SBNM 5413

Fall Semester 2012-13
Monday Evening
Project Management
Concepts, Techniques, Practice

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Course Description

Welcome! This course focuses on a holistic approach to project management. The content deals with planning, scheduling, organizing, and controlling projects--for example, product development, construction, information systems, new businesses, and special events. The course includes major topics of Strategy, Priorities, Organization, Project Tools, and Leadership. Primary class emphasis is on the project management process and tools. Project management is becoming more important in today's world. Mastery of key tools and concepts could give you a significant competitive advantage in the marketplace.

Course Objectives

A. To provide experience in using the concepts, techniques, and decision tools available to project managers.

B. To enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.

C. To create an awareness of potential conflicts and problems that can occur on projects.

D. To identify appropriate behavior for successfully managing a project.

E. To provide a framework for a complete computer-based information system for managing projects.

F. Have fun!!

Course Schedule:

Week 1	Chapters 1-2	
Week 2	Chapters 3-4	Present Project

Week 3	Chapters 4-5	Mid Term I(1st case)
Week 4	Chapters 6-7	
Week 5	Chapters 8-9	Mid Term II (2nd case)
Week 6	Chapters 10-11	
Week 7	Final Presentations	

Grading

Your grade for the course will be determined by satisfactory achievement of the following requirements:

Midterm examination I	25%
Midterm examination II	25%
Final examination - term paper	35%
Cases at the end of Chapters	10%
Participation	5%

Resource Materials

READINGS: The main text for this class is "Project Management: the Managerial Process" by Cliff Gray and Erik Larson. 5th ed
HANDOUTS: Provided in class for specific assignments.
SOFTWARE: The "official" software for the class will be Microsoft Project for Windows; however, you are free to use any software to which you have access.

It is imperative that you bring the text to class!!!!

Final Examination: Project Tools and Information System Term Paper

The major purpose of the paper is to give you an opportunity to apply and demonstrate your understanding of the tools and principles covered in the class to a project of your choice. Preferably, the project should be one from your past, present, or future career work situation. If this is not feasible, pick a project you would like to do that is of sufficient magnitude to demonstrate all the tools and principles covered. (A one or two-person project is too small to meet the needs of the project.) In some cases you may take a large project and only operate on a subnet of a major project. Extra points are given for creativity and for those projects that demonstrate your understanding of the total project

management information system. Some "doctoring" of your projects may be necessary to allow you to demonstrate use of the tools.

The paper should essentially follow the process outlined in the class materials. That is, write a scope statement, identify deliverables, and develop a work breakdown structure (WBS). This information will be used to develop a project network plan using the AON format for setting activities on a timeline. Next, schedule the resources and identify scheduling conflicts that will require revising the plan (even if you assume your project is time constrained). After the schedule is in place, make a financial requirements schedule for the finance group of your organization. Identify potential management issues (i.e. motivation problems, conflicts) that are likely to arise in completing this project. What should you, as the project manager, look out for in managing this project? What are the keys to success?

Next, you will assume the project has been in process 30-70 percent of the project duration and has not materialized as planned in the schedule and/or budget. Give a status report on schedule and cost variance. Give management a rollup of schedule and cost variance in your WBS. Discuss options and associated trade-offs for responding to delays, problems, and cost overruns. Choose and justify an appropriate response given the nature and purpose of your project. Discuss a specific management problem you encountered and how you resolved it. Be sure to remember hint B below!

Hints:

A. Probably best to limit the number of activities in your project to 15-25 activities to keep the paper manageable. Use a subnet or synthesize your project if your project is large.
B. The report is NOT a ream of computer output. Use a narrative to explain each section. Explain the managerial implications of each section. The narrative is as important as your application of the tools and systems of the course to your project.
C. Pick a project that allows you to demonstrate the principles discussed in class.
D. Think ahead to the resources that will be used. The project should involve more than two people. In the case of volunteer labor you must assign a wage in order to generate progress information.
E. Assume that top management is reviewing this report. Time is precious, so organize your report so that it is easy to comprehend and follow. Embed figures and tables into the text.
F. Constructing patios, garages, barns, and trivial projects are not valid term projects.
G. At the same time be realistic and create a project scenario that is either resource constrained and/or time constrained.
H. To avoid panic adhere to submission of sub-components as stated in the course schedule.

Remember that your charge is to demonstrate your understanding of the systems, tools, and concepts discussed in the class through your project and narrative. Good luck!

Note: If you have another type of project in mind, discuss with the instructor. You might be surprised how flexible he is. Any alternative projects must be cleared with the instructor.

Casees:

Typewritten analysis of the cases will be treated as a homework assignment. Use the Microsoft Project Tutorial to create a network for the projects.

Participation

You are expected to come prepared to discuss the material assigned for that date and take an active role in class activities.

The Ten Commandments for Using MS Project 2007

1. Thou shall save incremental versions of one's work.
2. Thou shall not save as baseline until one is ready and only do so after saving a copy of the file as a non-baseline.
3. Thou shall not waste time trying to get MS Project 2000 to do things that a good spreadsheet would do.
4. Thou shall change Today's date to the appropriate time when creating a Status Report.
5. Thou shall check to make sure the program is doing what you want it to do.
6. Thou shall be patient in using the tutorial and help function to learn Project 2000.
7. Thou shall save forests by printing only those pages one needs.
8. Thou shall help each other in mastering this program.
9. Thou shall not go insane by working with this software for more than one hour at a time.
10. Thou shall always remember that you are in control not the software.

Term Paper Check List

I. Project Plan
A. Project scope statement
B. Time, cost, performance trade-off assessment
C. WBS
D. Preliminary schedule
E. Resource allocation
1) Identifying and resolving scheduling conflicts
F. Risk Assessment/Response

G. Finalized schedule
1) Rolled-up estimates
2) Financial requirements (cash flow/roll-up)
H. Managing the Project
1) Stakeholder (social network) analysis
2) Keys to success

II. Project Update
A. Status report
1) Performance indices
2) Narrative of key events
B. Problem Solving
1) Description
2) Response
C. Revised Project Estimates
D. Management issue
1) Problem description
2) Response
E. Summary
1) Keys to successfully completing the project

Added Value

Develop realistic cost estimates
Create meaningful schedule/resource conflicts Identify and discuss trade-offs based on alternative project priorities
(cost/schedule/performance)
Discuss the implications of cash-flow requirements for funding of project If appropriate revise expected cost/schedule of activities not completed Discuss the implications of how the project was organized (Project Mgt.
Structure)
Discuss the development of a shared vision for the project Introduce realism at every opportunity TERM PROJECT EVALUATION

I. Project Plan
1. Project Scope Statement
2. Priority Analysis 1 2 3 4 5

3. WBS Network 1 2 3 4 5
4. Resource Allocation 1 2 3 4 5
5. Budget Rollup 1 2 3 4 5
6. Cash Flow requirements 1 2 3 4 5
7. Resolving Resource Conflicts 1 2 3 4 5
8. Stakeholder analysis
9. Risk Assessment 1 2 3 4 5
10. Keys to Success 1 2 3 4 5

II. Project Update

1. Status Report Schedule/ Cost variance 1 2 3 4 5
3. Narrative of Key Events
4. Problem Description 1 2 3 4 5

5. Appropriate Response 1 2 3 4 5
6. Completion Estimates 1 2 3 4 5
7. Management Issue 1 2 3 4 5
8. Summary 1 2 3 4 5

III. Overall Assessment

1. Clarity of Presentation 1 2 3 4 5
2. Degree of Complexity 1 2 3 4 5
3. Relevant Information 1 2 3 4 5
4. Added Value 1 2 3 4 5
5. Realism 1 2 3 4 5

IV. Final Grade/Comments

Completing this assignment makes you unique among project managers. By applying the principles and process covered in class you have a total picture of the systems available to project managers, along with the limitations and strengths of the systems. The paper provided you the opportunity to wrestle with the typical project and software problems encountered by practicing project managers (some of you may never forget!). You have a practical framework for implementing a project of any size or complexity and a knowledge of the kinds of problems and solutions that are common to most project systems used.

Good luck with your future projects. You are well prepared in the systems and tools portion of project management.

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University (NPU) and the SBNM are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

- Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the Internet.

- Copying another's answers on an examination.

- Deliberately allowing another to copy one's answers or work.

- Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University's Catalog (available at www.northpark.edu). In conclusion, it is North Park's mission to prepare you for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the SBNM program office (773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/ada.

Use of APA Publication Manual

The School of Business and Nonprofit Management (SBNM) has adopted the Publication Manual of the American Psychological Association (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the APA Manual is to enhance student learning by:

1) Improving student's writing skills.
2) Standardizing the required format of all written assignments in all SBNM courses.
3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the APA Publication Manual, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.