SCM 304 - MANAGING AND ORGANIZING PROJECTS
Spring 2006 – Tuesday/Thursday 11:00 a.m.-12:15 p.m.
Bryan 110

DR. KWASI AMOAKO-GYAMPAH:  OFFICE:  479B BRYAN
OFFICE PHONE:  334-5739
OFFICE HOURS:  10:00-10:55 a.m. T, TH
11:00 a.m. -12:00 noon, MW
And by APPOINTMENT

TEXTBOOK:  Core Concepts: Project Management in Practice (with CD), 2nd Edition
Samuel J. Mantel, Jr., Univ. of Cincinnati
Jack R. Meredith, Univ. of Cincinnati
Scott M. Shafer, Wake Forest University
Margaret M. Sutton, Project Management Consultant

Students are expected to bring their textbooks to class for each class meeting.
Also bring a calculator to class.

INTRODUCTION:

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 Manhattan Project
- The Apollo space program
- The YK2 problem.
- The construction of the new Humanities building at UNCG

This course covers some of the basic issues related to managing projects in organizations.

COURSE LEARNING OBJECTIVES:

To understand the elementary concepts of project planning and organization, budgeting and control, and project life cycles.
To learn concepts related to organizational workflow including the staffing process, project planning elements, and the project plan contents.

To master several basic project scheduling techniques including WBS, CPM, PERT, simulation, and resource constrained scheduling.

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

To learn the basics of using project management software in some project management activities.

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

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 for all relevant material. Because of class size and the nature of assignments, unexcused absence of more than three class meetings will result in a drop of a letter grade.

2. Reading Assignments for each class are given on the syllabus. You are expected to complete the readings before coming to class.

3. Homework Assignments - Homework assignments are due at the beginning of class on the designated due dates. Homework assignments will be given out in class.

4. Final Course Grades will be determined by the following weighted average scheme.

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Course Grades awarded as follows:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test I</td>
<td>70 pts</td>
<td>A &gt;= 370 A-: 363-369</td>
</tr>
<tr>
<td>Test II</td>
<td>80 pts</td>
<td>B+: 353-362 B: 332-352</td>
</tr>
<tr>
<td>Test III</td>
<td>100 pts</td>
<td>B-: 324-331 C+: 318-323</td>
</tr>
<tr>
<td>MS Project</td>
<td>60 pts</td>
<td>C: 295-317 C-: 283-294</td>
</tr>
<tr>
<td>Quizzes</td>
<td>40 pts</td>
<td>D+: 273-282 D: 254-272 F:&lt;254</td>
</tr>
<tr>
<td>Homework</td>
<td>60 pts</td>
<td></td>
</tr>
<tr>
<td>Total Points</td>
<td>410</td>
<td></td>
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</tbody>
</table>

5. Students will be required to complete Online quizzes. For the most part, quizzes will be based on assigned readings, material from the textbook and class notes. The quizzes will cover basic material and are intended to test your understanding of the fundamentals of project management. **The online quiz for any chapter should be completed before the start of the next chapter.**

6. Case Study (MS Project Assignment): This will be a **team project**. Each group of two
students will be required to complete the D. U. Singer Hospital Products Corp Case.

The following schedule will have to be followed:

i. Statement of objectives – due 2/2
ii. Work Breakdown Structure - due 2/16
iii. Precedence relationships and activity durations- due 3/2
iv. Network diagram/ Gantt charts due – An early start Gantt Chart and a late start Gantt chart- due 3/23. These should be well-illustrated, informative, and should have appropriate labels.
v. Resource diagrams due Before Leveling and after leveling. Include the corresponding Gantt charts with your reports- due 4/13.

vi. Final project report – due 4/20

7. Homework will be assigned periodically. Most of the homework will be based on the end-of-chapter problems

TENTATIVE CLASS SCHEDULE:

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/10</td>
<td>Introduction / Course Overview / Intro. to Project Mgt.</td>
<td>CH. 1</td>
</tr>
<tr>
<td>1/12</td>
<td>Project Management Features and Project Selection</td>
<td>CH. 1 contd</td>
</tr>
<tr>
<td>1/17</td>
<td>The Project Manager - Responsibilities</td>
<td>Chapter 2</td>
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<tr>
<td>1/19</td>
<td>Project Manager - Desired Characteristics</td>
<td>Chapter 2</td>
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<tr>
<td>1/24</td>
<td>Project Organization and Design</td>
<td>Chapter 2</td>
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<tr>
<td>1/26</td>
<td>Project Team</td>
<td>Chapter 2</td>
</tr>
<tr>
<td>1/31</td>
<td>Project Planning –phases</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>2/2</td>
<td>Workbreakdown structures</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>2/7</td>
<td>Guest Speaker</td>
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<tr>
<td>2/9</td>
<td>TEST 1</td>
<td></td>
</tr>
<tr>
<td>2/14</td>
<td>Project Budgeting</td>
<td>Chapter 4</td>
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<tr>
<td>2/16</td>
<td>Project Uncertainty and risk management</td>
<td>Chapter 4</td>
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<tr>
<td>2/21</td>
<td>Scheduling- background and need</td>
<td>Chapter 5</td>
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<tr>
<td>2/23</td>
<td>Network Scheduling - PERT and CPM</td>
<td>Chapter 5</td>
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<tr>
<td>2/28</td>
<td>Gantt Charts/ Uncertainty and project completion</td>
<td>Chapter 5</td>
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<tr>
<td>3/2</td>
<td>Microsoft Project for Windows</td>
<td>LAB (RM 221)</td>
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<tr>
<td>3/14</td>
<td>Microsoft Project for Windows</td>
<td>LAB (RM 212)</td>
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<tr>
<td>3/16</td>
<td>Microsoft Project for Windows</td>
<td>LAB (RM 221)</td>
</tr>
<tr>
<td>3/21</td>
<td>Resource allocation</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>3/23</td>
<td>Resource Allocation/Leveling</td>
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<tr>
<td>3/28</td>
<td>Test 2</td>
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<tr>
<td>3/30</td>
<td>Microsoft Project for Windows</td>
<td>LAB (RM 221)</td>
</tr>
<tr>
<td>4/4</td>
<td>MS Project for Windows</td>
<td>LAB (RM 212)</td>
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<tr>
<td>4/6</td>
<td>Guest Speaker</td>
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<tr>
<td>4/11</td>
<td>Project Monitoring and Control - Info. Systems</td>
<td>CH.7</td>
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Learning Objectives for SCM 304 Project Management

At the end of each chapter and related materials students should be able to:

Chapter 1 - Introduction and Project Management features
1. Present the main distinguishing characteristics of projects
2. Identify the main objectives of projects
3. Understand the concept of project life cycle and the different project management activities for each life cycle stage.
4. Discuss why project management is important and when the use of project management is appropriate.

Chapter 2 – The Manager, the organization and the team
1. Discuss fully the responsibilities of a project manager
2. Understand the interfaces a project manager has with different project participants and stakeholders
3. Elaborate on the desired characteristics of a project manager
4. Discuss the benefits of being a project manager
5. Identify the different organization forms for managing projects
6. Understand the characteristics, advantages, and disadvantages of each form
7. Discuss clearly when each form is more appropriate
8. Understand the role of and importance of teams in projects
9. Identify and elaborate on factors important for selecting team members for projects.

Chapter 3 - Project Planning
1. Understand the importance of planning in project management
2. Identify the different project planning elements
3. Develop and use WBS and linear responsibility charts

Chapter 4 - Budgeting
1. Present the different ways of preparing project budgets
2. Link the project budget with the project schedule
3. Understand the learning curves and how to use learning curves to improve cost estimates.
4. Discuss project risk and uncertainty.
5. Perform simple project risk analysis calculations
Chapter 5 - Project Scheduling
1. Understand the importance of scheduling
2. Understand CPM and PERT scheduling techniques
3. Do exercises involving identification of precedence relationships, drawing of network diagrams and Gantt charts, calculation of project completion times
4. Understand the concept of critical path, total and free slack, and the interpretation of these
5. Use Microsoft Project for Windows to prepare schedules, network diagrams, and Gantt charts
6. Do simple problems involving the use of probabilistic times

Chapter 6 - Resource Loading and Leveling
1. Understand resource constrained scheduling
2. Perform simple exercises assigning resources to project activities
3. Prepare resource loading graphs
4. Understand the concept of leveling, and use of slack times
5. Use Microsoft Project to prepare resource graphs, before and after leveling

Chapters 7 - Project Monitoring and Control
1. Discuss the importance of project monitoring
2. Present what project monitoring entails
3. Understand the concept of project crashing and do simple exercises on crashing
4. Understand earned value analyses and do simple exercises on this

Chapter 8 - Project Termination
1. Understand the concept of a project audit and why it is important
2. Discuss fully what a project entails
3. Identify the various players typically involved in a project
4. Discuss the main reasons why projects are terminated
5. Understand why management of the termination process is important
6. Present how the termination process should be organized
7. Identify critical termination activities
8. Elaborate on lessons that can be learned from managing projects