COURSE NUMBER: ISM/SCM 678-02

COURSE TITLE: Project Management in Dynamic Environments

CREDITS: 3:3

PREREQUISITES/COREQUISITES: Admission to MSITM or PB SCM Program or MBA 701 or some other approved program

FOR WHOM PLANNED: Required course for MSITM Students and elective course for MBA and Post Baccalaureate Certificates offered by the ISSCM Department.

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 the organization’s mission, goals, strategies, and overall project portfolio and program management.
2. To create project plans, budgets, scope statements, and devise monitoring and control mechanisms 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 a Project Management Office (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
12. To **analyze** project management decisions using appropriate information systems software such as Excel.

**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 evaluation of alternate contingency proposals (3) the development of a complete project plan and the use of software tools as aids in project planning. Threaded discussions (graded) will take place through the Canvas Learning Management System and will include both assigned questions and open forum questions.

The instructor will hold Webex sessions on some weeks. The sessions, when needed, will be on Wednesdays from 5:15-6:15 pm. The sessions will be recorded for the benefit of those unable to attend live sessions. **This time slot was assigned so as to minimize conflicts with other courses offered by the department in spring 2020.**

**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, assignments, 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. The student’s performance is about average on the exam.

C: Important expected components are absent 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>Oak Ridge Nurseries Project Proposals Case</td>
<td>40</td>
</tr>
<tr>
<td>Orleans Construction Company Case</td>
<td>50</td>
</tr>
<tr>
<td>MBASF Pharmaceutical Products case</td>
<td>65</td>
</tr>
<tr>
<td>Threaded Discussions</td>
<td>45</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
</tr>
</tbody>
</table>
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. 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:
I. Textbook: Project Management in Practice, 6th Edition (The 5th Edition is also OK)
   Jack R. Meredith, Wake Forest University
   Scott M. Shafer, Wake Forest Univ.
   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 ereserves link on the course website on Canvas

TOPICAL OUTLINE/CALENDAR
FIRST WEEK (Week of Jan 13):
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 20):
Project selection and justification, Alignment with Organizational Strategy, Portfolio Management, RFPs,
• Third Week: Project Management Processes and Roles (week of Jan 27)
   Systems Management, Stakeholder management, Project Organization, team, manager, champions, roles, responsibilities, governance, project management office, virtual teams,
• Fourth Week (week of February 3):
   Risk Management identification, common sources, planning, qualitative risk analysis, quantitative risk analysis, monitoring & controlling risks
• Fifth & Sixth Week (weeks of Feb 10 and 17):
   Project Scheduling, network diagrams, critical path method, PERT, critical chain, controlling the schedule,
• Seventh Week (week of Feb 24):
   Project Management Methodologies, Planning and scope management; Project Charter

Week 8 (Week of March 2-8) spring break

• Ninth 9 Week (week of March 9):
   Project Costing and Budgeting
• Tenth Week (week of March 16):
   Managing Project Resources, importance of human resource management, resource assignment, loading and leveling,
• Eleventh Week (week of March 23):
Monitoring and Control, earned value management, critical ratio, change control,

- Twelfth Week (week of March 30):
  Project Communications, Change Management, Conflict Management
- Thirteenth Week (week of April 6)
  Lean/Agile Concepts and Other Project Management methodologies, managing multiple projects,
  Project management maturity, outsourcing, globalization
- Fourteenth Week (week of April 13):
  Project Termination and Closeout, Project Auditing, and wrap of course
- Fifteenth week (week of April 20);
- Sixteenth week (week of April 27), Review for Exam Reading Day: April 30, 2020

Final Exam
The exam date and time is Friday May 1, 2020, 2:00 p.m. through 11:59 p.m. Saturday May 2, 2020.

You will have 3 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. The exam will consist of short essay questions and “problem” type questions. A study guide will be provided before the exam

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 on the Discussion Module on Canvas. Four (and sometimes more) of these questions are listed for each week of the semester on Canvas. Each student will be assigned a total of 6 questions from the list over the entire semester and each student is required to post a response to the assigned question for the specific weeks. The assignment for each student will be posted on Canvas under the Discussion folder after Spring enrollments are finalized by the Registrar’s office

All responses (your postings) for the week must be posted by 11 p.m. the Saturday of that week. Late postings will receive zero points. This is because your colleagues are not likely to read postings made long after the class has moved on to another topic. 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 on the topic 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 minimal points.

Self-selected Discussion (Please read these instructions carefully)
In addition to the 6 assigned questions mentioned above, each student is required to make three additional postings on three different 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 in a particular week. Also, you cannot make more than one self-selected posting in any one week. The “self-selected” option means you choose the discussion question you want to respond to for that week (among the ones assigned to other students. Your posting can be an additional insight, new perspectives, or counter-arguments on postings by other students during that week. The self-selected posting has to be on a topic under discussion during that week. It cannot be on a topic from previous weeks. You should mark your posting that falls into this category as “self-selected response”. Each of those postings is worth 5 points.

The combination of the Assigned” and “Self-selected” portions of this assignment implies that all of us are reading and participating in the postings made each week.

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 for Friday May 1, 2020, 2:00 p.m. through 11:59p.m. Saturday May 2, 2020. The exam date will not be changed or rescheduled for a student except for a medical reason. Please make appropriate changes with your job or family if there is going to be a conflict.

ADDITIONAL REQUIREMENTS:
Students should check their UNCG email and the Canvas course link regularly as the instructor will 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.