Project Management

University of North Carolina at Greensboro
Bryan School of Business & Economics
Department of Information Systems & Operations Management

Course Number: ISM/MBA 654.41D
This is an online course so there is no specific meeting time

Course Name: Project Management

Instructor: Dr. Kwasi Amoako-Gyampah

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Office Hours: There are no scheduled office hours. However, you can always contact me through email and I will do my best to respond to you within 24 hours.

Required Materials: Project Management in Practice, 3rd Edition
Samuel J. Mantel, Jr., Univ. of Cincinnati
Jack R. Meredith, Univ. of Cincinnati
Scott M. Shafer, Wake Forest Univ.
Margaret M. Sutton, Project Management Consultant
ISBN: 978-0-470-12164-1
©2008
336 pages. Cover of textbook looks like this:
Optional Materials:
None

Prerequisites:
Admission to either MSITM, MBA or other approved graduate program. Completion of MBA 607 or MBA 600 preferred. You must have some knowledge of basic statistics such as standard deviation, how to calculate Z values and read normal distribution tables as well as knowledge in other decision making tools such as decision trees and calculation of expected values.

Course Description:
Modern methods of defining, planning and managing large IT and other business projects. Computer software and network modeling are used to support the efficient scheduling of interdependent activities.

INTRODUCTION & RELATIONSHIP TO OTHER COURSEWORK:
Project Management deals with seeking new methods of planning, organizing, and controlling non-routine tasks. The management of a project differs in several ways from management of a typical enterprise. The goal of a project team is to accomplish its prescribed mission and then disband; though this is easier said than done. Project Management has been around for some time, though it has recently become more important because of the shifting emphasis on teams in accomplishing tasks. Some of the better known examples of tasks accomplished using project management techniques are:

- The construction of the Egyptian pyramids
- The Building of the Boeing 787 airliner
- The UNCG Banner System
- The construction of the baseball stadium at Downtown Greensboro
- ERP implementations
- The Denver International Airport
- The Beijing Olympics
- The construction of the new School of Education Building at UNCG

This course covers some of the issues related to managing projects in organizations and students will be expected to draw on materials from other business courses.

GENERAL COURSE OBJECTIVES:

1. To understand the concepts of project planning and organization, budgeting and control, and project life cycles.

2. To learn concepts related to organizational workflow including the staffing process, project planning elements, and the project plan contents and project communications.
3. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling.

4. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment.

5. To improve written and oral communication skills through formal writing assignments and group discussions.

6. To become familiar with Microsoft Project in performing simple project management tasks

INSTRUCTIONAL METHODOLOGY:

The methods employed to achieve course objectives will include:

1. Lecture materials highlighting critical course material made available in the Learning Area in Blackboard
2. Textbook reading
3. Threaded discussions on the Web.
4. Cases selected to bring out important concepts and familiarity with tools
5. Some reading assignments from sources other than the textbook

PERFORMANCE EVALUATION & GRADING:

1. Grades - The course grade will be based on the following point distribution:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Article Summary</td>
<td>15</td>
<td>Due 5/23/10</td>
</tr>
<tr>
<td>Film Prioritization</td>
<td>25</td>
<td>Due 5/30/10</td>
</tr>
<tr>
<td>Construction Company Case</td>
<td>30</td>
<td>Due 6/6/2010</td>
</tr>
<tr>
<td>Pert Studebaker assignment</td>
<td>30</td>
<td>Due 6/13/2010</td>
</tr>
<tr>
<td>DU Singer analysis/Term Paper</td>
<td>50</td>
<td>Due 6/20/2010</td>
</tr>
<tr>
<td>Threaded Discussions and class participation</td>
<td>50</td>
<td>all completed by 6/20/2010</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
<td>June 25, 2010</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
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</tbody>
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Grade Assignment: A: 272-300, A-: 267-271; B+: 260-266; B: 246-259; B-: 237-245; C: 224-236; F: Below 236

All submitted assignments must have your signature pledging that you have abided by the UNCG Honor code.
2. CLASS POLICIES

1. Attendance - You are responsible for all information and announcements that are made in class. Therefore you should attend class regularly. If you miss class contact someone or me as soon as possible for all relevant material.

2. Reading Assignments for each class are given on the syllabus. You are expected to complete the readings before coming to class. Each of you will be responsible for summarizing one article. You will post your summary on BB for the others to read. You summary must be such good quality that you course mates can understand the message of the article. This is done so we can benefit from those articles without each one reading all the papers. **You will post your summary under the “Reading Summaries” in the Discussion Board forum in BB.**

3. Threaded Discussions: You will be expected to participate in threaded discussions through the web. Discussion questions based on material from each chapter will be assigned and you will be expected to respond to both the instructor’s questions as well as responses from your colleagues. Threaded discussion questions will form part of the final exam questions (See section under Threaded Discussions below for details).

3. THEMES

The following themes will be emphasized in the course through the use of the cases and mini-cases.

<table>
<thead>
<tr>
<th>Case/Assignment</th>
<th>Theme</th>
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</thead>
<tbody>
<tr>
<td>Film Prioritization</td>
<td>Project selection &amp; justification</td>
</tr>
<tr>
<td>Construction Company Case</td>
<td>Risk analysis/Contingency planning</td>
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<tr>
<td>Pert Studebaker</td>
<td>Scheduling and budgeting</td>
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<tr>
<td>DU Singer</td>
<td>Managing resource requirements</td>
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</table>

<table>
<thead>
<tr>
<th>Mini-cases (part of threaded discussions)</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>The communication problem</td>
<td>Managing project communications</td>
</tr>
<tr>
<td>The Bad Apple</td>
<td>Managing teams on projects</td>
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4. TERM PAPER

Students who have experience with Microsoft Project will be offered the chance to do term paper. They will be given a published paper and will be required to use the contents of the paper as the basis of assessing the “state of project management readiness” within their organizations.

Students choosing this option (not a group assignment) will be asked to write a short paper relating to project management within their organizations. The paper should deal with a specific aspect of project management within the organization such as the state of project management.
maturity within the organization; an assessment of the mix (portfolio) of projects being undertaken or recently undertaken within the organization; and project justification and selection procedures within the organization. Students will be provided with published materials for each topic that they can use as starting points for their papers.

The paper would entail a brief review of the appropriate literature. The student will be expected to interview executives, project managers and other personnel within the organization. Any interviews or surveys should be well documented and referenced in the paper. Students should note that the focus of this paper is on assessment and that purely descriptive papers will result in low grades.

Feel free to discuss your term paper with me as it is being developed. The paper should be typed (maximum 12 point size lettering), and double-spaced on 8.5" by 11" paper. The paper should be between 12-14 pages in length. Do not add verbiage for the sake of length. Include diagrams, sketches, or other types of illustrations that will clarify your presentation. Citations should be appropriately referenced at the end of the paper, and pages, tables, and figures should be appropriately numbered. The term paper will be graded on organization, thoroughness, insightfulness of analysis/recommendations, and written communication skills. A purely descriptive paper will earn a low grade. Papers should focus on analysis. The term paper is to be submitted during the last week of class (i.e. week of June 21). Late submissions will not be accepted. Each student/member of the group should attest to the statement that "I/WE HAVE ABIDED BY THE ACADEMIC HONOR POLICY ON THIS ASSIGNMENT" on a separate cover page of the term paper assignment.

5. THREADED DISCUSSIONS

Each student is required to participate in the threaded discussions. The goal of the threaded discussions is for us to learn from each other in an effective and efficient manner. Students are encouraged to participate in all the web discussions. We will use BlackBoard for all web discussions and postings. In addition to the required postings, participation in the web discussions will help you prepare for the final exam. Two levels of participation are required.

1. Three (and sometimes more) discussion questions are listed for each week. Each student is required to post a response to one of the listed questions (five in total for each student). You will be assigned your questions by the instructor. All responses must be posted by 10 p.m. the Saturday of that week. Each posting should be a meaningful discussion of the original question and should be at least 2 paragraphs long. One sentence paragraphs do not count. You may draw on any references to provide justification for your posting. Each posting is worth 7 points. See list of threaded discussion questions at the end of the syllabus.

2. The second level of discussion is for you to provide additional comments on any discussion question not previously assigned to you, or provide a counter argument to another student’s posting in the current week or provide some personal experiences with regard to a given posting or topic in the current week. You will be expected to make THREE of such postings over the course of the semester to fulfill this part of the assignment. Each posting is worth 5 points. For this part of the discussion you cannot contribute to a discussion if there are
already 4 previous contributions to that particular discussion. We don’t want to be reading the same things over and over. You cannot contribute to a posting from previous weeks’ discussions. In other words, we want the discussions to be current with the topics under discussion so everyone can follow along. You are encouraged to spread your discussions throughout the semester. Consequently, you might find it helpful once you have identified your assigned discussion questions, to take a look at the remaining questions ahead of time to identify the ones that interest you. Keep in mind you are a total of 3 for the whole semester to fulfill this assignment, not three every week.

6. OTHER INFORMATION

Oral & Written Communications Content:
Oral and written communications for this course are addressed through the threaded discussions, cases, and class discussions as detailed above.

Technology Applications:
This is addressed through the application of Microsoft Project in helping to understand project scheduling and resource requirements. We will also be using the Internet for our threaded discussions and rely on e-mail for extensive communications. Students will be expected, whenever possible, to use appropriate information technology in the completion of assignments.

Ethical Perspectives:
Even though specific coverage of ethical issues will not be done in this class, students will be made aware of the importance of ethical considerations in making project management decisions, and in the completion of course requirements.

Global Perspectives:
Discussion of global issues is limited in this course

Demographic Diversity Perspectives:
This course will not specifically address this issue.

Political, Social, Legal, Regulatory & Environmental Perspectives:
These will be discussed as they apply to the justification procedures for project selection and the general management of projects.

Academic Honesty:
All UNCG students are expected to conduct themselves with the highest standards of academic honesty. Academic misconduct, including cheating, forgery and plagiarism will not be tolerated. Students are required to pledge their assignments and examinations using the UNCG honor code.

7. TENTATIVE CLASS SCHEDULE:

<table>
<thead>
<tr>
<th>Session #</th>
<th>Week of 5/17</th>
<th>Topics and Assignments</th>
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1  Introduction, Project Scheduling

A. Introduction

Assignments

i. Be prepared to share with the rest of the class any roles, and responsibilities you have had in your organization as a project leader, team member etc.

ii. Read Text Chapter 1 pages 1-18, pages 27-38

iii. You should also have visited Blackboard to preview all the course materials, the Discussion Questions and familiarized yourself with the materials on the Learning Area in Blackboard (sections A1-A3)

iv. Read Units1 and 2 in the Learning Area

v. Install MS Project on your computer from the CD that was included with your textbook. You can obtain a free trial version online if you don’t have the CD. Run the Project program browse through the Help section

**Review Articles #1, 2, & 3 on Reading List**

Study Guide: Identify answers to the following questions in your readings.

i. What is a Project?

ii. What makes projects different from day to day operations in organizations?

iii. What is Project Management?

iv. Why and when do organizations need to use Project Management?

v. What is a project management life cycle and the major decisions over the life cycle?

vi. What factors are important in selecting projects?

vii. What are the different types of models for selecting projects, why are they useful and what are their limitations?

viii. Identify and describe the components of the project portfolio process

ix. What are the components of the project maturity model?

x. What is a scope statement?

xi. Why is project risk assessment in project management

xii. What are the different approaches for assessing project risks?

Note:

Under normal class schedules we would follow the project management life cycle in discussing the topics for the class. However, because of the short nature of the course and the time needed to complete the assignments we have to deviate and mix up the topics. So, we are covering scheduling next so you will be prepared to complete the assignments due in the next few days.

B. Project Scheduling
Reading Assignments
i. Read Chapter 5 of textbook pages 145-154
ii. Review the material in Unit 6 (Scheduling) in the Learning Area

Study Guide
i. What does Project Scheduling entail?
ii. How can Network Techniques - CPM and PERT be used to facilitate project scheduling?
iii. What is a Critical Path and what role does it play?
iv. What role do Gantt Charts play in project scheduling?

B. Critical Path Analysis - Monitoring schedules
i. Why is it necessary to sometimes crash projects
ii. What are the steps involved in project crashing
iii. Project crashing tradeoffs

Session #  Week of 5/24  Topics and Assignments
2
A. Project Scheduling with Uncertainty.
B. Project Crashing
C. Review examples on these techniques provided to you in the Learning Area.
D. Review the hints document on using Microsoft Project

Reading Assignments
i. Read Chapter 5 pages 155-167; pages 173-188
ii. Read Chapter 6 pages 190-202

**Film prioritization assignment due by the end of the week**

Study Guide
A. PERT Scheduling
i. How can you enhance project completion information?
ii. How do you determine project completion probabilities?
iii. How can you use activity duration variances in project mgt?

**Review article 4 on Readings list**

Session #  Week of 5/31  Topics and Assignments
3  Project Resources, Critical Chain, Project Manager, Organization, Project Team

Reading Assignments
i. Chapter 6, pages 202-237
ii. Chapter 2, pages 40-71  
iii. Review Unit 7 in the Learning Area  
iv. Review Unit 3 in the Learning Area

Study Guide
A. Managing Project Resources  
i. What is Resource Loading?  
ii. How do you manage variability in resource requirements and insufficient resources?  
iii. What is the “Critical Chain” and how does it aid project management?

B. Project Manager & Project Team  
i. What are the roles and responsibilities of the project manager?  
ii. What are the skills and characteristics required for a successful project manager?  
iv. What types of problems does a project manager typically face and how do these problems arise?  
v. Design a matrix of problems/challenges and skill requirements  
vi. Who should be on a project team  
vii. How do you manage team members who do not report to you?  
viii. How do you manage project team meetings?

Review Articles #5, 6, 7 & 8 on Reading list

**Construction Company assignment due by the end of the week**

Session # Week of 6/7 Topics and Assignments  
4 Project Planning and Budgeting

Reading Assignments
A. Project Planning  
i). Read Chapter 3 – Project Planning, pages 72-106 of textbook  
ii). Read Chapter 4 Budgeting, pages 107-132; 137-144 of textbook.  
iii). Review Units 4 and 5 in the Learning Area

**Pert Studebaker assignment due by the end of the week**

Study Guide:  
i. What is the purpose of project planning?  
ii. What are the main project planning activities?  
iii. What is a work breakdown structure, Can you develop one for a given project?  
iv. What are linear responsibility charts?  
v. Different ways of developing budgets - managerial issues
vi. How do you link project schedules with budgets

Review Articles #9, 10, 11 on Reading list

Session # Week of 6/14 Topics and Assignments
5 Project Monitoring & Control, Communications; Conflict Management

Reading Assignments
i. Read Chapter 7 of Textbook – Project monitoring & control, pages 238-271

**DU Singer Assignment Due by the end of the week**
**Term Paper Due by end of week** (if you choose this option)

Study Guide
i. Why should projects be monitored?
ii. What should you look for when monitoring projects?
iii. Monitoring schedules - do you need to crash project?
iv. What is an earned value chart? How is it useful?
v. What should be the key goals and components of a communication plan for a project
vi. What are the different types of conflict over the project life cycle?
vii. For each stage what are the main types of conflicts and why do they occur?
viii. How can you resolve these conflicts?

Review Articles #12, 13 on Reading list

Session # Week of 6/21 Topics and Assignments
6. Project Termination and Closeout

Reading Assignments
i. Read Chapter 8- Project termination, pages 272-290
ii. Review Unit 9 in the Learning Area

Study Guide
i. What are the main reasons why projects are terminated?
ii. How should you organize the project termination/closeout process
iii. What types of lessons are worth learning at the conclusion of a project?

Review Articles #14, 15 on Reading list

Final Exam - The Final exam will be a closed book, closed notes examination. The exam will
consist of short problems, short essays, and mini-cases. The content will be based on material drawn from our class lectures and handouts, textbook readings and cases, and the threaded discussions.

**Threaded Discussion Questions**

1. Why do you think so many projects are unsuccessful?
2. What are the shortcomings of using financial measures to justify project selection and what suggestions can you offer to address these shortcomings?
3. What is safety time with regard to project scheduling? Is safety time necessary for projects? What types of safety times are most appropriate?
4. Although many studies recommend that personnel be assigned full time to projects, very few companies assign employees full time to projects. Why do you think this occurs?
5. How does multitasking confuse the resource availability of project personnel? Can multitasking be eliminated for the average project employee?
6. Why is it that sometimes adding more human resources to a project that is already late causes that project to become even further delayed? So, when is it more appropriate to add more human resources to a project?
7. What skills are needed by a project manager in order to be successful? Can these skills be learned or do you think some are innate?
8. What tools or mechanisms can a project manager use to motivate people on a project who do not report directly to him or her?
9. Some have argued that to be successful, a project should have the “right team members”. What criteria would you use to judge if a person is a “right team member”?
10. Take a look at the “The Bad Apple” vignette and post your response to the web.
11. Most managers agree that project planning is very critical to the achievement of project management goals and yet managers do not adequately pay much attention to project planning. Why do you think this happens and what measures should project sponsors put in place to ensure that project planning is given the attention it deserves.
12. The three main project management goals are on time, within budget and achieving performance specifications. Should a project manager give up some functionality (e.g. technical requirements) in order to meet schedule milestones and when is this appropriate or inappropriate?
13. A colleague argues that project meetings are a complete waste of time. Do you agree? If so why, if not why not? What should be the purpose of project meetings?
14. What is scope creep? How does it occur and how can it be avoided?
15. What are the merits and demerits of using various communication formats (e-mail, face-to-face meetings, intranets etc. in project communications)?
16. Choose any one of the vignettes listed under “The Communication Problem” and respond to the vignette.
17. Why do you think scheduling issues cause the most conflicts on projects? What techniques would you suggest for addressing scheduling issues?
18. What do you think accounts for the differences in companies’ abilities to manage projects?
19. Why do you think companies and organizations hang on to failing projects?
20. Why is communicating project status so challenging? What best practices would you endorse?

ISM 654/MBA 654 Project Management – Summer 2010
List of Readings (All the articles are available on Blackboard under Course Documents)


14. AMR Research, “Project Portfolio Governance Cookbook”, October 2009

15. AMR Research, “Governing a Program Management Office”, November 2003