

The University of North Carolina at Greensboro
Joseph M. Bryan School of Business and Economics
Course Syllabus- Spring 2019

COURSE NUMBER: ISM/SCM 678

COURSE TITLE: Project Management
Wednesdays: 6:30 pm – 9:20 pm.
Classroom: Bryan Building Room 206

Instructor: Dr. Vashkar Ghosh

Office: Bryan 437

E-mail: v_ghosh@uncg.edu email is the most efficient way to contact me.

Office Hours: 4:30 p.m. - 5:30 p.m., Wednesdays or by appointment.

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.

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:

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 assessment of failure/success of three well-known projects; (3) the development of a complete project plan and the use of software tools as aids in project planning. Class discussions which 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 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.

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

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

GRADING & PERFORMANCE EVALUATION

The course grade will be based on the following point distribution:

Midterm Exam	30%
Final Exam	30%
Project	25%
Assignments & Exercises	15%

Note:

- Details about the projects homework and exams will be announced in class and posted on the course website.
- Exam dates: Midterm Exam 1 – Feb 27th, 2019. Final Exam – May 8th, 2019.

Grading Scale (%):

Grade	A	A-	B+	B	B-	C+	C	F
Score	92 - 100	89 - 91	85 - 88	81 - 84	77 - 80	73 - 76	70 - 72	< 70

All submitted assignments must have your signature pledging that you have abided by the UNCG Academic Honor code. 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:

Textbook: Successful Project Management – Gido and Clements 6th Edition
 Authors: Jack Gido and James P. Clements
 Cengage Publisher

Course note and basic lecture material will be made available online on Canvas.

Exams

All exams will be given during scheduled time periods on the dates listed in the syllabus. 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. There are only two excuses that will allow a make-up exam:

- A note from a physician in case of an illness.
- A note from Academic Advising in case of any other problem.

In either case, you must notify me prior to missing an exam.

Assignments & Exercises

Students are required to complete assignments and class exercises. These will cover basic material and are intended to be major learning tool and test your understanding of the course. Each student is expected to participate in class discussion. The goal of these discussions is for us to learn from each other in an effective and efficient manner. Discussion questions will be announced in class and posted on Canvas.

Project

There will be group project and case analysis where each team will be required to turn in a report with their analysis. Detail about the project will be announced in class and a separate detailed document will be posted on Canvas.

CLASS SCHEDULE:

NOTE: This schedule is tentative only in that sensitivity will be given to class progress. Some areas may take longer than planned, while others may be finished more quickly than anticipated.

Week	Topic	Readings
16-Jan	Project Management Concepts	Chapter 1
23-Jan	Initiating a Project	Chapter 2
30-Jan	Developing Project Proposals	Chapter 3
6-Feb	Defining Scope, Quality, Responsibility and Activity Sequ	Chapter 4
13-Feb	Developing the Schedule	Chapter 5
20-Feb	Resource Utilization	Chapter 6
	Midterm Exam - Wednesday February 27th	
	Spring Break - Wednesday March 6th	
13-Mar	Determining Costs, Budget and Earned Value	Chapter 7
20-Mar	Managing Risks	Chapter 8
27-Mar	Closing the Project	Chapter 9
3-Apr	Project Manager	Chapter 10
10-Apr	Project Team	Chapter 11
17-Apr	Communication and Documentation	Chapter 12
24-Apr	Project Management and Organizational Structures	Chapter 13
1-May	Review Session and Project	
	Final Exam - Wednesday May 8, 7:00 p.m.	

ATTENDANCE POLICY:

The time demands on a student are well-known but this class is structured so that a great deal of learning is accomplished during the class if the student is conscientious about listening, asking questions and completing assignments. In short, while missing class may not immediately or directly affect the class grade, you should expect that missing class will affect both the overall learning and your performance on exams. As there is a group project, class assignments and discussions any student with more than 4 unexcused absences will lose a letter grade.

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.

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 <https://osrr.uncg.edu/academic-integrity/>

FACULTY/STUDENT GUIDELINES:

The Bryan School has developed a set of guidelines on student behavior and expectations in and out of the classroom as well as what you should expect of me as faculty member. I will encourage you to read through those guidelines by the end of the first week of class. Here is a link to the pdf file for those guidelines. <https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf>