Syllabus: Project Management (Spring 2010)

CRN 7363 / MGMT 5028A

Please e-mail Instructor prior to 1/23/2010 to ensure receipt of critical information (*tousouljoglou@gmail.com*)

Instructor:

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Purpose / Objectives:
The purpose of this course is to provide an overview of the field of Project Management for projects in general (the emphasis is on **non-IT**-related projects). We will examine the basics of Project Management and what enables success (key tools and techniques). Upon completion of the class, students will:

1. Understand the role projects play in organizations. Specifically, students will be able to answer the following questions:

- What are projects and where do they come from?
- What types of projects are there?
- How do projects enable organizations to achieve their overall strategic goals / objectives?

2. Understand the role stakeholders play in project management. Specifically, students will be able to answer the following questions:

- Who are the various stakeholders involved with projects and why do we need to "manage" them?
- What tools / techniques are available to ensure the appropriate stakeholders are appropriately engaged throughout the project?

3. Understand key tools used to manage projects. Specifically, students will use various examples and cases to:

- Examine organizational structures that make it possible to effectively/efficiently manage projects;
- Understand the various phases of a project and key milestones associated with each phase;
- Develop a project charter;
- Develop work breakdown structure (WBS);
- Develop a project plan and budget.

Let me know of other topics you hope to discuss!

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Course Overview

We may shift these topics around to better meet the collective needs of the class.

Location: 72 5th Ave – 7th Floor Conference Room Time: 4:00 -5:50 PM		
Session	**Topics of Discussion**	**Readings**
1. **1/26**	- **Introductions / Course Overview** - **What Role Do Projects Play in Organizations?** o What are projects and where do they come from? o What types of projects are there?	**Note: Readings will be sent to you via e-mail** - PMBOK Chapter 1
2. **2/2**	- **What Role Do Projects Play in Organizations?** (continued) o How do projects enable organizations to achieve their overall strategic goals / objectives? o How do organization decide which projects should be implemented (and eliminated)?	- Lessons for an Accidental Profession - Which Projects Get Top Billing?
3. **2/9**	- **What Role Do Stakeholders Play in Projects?** o Who needs to support a project? o How do Stakeholders demonstrate their support (or lack there of) to projects?	- PMBOK Chapter 2
4. **2/16**	- **How Do We Manage Projects?** o What are the typical phases of a project? o What are the key project management tools?	- PMBOK Chptr 3 (pp TBD)
5. **2/23**	- **Managing the Project's Scope:** o Project Charter	PMBOK: - Chptr 3 (pp TBD) - Chptr 4 (pp TBD)
6. **3/2**	- **Managing the Project's Work:** o Work Breakdown structure (WBS)	PMBOK: - Chptr 3 (pp TBD) - Chptr 5 (pp TBD)
7. **3/9**	- **Managing the Project's Stakeholders:** o Stakeholder Management Plan (beyond communication)	PMBOK: - Chptr 10 (pp TBD)
3/16	**NO CLASS – SPRING BREAK**	
8. **3/23**	- **Managing the Project's Work & Resources <u>(in more detail)</u>:** o Project Plan / Budget	PMBOK: - Chptr 3 (pp TBD) - Chptr 7 (pp TBD)
9. **3/30**	- **Managing the Project's Progress:** o Project Meetings / Milestones / Stakeholder Updates	- Why Bad Projects are So Hard to Kill
10. **4/06**	- **Managing the Project's Progress (continued):** o Project Meetings / Milestones / Stakeholder Updates	- Why Good Projects Fail
11. **4/13** 12. **4/20** 13. **4/27**	- **Dealing with Reality (Simulation)** o During these sessions we will use a simulation to experience the real-life situations that come up and must be dealt with when trying to implement a project.	- No assigned readings
14. **5/04**	- **Putting it All Together (Reflection)** o Our last sessions will be used to reflect on what we have learned ("What would I do differently, knowing what I know now?").	- No assigned readings
15. **5/11**		- No assigned readings

FYI – During Winter Months. . . Should snow or ice be in the forecast for some Tuesday evening, I may be delayed getting into the city. If bad weather is expected, I will send out an e-mail around noon the day before to let you know that I may be delayed. In that case, please call my voicemail (860-733-5789) after 2:00 PM. If I am delayed the outgoing message will tell you when class will start:

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Assessment

The following provides an overview of how your grade is determined:

		When:	Worth:	Brief Description (A detailed overview of each assignment will be provided at a later date
Assignments (60 points)	Project Charter	**Tuesday, 3/2**	15 points	Working in groups of 2-4 people, students will develop the project tools listed to the left using a specific (easy to relate to) case study. Details will be handed out in class at a later date. Students should be prepared to discuss their work in class the day the assignment is due.
	Work Break Down Structure	**Tuesday, 3/9**	15 points	
	Stakeholder Management Plan	**Tuesday, 3/23**	15 points	
	Project Plan / Budget	**Tuesday, 3/30**	15 points	
Participation (20 points)	Simulation	**Sessions 11 – 13**	10 points	Using the project tools developed above, students will be faced with a variety of "situations" that may affect the project's scope, stakeholder support for the project and/or the project's budget. During class students will assume specific roles associated with the project and work together to determine how best to address this issue going forward. There are no written assignments due with this simulation. Instead, your grade will reflect the degree to which you apply the appropriate tools and concepts from class to decide what should be done going forward to ensure the project stays on track.
	In-Class Participation	Sessions 2-15	10 points	Each session is worth ten (10) points. A student's final participation grade will be an average of the points earned during sessions 2-15. In general, a student's participation grade will reflect both the quality and the quantity of contributions to class discussions and the degree to which a student demonstrates that he/she has completed the readings and is prepared for class discussions.
Reflection (20 points)	Reflection Paper	Friday, 5/14	20 points	Students will have the opportunity to reflect on what they have learned by writing a final paper (approximately 3 – 4 pages in length). This paper can either assess a project from the past ("what would I do differently if I had it to do again") or this paper could anticipate what will be done to set up future projects for success.

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Policies Regarding Group and Individual Assignments

1. **Submitting Assignments and Getting Back Grades**
   - Assignments are due on the dates / times identified. **One point will be deducted from any assignment submitted after the due date/ time.**
   - **Hard copies** of assignments should be brought to class on the day they are due;
   - **Electronic copies** of the assignment should be sent either via e-mail or Google Docs. I will confirm receipt of your assignment via e-mail within 24 hours of receiving it. **I will not contact you to find out where your assignment is if it is not received by the due date / time.** In other words, if you do not hear from me within 24 hours, you should assume that **I have not received** your assignment, and you should contact me ASAP.
   - Grades and comments about your assignments will be sent back to you electronically (either via Black Board, or Google Docs – depending on the assignment).

2. **Resubmitting Assignments**
   Assignments **cannot be resubmitted** to earn a better grade. Instead, opportunities to earn extra points may be provided. These opportunities will be announced to the entire class and those who are interested can participate.

3. **Group Assignment Grades**
   If you chose to work in a group, please be aware that the same grade will be assigned to each member of the group without exception.

4. **Assignments Not Submitted**
   Assignments not received by the time final grades must be submitted will receive zero points. **Final grades will be submitted by Tuesday, May 18th.**

5. **Writing Style and Grammar**
   Students are assumed to have basic writing skills enabling them to communicate effectively about ideas relevant to the course. The course also assumes students are, or will quickly become, proficient in word-processing. All written assignments should be word-processed.

   Grades for written assignments will, in part, reflect your writing skills. That is, if your writing style and use of grammar interfere with your ability to convey your ideas clearly, your grade will be affected. Feedback is aimed to assist students to strengthen these skills. Students who wish to further improve their skills should consult the Graduate School Office about available resources and materials.

Other Policies

Attendance Policy

- There may be times when you are late for class or need to leave early. Please be aware that for every hour of class missed, **½ point will be deducted from your score for that session**. These points cannot be made up.
- Missing an entire class will result in losing the possible participation points for that session. These points cannot be made up.

- **NOTE:** Missing **more than 7.0 hours of class (25% of class time)** will affect a student's final grade **(final grade may be lowered up to an entire letter grade).**
- Exceptions will be made to this policy if you have a **legitimate** emergency or illness that prevents you from coming to class. If that is the case, please call me as soon as it is reasonably possible.

- It is the student's responsibility to find out what material was covered during the time missed (I will happily meet outside of class about any missed content – it is the student's responsibility to arrange for a time to meet).

Grading Policy and Academic Standards

Point Scale

The following identifies how points translate into letter grades:

93 – 100	=	A
90 – 92	=	A -
87 – 89	=	B +
84 – 86	=	B
80 – 83	=	B -
77 – 79	=	C +
74 – 76	=	C
70 – 73	=	C -
69 or less	=	F

Incompletes

As outlined in the department's grading policy and academic standards policy, "A grade of 'I' (incomplete) is a temporary grade indicating failure to complete assigned work. The mark is given only upon the request of the student and at the discretion of the instructor. The student and faculty member must sign a completed 'Request for Grade of Incomplete Form' before the final class session. The 'I' must be removed within one year after the end of the semester in which the student received the grade. Students seeking an extension of this time limit must have the approval of the instructor and successfully petition the chair of their program. If no petition is made, or if the petition is unsuccessful, the grade is changed to an N – Permanent Incomplete – which remains on the student's permanent record."