COURSE NUMBER: ISM/SCM 678

COURSE TITLE: Project Management

CREDITS: 3:3

PREREQUISITES/COREQUISITES: Admission to MSITM or PB SCM Program or MBA 701

FOR WHOM PLANNED: Required course for MSITM Students and elective course for MBA and Post Baccalaureate Certificate in SCM students. Students may not earn credit for both ISM 654 and ISM 678.

INSTRUCTOR INFORMATION:
Dr. Kwasi Amoako-Gyampah
ISSCM Department, 480 Bryan Building
Email: kwasi_amoako@uncg.edu; Phone: 336/334-5739

CATALOG DESCRIPTION:
Modern methods of defining, planning and executing large IT and other projects. Computer software and network modeling are used to support the efficient scheduling of interdependent activities. It deals with best practices that enable successful implementation of and excellence in project management. It examines broader issues covering multi-project or program management, strategies, methodologies, risk management, project management office (PMO), project management excellence models, project maturity models, international projects, and top executive views on project management.

STUDENT LEARNING OUTCOMES:
At the end of the course, students should be able:

1. To justify and explain project selection and relate project selection to organization mission, goals, strategy, and overall project portfolio and program management.
2. To create project plans, budgets, scope statements, and devise monitoring and controls for achieving project goals and objectives.
3. To analyze and evaluate project risks and the appropriateness of mitigation strategies.
4. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling.
5. To compare and contrast different organizational work forms, conflict resolution techniques, and issues related to the staffing process, project leadership, task management, and project teams.
6. To explore how to set realistic and appropriate goals for PMO, and how to initiate and sustain productive dialogue with senior management about the potential short-term and long-term impact of a PMO in organizations.
7. To appraise and apply the related concepts of total quality management and lean techniques in the management of projects.
8. To assess the level of project management maturity within an organization.
9. To evaluate different project management methodologies and evaluate their effectiveness.
10. To **assess** different project management excellence models
11. To **master the use of Microsoft Project Software** (or other project management software) in performing various project management planning and scheduling tasks

**TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:**
Web-based lectures, articles, reading materials, online discussions, case analyses, and hands-on development activities. The case analyses will entail: (1) the selection of projects and assessment of project management risks and the development of mitigation strategies; (2) the development of a project budget and the subsequent evaluation to determine the feasibility of the budget and contingency strategies; (3) the development of a complete project plan and the use of software tools as aids in project planning. Threaded discussions will take place through the Canvas Learning Management System and will include both assigned questions and open forum questions.

**EVALUATION AND GRADING:**
The following criteria will apply to the grading of assignments. Please check the rubric below before you hit the submit button for any assignment.

A: Student’s work reflects a very deep understanding of the different aspects of project management as evidenced by case analysis submissions, assignment, class discussions and performance on the final exam. The student’s work often incorporates outstanding features beyond average expectations.

B: Student’s work meets expectations and reflects a good understanding of the material being covered. The student is able to integrate important concepts of project management in the completion of assignments, case analyses, and participation in class discussions.

C: Important expected components missing in assignments, case analyses and final exam.

The course will be letter graded. A student’s final grade will depend on: Assignments, case analyses, web discussions, and final exam.

**GRADING & PERFORMANCE EVALUATION**
The course grade will be based on the following point distribution:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Project Selection Case Part A</td>
<td>35</td>
</tr>
<tr>
<td>Project Selection Case Part B</td>
<td>25</td>
</tr>
<tr>
<td>PERT Studebaker- Project Budgeting Case</td>
<td>25</td>
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<tr>
<td>DU Singer Case</td>
<td>60</td>
</tr>
<tr>
<td>Threaded Discussions</td>
<td>45</td>
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<tr>
<td>Final Exam</td>
<td>110</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
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**Grade Assignment:** A: 270-300, A-: 265-269; B+: 258-264; B: 245-257; B-: 237-244; C: 216-236; F: Below 236

All submitted assignments must have your signature pledging that you have abided by the UNCG Academic Honor code. Some of the assignments have been used in previous assignments so
presenting someone’s work or part of someone’s work as your own will result in severe penalties. Specifically, you should put this statement on all assignments and add your signature: “I have not provided help to nor received help from anyone on this assignment”

REQUIRED TEXTS/READINGS/REFERENCES:
   Jack R. Meredith, Wake Forest University
   Scott M. Shafer, Wake Forest Univ
   Samuel J. Mantel, Jr., Univ. of Cincinnati.
   Margaret M. Sutton, Project Management Consultant

II. Web-based Learning Area developed for the course and available through Canvas.

III. Supplementary Reading Material available through UNCG Library ereserves. Because the recommended textbook is very brief on some topics, additional chapters have been selected from other project management books and placed on electronic reserves in the library. You can access them through the course website on Canvas

TOPICAL OUTLINE/CALENDAR
FIRST WEEK (Week of Jan 11):
Projects, definition, characteristics, examples, life cycle, project management definition and performance measures, stakeholders, ethics in project management, project management software.

Second Week (week of Jan 18):
Project selection and justification, Alignment with Organizational Strategy, Portfolio Management, RFPs.

• Third Week: Project Management Processes and Roles (week of Jan 25)
  Systems Management, Stakeholder management, Project Organization, team, manager, champions, roles, responsibilities, governance, project management office, virtual teams,

• Fourth Week (week of Feb 1):
  Risk Management identification, common sources, planning, qualitative risk analysis, quantitative risk analysis, monitoring & controlling risks

• Fifth & Sixth Week (weeks of Feb 8 and 15):
  Project Scheduling, network diagrams, critical path method, PERT, critical chain, controlling the schedule,

• Seventh Week (week of Feb 22):
  Project Management Methodologies, Planning and scope management; Project Charter

• Eight Week (week of Feb 29):
  Project Costing and Budgeting

Week of March 7-11 spring break

• Ninth Week (week of March 14):
  Managing Project Resources, importance of human resource management, resource assignment, loading and leveling,

• Tenth Week (week of March 21):
  Monitoring and Control, earned value management, critical ratio, change control,

• Eleventh Week (week of March 28):
  Project Communications, Change Management, Conflict Management

• Twelfth Week (week of April 4)
Project Quality Management, quality planning, Quality control tools & techniques, Six Sigma, Improving project quality management, quality gurus and programs

• Thirteenth (week of April 11)
Lean/Agile Concepts and Other Project Management methodologies, managing multiple projects, Project management maturity, outsourcing, globalization

• Fourteenth Week (week of April 18):
Project Termination and Closeout,

• Fifteenth Week (week of April 25)
Wrap up and final exam

Final Exam
The exam date and time is Friday April 29, 2016, 1:00 p.m. through 1 p.m. Saturday April 30, 2016. You will have 3.5 hours to complete the exam although the expectation is the average student will spend less than that time in completing the exam. The exam will be administered through the Canvas system and must be completed at one sitting. You can take breaks during the exam but your clock will be running. Please make any necessary arrangements with your work requirements so you are available during this period since the exam will not be rescheduled.

Online Threaded Discussions: 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 Canvas (http://canvas.uncg.edu/) for all web discussions and postings. The threaded discussion will have two components: an assigned portion and an elective portion. Participation in the web discussions will help you prepare for the final exam.

Assigned Portion
There is a group of “Threaded Discussion” questions listed at the end of this syllabus. Three (and sometimes more) of these discussion questions are listed for each week of the semester on Canvas. Each student will be assigned a total of 6 questions over the entire semester and the student is required to post a response to the assigned question. The assignment for each student will be posted on Canvas under the Discussion folder. All responses for that week must be posted by 10 p.m. the Friday of that week. 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 and work experience to provide justification for your posting. Each posting is worth 5 points. Grading will be based on depth of posting, ability to integrate concepts and the extent to which the posting goes beyond the obvious. It is recommended that you read other postings made by your colleagues before posting your own. We want to minimize unnecessary repetitions. Also, merely repeating lecture notes or textbook materials or what others have already posted will earn you minimal points.

Elective Portion (Please read these instructions carefully)
In addition to the 6 assigned questions, each student can make three additional postings on three separate weeks during the weeks that the student does not have an assigned posting. In other words, you cannot make a posting to a question already assigned to you. Also, you cannot make more than one elective posting in any one week. The elective posting can be an additional insight, new perspectives, or counter-argument on postings by other students during that week. The elective posting has to be on a topic under discussion during that week. Each of those postings is also worth 5 points.

ACADEMIC INTEGRITY POLICY:
Students are responsible for becoming familiar with the Academic Integrity Policy in all its aspects and
for indicating their knowledge and acceptance of the Policy by signing the Academic Integrity pledge on all major work submitted for the course. Specific information on the Academic Integrity Policy may be found on the UNCG web site at http://academicintegrity.uncg.edu

ATTENDANCE POLICY:
Since it is an online class, no physical class-room attendance is required. It is the student’s responsibility to stay on track with readings, class discussions, assignments, and due dates in order to be successful in the course.

FINAL EXAMINATION:
There will be a final exam scheduled during the last week of the course

ADDITIONAL REQUIREMENTS:
Students should check their UNCG email and the Canvas (BB) Course link regularly as the instructor may send email updates or add new information on Canvas on an ongoing basis. Each student will be responsible for any information or announcements contained in the email messages or updates on Canvas.

Threaded Discussion Questions (The specific questions assigned to each student (6 total) will be posted on Canvas)

1. Why are companies using projects as one of the strategic ways of accomplishing organizational goals and objectives?
2. Is there a difference between project success and project management success? What is the relationship (if any) between the two?
3. At the beginning of a project, how does the PM identify the important stakeholders, and why is it important to involve them all at the beginning?
4. Why are ethical considerations important in project management environments? What could be an example of an unethical behavior in a project environment?
5. What is a project’s measureable organizational value (MOV) and how can the MOV be used to support the organization’s goals and strategies?
6. Why shouldn’t an organization always take on less challenging projects?
7. What arguments will you use to support the use of project portfolio management in project environments?
8. What are the shortcomings of using financial measures to justify project selection and what suggestions can you offer to address these shortcomings?
9. When is a Request for Proposal (RFP) necessary in project management environments and briefly, what criteria will you use to evaluate a good RFP?
10. What is the difference, if any, between a project champion and a project sponsor? Why and how are these roles important?
11. 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?
12. Who do you think would achieve more success managing a Project, an internal manager (organization employee) or an external manager (contractor)? When is it more appropriate to use an external manager?
13. Why do project originators (champions) sometimes not seem to support you in your project manager role? What courses of action are available to you?
14. What tools or mechanisms can a project manager use to motivate people on a project who do not report directly to him or her?

15. 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”?

16. The chances of risk events occurring and their respective costs increasing change over the project life cycle. What is the significance of this phenomenon to a project manager?

17. What are the major differences between managing negative risks versus positive risks (opportunities)?

18. Can the use of social media technologies harm or help project management? Explain how

19. What is the difference between avoiding a risk and accepting a risk? Give an example.

20. What leads to uncertainty in project management environments? How can these be identified?

21. How does a project risk management approach provide an early warning signal for impending problems?

22. How are task (or activity) times typically estimated in project environments? In other words, how does a manager or a team estimate the duration required for a particular task? What are the limitations of the methods that you identified?

23. What is safety time with regard to project scheduling? Is safety time necessary for projects? What types of safety times are most appropriate?

24. You are asked by your Project Manager to supply duration estimates for your portion of the project (a significant deliverable). You know that this is a high-priority project, and upper management is eager for it to be completed as soon as possible. What is the best way to strike the balance between providing low estimates of durations, while ensuring that you have enough time in order to do the job right?

25. In addition to cost considerations what other factors should a firm take into consideration when it decides to “crash” project duration?

26. What is the difference between a project charter and a project plan? At what phase(s) of the project life cycle is each done?

27. What criteria should an organization use in determining which project management methodology to use? Are there some types of projects or organizations for which project management methodologies may not be as effective? Why or why not?

28. A project milestone identifies a success point in a project. How do you determine what they are? Should milestones be based on project value or Sponsor expectations? Why?

29. Do you think that there is a point where a project can suffer because there is too much process and documentation put in place or that more process and documentation guarantees success?

30. Defend the statement “Failing to define what is not part of the project is just as important as failing to define what is part of the project”.

31. 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 you think this happens and what measures should project sponsors put in place to ensure that project planning is given the attention it deserves.

32. 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?

33. How does multitasking confuse the resource availability of project personnel? Can multitasking be eliminated for the average project employee?
34. 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?

35. 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?

36. What is scope creep? How does it occur and how can it be avoided?

37. The term "scope creep" is generally given a negative connotation. Can scope creep ever have a positive effect on a project?

38. As a project manager, once you realize that one of the three basic goals (time, budget, specifications) is not going to be met as intended, what would be your first step? How can you successfully manage the expectations of the stakeholders, while salvaging a project?

39. Many projects do not allow enough time and become rushed at the end. How does the Project Manager prevent this from happening?

40. A novel technology has emerged and shows a promising roadmap. It could make the company's product more competitive in industry. The guidance from top management is to integrate this new technology into one of your ongoing projects. However, in the team meeting, the team members think it is unrealistic to adopt the technology in the middle of the product development. The integration would bring a total re-design and re-qualification of the product, which would cause the project running over budget and significant delay for sample shipment to customer. As the Project Manager, how would you apply your skills of project management to handle the situation?

41. These days group members on a project team will come from different branches of the company, different parts of the country and even perhaps worldwide. As a Project Manager, in addition to conference call and email, how you would manage and improve the team communications in such environments?

42. Why do you think scheduling issues cause the most conflicts on projects? What techniques would you suggest for addressing scheduling issues?

43. What are some positive effects of project conflict? What steps might a Project Manager take to mitigate negative conflicts and facilitate good ones?

44. What impact does brainstorming have on participation in project meetings? Is it a good tactic, or should it be avoided?

45. 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?

46. What do you think accounts for the differences in companies’ abilities to manage projects?

47. Why do you think companies and organizations hang on to failing projects?

48. As an IT professional do you think software quality is a problem for business and what suggestions would you have for improving information technology project quality?

49. Is national culture important in achieving project management success? How so?

50. When working on a global project (meaning members are from various countries and cultures), how important is it to understand their culture of working together? As a project manager, how would you address any cultural differences that might impact the success of the project?