will probably find that the methods at your place of work are different from what is suggested in the books. This is your opportunity to learn alternate methods so that you can incorporate the best methods into your current processes.

Competencies covered by this subject

- 409.3.1 - IT Project Management
  The student understands concepts and practices associated with information technology (IT) project management.
- 409.3.2 - Project Management Operations
  The student understands concepts of project management operations.

**IT Project Management and Project Management Operations, Continued**

---

18 / 26
When you have completed this section, you will be able to

- define the project management process,
- define the systems life cycle models,
- recognize how system life cycle models impact IT project management,
- identify the benefits that organizations receive from using professional project management for IT initiatives,
- recognize the interrelationships that exist among projects,
- define the different types of project management techniques,
- recognize the benefits and risks of several types of project management techniques,
- identify the components of project management,
- recognize how the relationship between systems development life cycle (SDLC) and project management impacts development efforts,
- define the role of the project manager in IT projects,
- recognize how managing IT projects differs from managing non-IT projects,
- define the concept of resources,
- define the concept of milestones,
- define project tasks, and
- define project durations.

**Overview and Life Cycle of an IT Project**

Complete the following in SkillSoft:

- PROJ0351: Introduction to IT Project Management
- PROJ0352: Function of IT Project Management
- PROJ0353: The Life Cycle of an IT Project

After completing these modules, do the following in your journal:

- Define the structure of an IT project.
- List the considerations for an IT projects.
- Determine how to ensure effective IT project development.
- Describe the foundations of IT project management.
- Describe IT project initiation.
- Determine how best to staff IT project teams.
- Define the life cycle phases (Planning, Analysis and design, Construction to rollout).

**Project Planning**

Complete the following in SkillSoft:

- PROJ0512: Project Life Cycles and Stakeholders
- PROJ0513: Introduction to Project Process Groups and Initiating a Project
- PROJ0514: Project Planning
- PROJ0515: Executing, Monitoring and Controlling, and Closing a Project

After completing these modules, do the following in your journal:
- Describe the project life cycle and phases.
- Describe project stakeholders and their roles.
- Give an overview of project management processes.
- Determine how to initiate process groups.
- Describe planning process groups.
- Describe the planning project scope, schedule, and budget.
- Identify the following planning processes: quality, HR, communications, risk, and procurement.
- Describe the executing process group.
- Determine how to monitor and control the process group.
- Describe the closing process.

Managing and Controlling an IT Project

Complete the following in SkillSoft:

- PROJ0354: Managing the Execution and Control of IT Projects
- PROJ0355: Managing Efficiencies of IT Projects
- PROJ0521: Initiating a Project and Preparing the Project Plan

After completing these modules, write your answers to the following questions in your journal:

- What are the best ways to manage the execution of IT projects?
- How do you maintain control of IT projects?
- What is rapid application development (RAD) in IT projects?
- How do you manage risk in IT projects?
- What is the importance of project integration management?
- How is a project charter developed?
- How is the preliminary project scope statement developed?
- How do you develop a project management plan?

Applying Information and Concepts to Answer Study Questions

Now that you have completed your studies for the project management section of the objective assessment, it is important to see if you can apply your knowledge by answering the appropriate study questions.

Write out your answers to the project management questions in the "ITO1 Study Questions" document. Use your textbook, your notes on key terms, your answers to the chapter and module questions in your journal, and other resources if necessary. Post any questions you may have on the study question content in the message board.

Project Tracking

Tracking a project requires skills and excellent communication. If you have been involved in a project, you already know this. Perhaps you already do communicate well, and this section will help you further refine those skills. This section will help you prepare for the project tracking section of the objective assessment.
Competencies covered by this subject
409.3.3 - Project Tracking
The student understands charts and diagrams used for project tracking.

**Project Management Tracking**
When you have completed this section, you will be able to

- identify the methods to monitor project process,
- identify what criteria should help determine what goes on in a project update meeting,
- define the process for deciding who should attend a project update meeting,
- identify tools for tracking projects,
- recognize the methodology behind Gantt and PERT charts,
- identify the critical path on a PERT chart, and
- identify the differences between network diagrams and PERT and Gantt charts.

**Defining and Managing Project Scope**

Read the following in *Information Technology Project Management*:

- chapter 5 ("Defining and Managing Project and Product Scope")

Answer the review questions at the end of the chapter. Review the PowerPoint overview for this chapter.

After completing these modules, do the following in your journal:

- Identify the five processes that support project score management.
- Describe the difference between project scope for features and functions and those for deliverables and activities.
- Describe several tools and techniques for defining and managing the project's scope.

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to defining or managing project scope.

**How to Estimate Efforts in a Project**

Read the following in *Information Technology Project Management*:

- chapter 6 ("The Work Breakdown Structure and Project Estimation")

Answer the review questions at the end of the chapter. Review the PowerPoint overview of the chapter.

After completing these modules, write your answers to the following questions in your journal:

- What is a work breakdown structure?
- What is the difference between a deliverable and a milestone?
- How would you describe and apply project estimation methods?
In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the various methods used to estimate a project.

**Project Schedule and Budget**

Read the following in *Information Technology Project Management*:

- chapter 7 ("The Project Schedule and Budget")

Answer the review questions at the end of the chapter. Review the PowerPoint overview of the chapter.

After completing these modules, write definitions of the following in your journal:

- Project cost management
- Gantt chart
- Project network diagram
- Project critical path
- PERT diagram
- Baseline project plan

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the various project charts or diagrams.

**Managing Project Risk**

Read the following in *Information Technology Project Management*:

- chapter 8 ("Managing Project Risk")

Answer the review questions at the end of the chapter. Review the PowerPoint overview for this chapter.

After completing these modules, write definitions of the following in your journal:

- Project risk management planning framework
- Risk identification and the causes, effects, and integrative nature of project risks
- Qualitative and quantitative analysis techniques
- Risk strategies
- Risk monitoring and control
- Risk evaluation

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to identifying and managing project risk.

**Project Communication**
Read the following in *Information Technology Project Management*:

- chapter 9 ("Project Communication, Tracking, and Reporting")

Answer the review questions at the end of the chapter. Review the PowerPoint overview for this chapter.

After completing these modules, write definitions of the following in your journal:

- PMBOK's project communications management
- Several types of reporting tools that support the communication plan
- Tracking and monitoring a project's scope, schedule, and budget
- Information to be distributed to project stakeholders

In your journal, copy down each of the key terms highlighted in bold throughout the chapter. Write a short description of the terms. Note how the terms relate to the basic methods of communicating to the various project members.

**Project Tracking, Continued**

The [SmallBIZ.com](http://www.smallbiz.com) website defines project tracking as, "Monitoring project status by comparing actual results to planned results. Schedule, budget, and functionality are the issues here."

Do you agree with this definition? Where does good communication and tracing changes come into the picture?

Competencies covered by this subject

409.3.3 - Project Tracking

The student understands charts and diagrams used for project tracking.

**Project Management Tracking**

When you have completed this section, you will be able to

- identify the methods to monitor project process,
- identify what criteria should help determine what goes on in a project update meeting,
- define the process for deciding who should attend a project update meeting,
- Identify tools for tracking projects,
- recognize the methodology behind Gantt and PERT charts,
- identify the critical path on a PERT chart, and
- identify the differences between network diagrams and PERT and Gantt charts.

**Project Management Processes**

Complete the following in SkillSoft:

- [PROJ0522: Project Integration: Executing and Completing a Project](#)

After completing these modules, write descriptions of the following in your journal:
• Structure of an IT project
• Considerations for an IT project
• Ensuring effective IT project development
• Foundations of IT project management
• Life Cycle Phases: Planning, Analysis and Design, Construction to Rollout
• Directing and managing project execution
• Monitoring and controlling project work
• Integrated change control
• Closing a project

Project Risk

Complete the following three modules in SkillSoft:

• PROJ0591: Planning and Identifying Project Risk
• PROJ0592: Analyzing Project Risk
• PROJ0593: Responding to and Controlling Project Risk

After completing these modules, write descriptions of the following in your journal:

• Risk management
• Risk management planning
• Risk identification
• Qualitative risk analysis
• Quantitative risk analysis
• Risk response planning
• Risk monitoring and control

Study Questions on Project Tracking

Now that you have completed your studies for the project tracking section of the objective assessment, it is important to see if you can apply your knowledge by answering the appropriate study questions.

Write out your answers to the project tracking questions on the "ITO1 Study Questions" document. Use your textbook, your journal, and other resources if necessary. Post any questions you may have on the study question content in the Business IT Message Board.

Final Steps

Congratulations on completing the activities in this course of study! This section will guide you through the assessment process.

Assessment Information
Assessment information.

Accessing Pre-Assessments

For directions on how to receive access to pre-assessments, see the "Accessing Pre-Assessments" page.
Your course instructor will forward a copy of your pre-assessment scores to you approximately three business days after you take the pre-assessment. If your overall score on the pre-assessment is 60% or higher, you should schedule the actual exam. In the two weeks that it takes to schedule your exam, you should review the subsections where your score was lowest. The score evaluation tool combined with your pre-assessment score offers additional study guidelines for your objective assessment preparations.

Use the coaching report from the pre-assessment to plan your review strategy. The competencies on the coaching report are aligned with the course of study, making it easy to review each competency's study topics. Repeat the activities and review your notes in your journal to refresh your memory. Sometimes you may have to re-read the textbook chapters in order to make friends with the information. Once you feel comfortable with the material, it is time to schedule the objective exam.

If you have concerns or questions on the material, contact the course of study mentor using the contact info in the upper-right corner of your screen.

**Accessing Objective Assessments**

For directions on how to receive access to objective assessments, see the "Accessing Objective Assessments" page.

**Feedback**

WGU values your input! If you have comments, concerns, or suggestions for improvement of this course, please submit your feedback using the following form:

- Course Feedback

**ADA Policy**

Western Governors University recognizes and fulfills its obligations under the Americans with Disabilities Act of 1990 (ADA), the Rehabilitation Act of 1973 and similar state laws. Western Governors University is committed to provide reasonable accommodation(s) to qualified disabled learners in University programs and activities as is required by applicable law(s). ADA Support Services serves as the principal point of contact for students seeking accommodations and can be contacted at ADA.Support@wgu.edu. Further information on WGU's ADA policy and process can be viewed in the student handbook at the following link:

- Policies and Procedures for Students with Disabilities