Project Management

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

*** You should bring your notebook computer to class***

Course Number: ISM 654.01
Thursdays 6:30-9:20 p.m.
Classroom: Bryan 212

Course Name: Project Management

Instructor: Dr. Kwasi Amoako-Gyampah

Office: 479 Bryan Building, Telephone: 334-5739 (work)

Fax: 334-4083

E-mail: kwasi_amoako@uncg.edu

Office Hours: 4:30-6:00 p.m. Thursdays or by appointment

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
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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 preferred.

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 UNCG Banner System
- The construction of the new baseball stadium at Downtown Greensboro
- ERP implementations
- The Denver International Airport
- The 2008 Olympics in China
- The Relocation of the old Chancellor’s Residence 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, project communications, 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. Class lectures highlighting critical course material
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:

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<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due/Date</th>
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<tbody>
<tr>
<td>Project Selection Assignment</td>
<td>25</td>
<td>January 29</td>
</tr>
<tr>
<td>Construction Company Case</td>
<td>30</td>
<td>February 5</td>
</tr>
<tr>
<td>Pert Studebaker assignment</td>
<td>25</td>
<td>February 26</td>
</tr>
<tr>
<td>DU Singer analysis/Term Paper</td>
<td>60</td>
<td>March 5</td>
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<tr>
<td>Threaded Discussions and class participation</td>
<td>60</td>
<td>Completed by February 25.</td>
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<tr>
<td>Final Exam</td>
<td>100</td>
<td>March 5, 2009</td>
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<td><strong>Total</strong></td>
<td>300</td>
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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. Receiving help from anyone other the instructor on any assignment will constitute a violation of the 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.

3. **Important skills needed:** You must be familiar with concepts of probability, expected
value, and normal distribution. It’s your responsibility to acquire these skills if you don’t have those skills already.

4. 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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<tr>
<td>Film Prioritization</td>
<td>Project selection &amp; prioritization</td>
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<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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<td>DU Singer</td>
<td>Managing resource requirements</td>
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<table>
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<tr>
<th>Mini-cases (part of threaded discussions)</th>
<th>Theme</th>
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<tbody>
<tr>
<td>The communication problem</td>
<td>Managing project communications</td>
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<tr>
<td>The Bad Apple</td>
<td>Managing teams on projects</td>
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TERM PAPER (Optional)
Students who have experience with Microsoft Project will be offered the chance to do a term paper. 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.

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
A descriptive paper will earn a low grade. Papers should focus on analysis. The term paper is to be submitted at the beginning of class on March 5, 2009. 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.

**THREADED DISCUSSIONS & PARTICIPATION**
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.

1. Three (and sometimes more) discussion questions are listed for each scheduled class meeting. Each student is required to post a response to one of the listed questions. You will be assigned your questions on the first class night. The response should be posted, at the latest, twenty-four hours before the next scheduled class meeting (except the ones assigned for the first class meeting). Since there are six scheduled meetings (the seventh meeting is the final exam and guest speaker) you will be expected to make FIVE such postings to fulfill this part of the assignment. 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 6 points. **See list of threaded discussion questions at the end of the syllabus.**

2. The second level of participation is for you to make additional comments on any discussion question (not previously assigned to you), or provide a counter argument to a previous posting or provide some personal experiences with regard to a given posting or topic. You will be expected to make two of such postings 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. Also, you cannot go back and make a contribution to a posting if the discussion has already moved beyond that topic.** Thus, you are encouraged to spread your discussions throughout the semester.

3. The third level of participation is for you to summarize a reading article. You will be assigned an article on the first night of class. Your assignment is make a coherent two page summary of the article drawing attention to the most important project management lessons discussed in the article. Do not focus on the research methodology used in the article. Focus on how the article can benefit you and your classmates with regard to the management of projects. You will post your summary on the BlackBoard. You should submit your summary in a Pdf format. The due date for all summaries is 6 p.m. Wednesday, February 4, 2009.

**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 and the use of Excel in project justification and similar decisions. 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:**
This is discussed in the context of managing global project teams and managing in virtual environments.

**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.

**TENTATIVE CLASS SCHEDULE:**

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<th>Session #</th>
<th>Date</th>
<th>Topics and Assignments</th>
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<td>1</td>
<td>1/22</td>
<td>A. Introduction -</td>
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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 Chapters 1 pages 1-18, pages 27-38

iii. You should also have visited BlackBoard to preview all the course materials, the Discussion Questions and printed copies of notes as appropriate.
**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 life cycle?

vi. What are the major decisions over the project life cycle?

vii. What factors are important in selecting projects?

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

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

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

**B. Project Scheduling**

Reading Assignments: i. Read Chapter 5 of textbook pages 145-154

**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?

**Session # Date Topics and Assignments**

2 1/29

Reading Assignments

a. Read Chapter 5 pages 155-167; pages 173-188

b. Read Chapter 6 pages 190-202

**Review Article #4 on Reading List**

A. Project Scheduling with Uncertainty

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 mgmt?

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

C. Project Risk
i. Why is project risk assessment in project management
ii. What are the different approaches for assessing project risks?

D. Introduction to Microsoft Project (Class meets in the lab)
**Class meets in the LAB - Room 221 for the second half of the session. Please bring a diskette or a flash drive to class as well as the class notes from the previous session.**

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<td>3</td>
<td>2/5</td>
<td>Project Resources, Critical Chain Project Management, &amp; Microsoft Project</td>
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Reading Assignments: i. Chapter 6, pages 202-237

Managing Project Resources
i. What is Resource Loading?
ii. How do you manage variability in resource requirements and insufficient resources?

Critical Chain Project Scheduling
iii. What is the “Critical Chain” and how does it aid project management?
iv. What are the common causes of project delays
v. How can the Critical Chain method be used to help resolve project delays

Microsoft Project for Windows - Class meets in the LAB - Room 221 for the second half of the session. Please bring a diskette or flash drive to the LAB.

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<td>4</td>
<td>2/12</td>
<td>Project manager, team, organization and Project Planning</td>
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Reading Assignment: Chapter 2, pages 40-71

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

A. 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?
iii. What types of problems does a project manager typically face and how do these
problems arise?
iv. Design a matrix of problems/challenges and skill requirements
v. Who should be on a project team
vi. How do you manage team members who do not report to you?
vii. How do you manage project team meetings?

B. Project Planning
Reading Assignment:
Read Chapter 3 – Project Planning, pages 72-106 of textbook

Study Guide:
i. What is the purpose of project planning?
ii. What are the main project planning activities?
iii. What are the outcomes of project planning?
iv. What is a scope statement?
v. What is a work breakdown structure, Can you develop one for a given project?
vi. What are linear responsibility charts?

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<td>5</td>
<td>2/19</td>
<td>Project Budgeting, Monitoring &amp; Control,</td>
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Reading Assignments
Read Chapter 4 Budgeting, pages 107-132; 137-144 of textbook
Read Chapter 7 – Project monitoring & control, pages 238-271

**Review Articles #9, 10 & 11 on Reading list

Study Guide
A. Budgeting
i. What are the different ways of developing budgets - managerial issues
ii. How do you link project schedules with budgets

B. Project monitoring
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?

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<tr>
<td>6</td>
<td>2/26</td>
<td>Project Communication, Conflict Management, &amp; Project Termination</td>
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**Reading Assignments**
Read Chapter 8- Project termination, pages 272-290

**Review Articles #12 & 13 on Reading list**

**Study Guide**

A. Project Communications
i. project communication planning
ii. what are the key goals of a project communication plan
iii. what the mechanisms for achieving communication goals

B. Conflicts
i. What are the different types of conflict over the project life cycle?
ii. For each stage what are the main types of conflicts and why do they occur?
iii. How can you resolve these conflicts?

C. Project Termination & Closeout
iv. What are the main reasons why projects are terminated?
v. How should you organize the project termination process
vi. What types of lessons are worth learning at the conclusion of a project?

**DU Singer Assignment Due**

**Term Paper Due (if you chose this option)**

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<td>7</td>
<td>3/5</td>
<td>Guest Speaker</td>
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<td>Final Exam</td>
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**Final Exam** - The Final exam will be a closed book in-class 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 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?

+---------------------------------------------+

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List of Readings (All the articles are available on BlackBoard under Course Documents)


