

**Project Management
SEMS 3500-113
Spring 2013**

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Text: Jack Gido and James Clements (2006), Successful Project Management, 4th Edition, Thomson South-Western Publishing
ISBN: 0-324-65613-0 (**Required**).
Software: Students enrolled in this course have a copy of MS Project which is included with the text.

- Class notes, instructional material, grades, announcements, and student assignments will be posted on-line.

"The most elementary and valuable statement in science... The beginning of wisdom is - I do not know." Dāta

"The future belongs to those who believe in the beauty of their dreams." Eleanor Roosevelt

Course Description:

This course presents fundamental knowledge essential to managing projects in the information technology field. It considers strategic and operational issues, the significance of rapidly advancing technology, and personnel and organizational issues related to technology introduction and use. This course focuses on the fundamental aspects of managing projects – planning, scheduling, and controlling. The concepts and techniques covered are appropriate for all types of projects, ranging from small to large, and from highly technological to administrative in nature.

Emphasis is placed on the following: understanding the project environment, the integrative nature of project management, organizing for project management, the phased approach to managing projects, project planning and the work breakdown structure, relationship of networking, critical path and the project baseline, and alternative control techniques for measuring and monitoring project progress.

The course is designed to introduce you to the tools of project management that will enable you to better manage. You will learn how to use Microsoft Project 2010 (software application) to assist you in managing projects. Project management software has a reputation of being hard to learn and one of the most likely software applications not to be used once purchased. One reason for this is the lack of understanding of the project management tools (i.e., PERT, CPM, and Gantt charts) used in project management. Thus, this course is designed to

learn the tools of project management before beginning the use of the application software. The course contents will include the following major areas of concentration:

- Basic Core of Knowledge Needed to Understand Project Management
- Support Functions of Time Management, Conflicts, and Other Special Topics
- Critical Success Factors for Predicting Project Success
- Quantitative Techniques for Planning, Scheduling, Cost Control and Estimating.
- Tradeoffs: On-Time, Cost, and Performance.
- Mastering politics and relationships with people.
- Utilization of Microsoft Project 2010 to Manage Projects.
- PERT, Gantt, and CPM Charts

This course will benefit anyone who intends to be involved in the delivery of a project as project manager, or project team member, and anyone who is interested in developing Project Management skills as a career and wishes to work towards a Project Management qualification.

Course Objectives:

- To help prepare managers and future managers to provide leadership in managing the use of information systems technology.
- To manage project scope, time, cost, quality, human resources, risk, communications, and procurement (PMBOK areas).
- To prepare and track project schedules and budgets using appropriate manual and automated tools.
- To help prepare you to sit for the Project Management Professional Exam and qualify for the designation PMP.
- To provide exposure to on-line computing environments to enhance the understanding and usefulness of today's end-user computing environment.
- To master the use of Microsoft Project 2010 to Manage and Track Projects.

Reading and Written Assignments:

You are expected to read textbook assignments and assigned outside readings prior to class lectures/discussions. Look for major points and be prepared to both ask and answer questions in class. Listen and participate in the lectures/discussions in class.

All written work must be typed. Include a cover page with your name, name of assignment, date submitted, and name of the course of all submitted work along with a header on all pages with your name on it. This is a class utilizing computers, therefore, your entire work product will be expected to be error free and professionally presented using the software we are studying. If not, your grade will suffer accordingly! Delivery will be by Blackboard with the naming of the file as directed.

All assignments are due at the beginning of class on the date due. Late submission of assignments will be assessed a penalty of a letter grade drop per day. No exceptions are made.

Grading:

Your final grade in this course will be based on four examinations (which includes the MS Project 2010 exam), a reflection paper on the field lab, a journal, a group project, class participation, homework assignments, and quizzes. The relative weights of these requirements are shown in the table below:

Exam 1	15%
Exam 2	20%
MS Project 2002 Exam 3	10%
Exam 4	15%
Field Lab (Reflection Paper)	10%
Journal	10%
Group Project	15%
Quizzes, Assignments, and Class Participation	5%
Total	100%

Your final grade for this course is based on the following table:

A 93 – 100	C 73 – 76
A- 90 – 92	C- 70 – 72
B+ 87 – 89	D+ 67 – 69
B 83 – 86	D 63 – 66
B- 80 – 82	D- 60 – 62
C+ 77 – 79	F < 60

Exams:

There are four scheduled exams planned for the semester. Three of the exams will contain multiple choice and true/false questions as well as essay/discussion questions on material covered in the prior weeks. However, the intent of this course is to measure conceptualization rather than memorization skills. Thus, the major emphasis of the exams will be the essay/discussion questions. Questions for the test will include all assigned reading assignments, anything covered in class, information presented by guest speakers, all information in the text, on-site visits, assigned web sites, and cases. For the fourth exam, you will be using MS Project 2010 to create a schedule for a project.

Attendance:

Attendance is expected. Any changes to the course schedule will be announced in class and it is your responsibility to make sure that you are aware of any such changes. Naturally,

attendance has an impact on the student's class participation grade. If student misses a class, it is his or her responsibility to get lecture notes from a classmate. Any students missing more than two classes will receive a grade reduction. Each absence beyond three will result in a half-letter grade drop in your final grade for the course. Students should plan wisely. Two tardies is equivalent to a missed class. Thus, govern yourself accordingly and use your absences wisely.

Quizzes:

Every class you should be prepared for a short quiz on the material assigned for that day.

Group Project:

Much work, not only in the Business School but also in the “real world,” is done by project teams or groups. Done correctly, a group work experience can be a joy – a synergy of talents and ideas, as well as effective division of labor. When it works like it is supposed to, the whole is much greater than the sum of its parts. Unfortunately, when things go wrong, they can go very wrong – unresolved conflicts, delinquent group members, inefficient work strategies, and substandard products. An important aim of this course is to teach you how to do group projects better. Throughout the term we will periodically provide information and suggestions about better group dynamics. We will provide intermediate deadlines and periodically monitor group progress. At the end of the semester, each member of the group will be asked to provide written feedback regarding the group experience. Also, each group member will evaluate the quality and quantity of work performed by the other group members. A team member that fails to participate in this activity will result in earning zero points for this assignment.

The course project consists of developing a plan and a schedule for a real project. You do not have to perform the project for this course; rather, you have to develop a detailed plan and schedule for it. You may develop a plan and schedule for a project that you are currently working on, one recently completed, or one that you will be undertaking in the near future. Projects may be related to your academic program, work experience, or may be personal in nature.

Each team should submit a one-page proposal (**Due DAY 10**), detailing the nature of the work to be performed, why the project was chosen, its customer, and the project's objectives. Once approved, your written work must be completed by **DAY 23**.

Tentative Project Outline (written component):

1. A brief proposal of what project will be the basis for the course project.
2. RFP (Optional) - includes Technical, Management, and Cost Section
3. A contract (For a customer who is external to the performing organization)
4. Statement of Work (SOW) – Describes the products or services that will be delivered by the project
5. A detailed description of the project scope of work, including assumptions and constraints. Clearly state project objectives. (Project Charter)

6. Work breakdown structure, responsibility matrix, list of activities, including estimated duration of each activity (20-40 tasks required), and budget for each activity (hours for each person and any material costs).
7. Network diagram of the logical sequence of all activities.
8. Schedule table showing the duration, earliest start and finish times, latest start and finish times, and slack for each activity. Identify activities that make up the critical path. Discuss possible ways to reduce overall project duration and consequences of doing so.
9. Discussion of project team/skill set needed to complete the project.
10. Discussion of the methods you propose to control the project
11. Discussion of the tasks needed to close out the project.
12. Discussion of critical success factors.
13. Conclusion/lessons learned/next steps.
14. Appropriate reports from Microsoft Project - Computer-generated network, schedule, resource histograms, and cost graphs.

Papers will be graded on content, style, writing quality, and professionalism.

Field Experiences:

Twenty percent of the contact hours for this course are provided by field work. Being able to visit so many countries offers many unique and personal experiences. We will attempt to take advantage of these opportunities to explore and critically reflect upon how the culture relates to team dynamics and leadership in the area of project management. In today's marketplace, more companies are using virtual teams which are groups of individuals that have a common goal but work across time, geographical locations, and organizational boundaries. Most times team members may never meet face-to-face but must communicate electronically among themselves. Further complications come from group dynamics that represent members from several different cultural backgrounds that speak different languages, and have different value systems.

Field Lab:

To better understand these issues, for our field lab we will visit a local university in Kochin, India and meet with faculty members and students and visit a business that utilizes virtual teams on Wednesday March 6th. Students will have the opportunity to interview the different constituents and will compare and contrast styles as they compare to the U.S. We will also go to dinner to see how something as simple as a dinner experience can cause complications. Upon completion of this field lab, each student will write a reflection paper (4-5 pages) as to what they learned and how it pertains to project management. Attendance is mandatory.

Journal:

In addition to the field lab, each student will write a journal of their experiences of each port as to what they discovered about the cultural, customs, and values they observed and how

they are applicable to team dynamics and project management. Papers will address four major areas: (1) Inputs (Design, Cultural, Technical, and Training), (2) Socio-Emotional Processes (Relationship Building, Cohesion, and Trust), (3) Task Processes (Communication, Coordination, and Task-Technology-Structure fit), and (4) Outputs (Performance and Satisfaction).

Class Participation:

We will discuss the readings in the text, articles, web sites, and on-site visits in-detail each class, so come to class prepared. You are encouraged to ask questions during class over things you feel need clarification, or to make comments based on your own experiences. Don't hesitate to ask me to slow down, or to repeat or restate concepts you find confusing. Any contributions you wish to make during class are encouraged. You are expected to actively participate in class by asking questions and sharing personal experiences. Class participation is expected (its part of your grade). Perfect attendance will earn you a participation grade of 80%. You will gain 5 points for each meaningful contribution to class discussion. Conversely, you will lose 5 points each time you miss class, are tardy, or are grossly unprepared. Also, all homework assignments are included in the calculation of the class participation grade.

Learning Methodology:

The learning methodology used in this course consists of lectures, class discussion, quizzes, case analysis and discussion, homework, videos, journal, tutorials, and exams. There is also heavy component on self motivated learning outside the class which is beyond the instructor's direction.

Honor Code:

Students will adhere to the University of Virginia Honor Code as noted in the Voyager's Handbook.

Behavior Guidelines:

- All work presented will be that of the student alone. Plagiarism and cheating are serious offenses and may be punished by failure on an exam or assignment, failure in the course, and or expulsion from the college. For more information refer to the section in the syllabus "Integrity in the Academy."
- Arrive to class on time. This course is to aid in your development of skills you will need when you are employed in a professional capacity.
- Sleeping. How long do you think you'll last in that job you been waiting for if you sleep through your boss's meeting? Get a good night's rest before class.

- If you have a question, raise your hand and share it with all of us. Others may have the same question but are too shy to ask. Surfing the internet, using email, or instant messaging will not be tolerated in class.
- The beginning of maturity is taking responsibility for your actions

Other:

- Always come to class on time. Missed tests or quizzes due to tardiness will not be allowed to be made up. Two tardies are the equivalent of one absence.
- I am always willing to see students and will go out of my way to schedule meetings. Please make sure that if you make an appointment that you keep it and be on time.
- If, for any reason, I can not make it to class or can not get it covered by another instructor, I will make sure that a notice is posted in the classroom. Furthermore, I will attempt to post it on-line and/or email you to hopefully prevent an unnecessary trip to campus. I sincerely hope this will not happen.
- All examinations are required and no make-ups will be allowed. Likewise, no incompletes are given.
- Do not send me long emails concerning grades. Please set up an appointment and meet with me. Also, come to this meeting prepared.

Tentative Course Outline

Day	Topic	Readings
Day 1	Introduction and Administration	
Day 2	Project Management Concepts	Chapter 1
Break (Hawaii -2)		
Day 3	Project Management Concepts	Chapter 1 *(Groups Formed)
Day 4	Needs Identification	Chapter 2
Study Day		
Day 5	Proposed Solutions	Chapter 3
Day 6		
Break (Japan – 5)		
Day 7		Exam 1 (CH 1-3)
Break (China – 6)		
Day 8	The Project	Chapter 4
Day 9	Planning	Chapter 5 *(Reflection Paper Due)
Break (Vietnam – 7)		
Day 10	Scheduling	Chapter 6 *(Project Proposal Due)

Break (Singapore – 7)		
Day 11	Scheduling	Chapter 6
Day 12	Scheduling	Chapter 6
Break (India – 6)		
Day 13	Scheduling Control	Chapter 7
Study Day		
Day 14		Exam 2 (CH 4-7)
Day 15	MS Project	
Break (Port Louis – 1)		
Day 16	MS Project	
Study Day		
Day 17	MS Project	
Break (South Africa – 6)		
Day 18	MS Project	
Study Day		
Day 19		Exam 3 (MS Project)
Day 20	Resource Considerations	Chapter 8
Break (Ghana – 4)		
Day 21	The Project Manager	Chapter 10
Day 22	The Project Team	Chapter 11 *(Journals Due)
Study Day		
Day 23	Project Communications & Documentation	Chapter 12 *(Group Projects Due)
Study Day		
Study Day		
Break (Casablanca – 4)		
Day 24 (Final Exam)		Exam 4 (CH 8,10-12)
Convocation		
Arrive Barcelona		

The instructor reserves the right to change any portion of this syllabus at any time. All students will be notified of changes in class, by email, and/or electronically.