Course Overview

A project is defined to be a non-repeating or special action or set of actions designed to produce a special outcome. This course presents the concepts and state of the art / state of the practice of project management as applicable to both the Logistics and Operations Management and Management Information Systems domains. Project Management spans the two major phases of a project, planning and execution, and all sub-phases including defining the project organization, scheduling, defining the project in a manner that facilitates management and execution, estimating, leading, risk management, project control and project audit/closure. Concepts such as organizational design and culture as they impact projects and emerging business realities such as employing e-commerce practices and globalization will be introduced. Traditional and agile project management practices will be studied.

Course Objectives

- Develop an understanding of the concepts attendant to project management
- Develop an understanding of the steps in a comprehensive project management plan that spans the planning and execution stages
- Develop an understanding of and an ability to apply state of the art project management practices and tools, with an emphasis on the operations research and mathematical tools used in project management in general and in the Information Systems and LOM communities for project management

Prerequisite

As shown in course catalog

Semester Schedule

**Tue, January 21, 2014** Spring Semester Classes Begin  
**Sun, March 23, 2014** Spring Recess  
**Mon, March 31, 2014** Classes Resume  
**Sat, May 10, 2014** Last day of spring classes  
**Mon, May 12, 2014** Spring Final Exams Begin  
**Sat, May 17, 2014** Spring Semester Closes End of Day  

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Text

Supplemental readings to be assigned

Grading

- Class Participation 10%  
- Team Case Studies 15%  
- Individual Project 25%  
- 1st Examination 25%  

A: 90% or higher  
B: 80% - 89.9%  
C: 70% - 79.9%  
F: less than 70%
University policy clearly defines the requirements for academic honesty and integrity and defines the disciplinary actions to which a student may be subject if these requirements are violated.

All students are expected to respect their classmates, the instructor and the university; Civility is a basic requirement.

The University, the college, and the department are fully supportive of all policies concerning special needs students. Any student who requests accommodations requiring extended exam time, alternate testing procedures, etc. must contact the Disability Access Services office for an auxiliary aids and special services assessment before such requests are granted.

This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.

<table>
<thead>
<tr>
<th>Week</th>
<th>Assignments / Topics of Discussion</th>
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<tbody>
<tr>
<td>22 January</td>
<td>Assignment for Week 1</td>
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<tr>
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<td>Reading assignment … Gray and Larson Chapter 1 … Modern Project Management</td>
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<td>Week One … Projects are defined as non-repeating special efforts to achieve a goal or mission. Projects are how Business gets things done. Projects tend to be</td>
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<td>o Resource constrained</td>
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<td>o Politically and organizationally challenging</td>
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<td>o Business critical</td>
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<td>o Over budget</td>
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<td>Discussion Points</td>
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<tr>
<td></td>
<td>• Introductions, Course Objectives, Expectations.</td>
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<td>• Definitions</td>
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<td>• Modern Project Management; the mandate for proficiency in project management</td>
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<td>Question(s)</td>
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<td>• What is this thing called “project management”? What are the system boundaries of “project management”?</td>
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<td>29 January</td>
<td>Assignment(s) for Week 2</td>
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<tr>
<td></td>
<td>• Reading Assignment … Gray and Larson Chapter 2 … Organization Strategy and Project Selection, pp22</td>
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<td>• Reading Assignment … Kaplan and Norton (2000): Strategy Mapping</td>
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<td>• Suggested Reading (read for concept) … Davis (1989): Technology Acceptance</td>
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<td>• Suggested Reading (read for concept) … Ventejsh and Davis (2003): A Theoretical Expansion of the TAM</td>
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<td>• Suggested Reading (read for concept) … Gartner Report (2003): Hype Cycle for Emerging Technologies</td>
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<td>• Case Assignment …. Read and be prepared to discuss in class the Film Prioritization case pp56</td>
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Week Two … The scope of project management includes picking projects to be executed … project selection must reflect organizational needs as well as resource availability, risk and the business culture, et.al. |

Discussion Points
• Strategy
  o Vision and Mission

• Project selection
  o Kaplan and Norton Strategy Mapping
  o Risk Aversion
  o Technology Assessment
  o Multi-factor Analysis

• Film Prioritization case

Question(s)

  • How does one ensure that a proposed project not only makes economic sense but is a good investment within the context of a business' goals and objectives?

05 Feb Assignment(s) for Week 3

• Reading Assignment … Gray and Larson Chapter 4 … Defining the Project, pp100
• Case Assignment …. Read and be prepared to discuss in class the Manchester United Soccer Club case, pp 124

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Week Three … Given that project management is a key practice than the science and art of defining the project in terms that can be understood, agreed to by the organization, implemented and successfully executed is essential. The use of a Work Breakdown Structure, a hierarchical structure model of tasks to be defined in execution of a project, is a widespread standard

Discussion Points

• Project Execution alternatives
  o Traditional vs Agile Project Management
  o Contract mechanisms

• Defining the Project
  o WBS
  o Integrated Planning

• Campus Wedding
• Manchester Soccer Club case

Question(s)

  • How does one define a project? What are the deliverables attendant to Project definition
  • What is a work breakdown structure (WBS)?
  • How does the creation of a work breakdown structure play into the definition of a project?

12 Feb Assignment(s) for Week 4

• Reading Assignment … Gray and Larson Chapter 5 … Estimating Project Times and Costs, pp126
• Case Assignment …. Read and be prepared to discuss in class the Sharp Printing case, pp149

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Week Four … Estimating costs and resource requirements is an essential part of defining a project. Availability of sufficient but not excessive resources, including time, money, people and skills is of critical importance critical

Discussion Points

• Cost and Schedule Estimation
• Importance of Estimates
• Types of costs
• Macro vs Micro techniques
  o Forecasting like procedures
  o Formal Methods
Question(s)

- Why is estimating critical to project success even at the earliest phases of a project?
- How ought one to estimate various parts of a project?
- What tools are available and when are they applicable to estimating?

Assignment(s) for Week 5

- Reading Assignment … Gray and Larson Chapter 6 … Developing a Project Plan, pp156
- Suggested Reading (read for concept) ... Toole (2005) A Project Management Casual Loop Diagram
- Case Assignment …. Read and be prepared to discuss in class the Greendale Stadium case, pp 198

Discussion Points

- Project Planning
- Project Networks
  - Critical Path Method
    - CPM with Single Estimates
    - CPM with Multiple Estimates
- Greendale stadium Case

Assignment(s) for Week 6

- Reading Assignment … Gray and Larson Chapter 7 … Managing Risk, pp210
- Suggested Reading (read for concept) ... Symantic Incorporated White Paper … Integrated IT Risk Management
- Case Assignment …. Read and be prepared to discuss in class the International Capital, Inc (A) case Pp 247

Discussion Points

- Risk Management
  - Risk identification
Risk assessment

International Capital, Inc (A) case

Question(s)

- What is risk?
- Why is having a formal risk management plan appropriate for all but the smallest of projects?
- How does one build a risk management plan and how does one manage to that plan?

Assignment(s) for Week 7

- Team Case Study … Working In teams, perform a detailed analysis of the Project Vanguard case using the source information and the case rubric provided. The Project Management Checklist may be a useful way of organizing your case analysis thinking and subsequently your report. Prepare a team report and a team presentation ... be prepared to give the presentation in class. There is no specific page requirement for this case study, but most find it necessary to prepare a report of ten pages to twelve pages (typed 1 ½ spaces) to adequately report on the case analysis and recommendations.
- Reading Assignment … Gray and Larson Chapters 8 and 9 … Scheduling Resources and Costs, pp 252 and Reducing Project Duration, pp 304
- Suggested Reading (read for concept) … Martovitch and Profozich: An ARENA Tutorial

Assignment(s) for Week Eight

- Readings to be assigned

Review for examination Week Eight ...

Discussion Points

- Team Case Study Reports
- Scheduling Resources
  - Fiscal, Facility, Personnel Resources
  - Scheduling Methodologies
    - Heuristics
    - Simulation
- Reducing Project Duration
  - Crashing
- International Capital, Inc (B) case

Question(s)

- What are some of the more effective project scheduling and resource allocation processes and tools?
- What is crashing? How and when might one have to crash a project?
Assignment(s) for Week 9
- Reading Assignment … Gray and Larson Chapter 13 … Progress and Performance Measurement, pp452; Chapter 14, Project Closure, pp 504; and Chapter 16, Oversight, pp564
- Case Assignment …. Read and be prepared to discuss in class the Scanner Project case pp 494 and read and be prepared to discuss in class the Maximum Megahertz case pp 530

Week Nine ... Even the best planned project does not just happen.
Program control is the process of assessing / measuring progress vs time and schedule and quality and making adjustments as required to ensure success. The project is not successfully over until it is closed. Audits provide data from one process for use on a following effort

Discussion Points
- Program Control
  - Performance measurement and evaluation
  - Earned Value Measurement
  - Scanner Project case
- The Scanner Project Case
- Project Audit and Closure
- Oversight
- Maximum Megahertz case

Question(s)
- What is program control?
- What is Earned Value measurement?
- Why is “earned value measurement” the program control mechanism favored by project managers and their customers?
- What are the newest approaches to program control? What is a program audit?
- What is the difference between in-progress and end-of-project audits?
- Who is responsible for program audit(s)?

Assignment(s) for Week 10
- Reading Assignment … Gray and Larson Chapter 10 Leadership, pp 338; Chapter 11, Managing Project Teams, pp 374

Week Ten ... Managing the human resource is among the most critical part of managing a project

Discussion Points
- Project Leadership
  - Management vs Leadership
  - Influences
- Building a high performance team
- Managing the virtual team

Question(s)
- What is leadership vs management?
- What are the tools a leader must have to be effective?

Assignment for Week Eleven
- Team Case Study … Working In teams, perform a detailed analysis of the Project Trilogy case using the case rubric
Prepare a team report and a team presentation ... be prepared to give the presentation in class to a panel of Saint Louis executives. There is no specific page requirement for this case study, but most find it necessary to prepare a report of twelve pages to fifteen pages (typed 1 1/2 spaces) to adequately report on the case analysis and recommendations.

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### Week Eleven

**Discussion Points**

- Team Case Study Reports
- Guest Review Board

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#### Assignment(s) for Week 12

- Reading Assignment … Gray and Larson Chapter 15 … *International Projects*, pp 532
- Reading Assignment … Geert Hofstede … *The Business of International Business is Culture*
- Reading Assignment (read for concept) … Reading Assignment (read for concept) … Rottman and Lacity … *Proven Practices for Effectively Offshoring IT Work*

**Case Assignment** … Read and be prepared to discuss in class the AMEX, Hungary case pp 560

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### Week Twelve

*Few projects can be accomplished by single organizations ... partners, subcontractors, or teammates are often involved ... and more projects are global and teams are global in nature*

**Discussion Points**

- International Projects
  - Business and Competitive Necessities and Imperatives
  - International Project Complexities
  - Laws
  - Cultures

**Question(s)**

- Why must linguistics and culture be considered when managing a project? … when managing an international project?
- How can culture be described and understood?

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#### Assignment(s) for Week 13

- Reading Assignment … Gray and Larson Chapter on Agile Project Management

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### Week Thirteen

*Traditional Project Management is a process that is proven to yield good results for major, well-structured projects. But not all projects are major or well structured*

**Discussion Points**

- The “Problem” with Traditional Project Management
- Modified Traditional Project Management
  - Linear
  - Rapid Linear
  - Feature Driven Linear
  - Critical Chain
- Agile Project Management
  - Incremental
  - Iterative
  - Adaptive
  - Extreme
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<thead>
<tr>
<th>Date</th>
<th>Week</th>
<th>Discussion Points</th>
<th>Assignment(s) for Week 15</th>
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<tbody>
<tr>
<td>30 Apr</td>
<td>Fourteen</td>
<td>- Agile Project Management, Continued</td>
<td>- Individual Assignment / Term Papers … Students will research</td>
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<td>- Wrap-up</td>
<td>and analyze a major project and prepare a report discussing</td>
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<td>the successes and failures encountered during execution of</td>
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<td>the project, together with suggestions about how the</td>
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<td>management of the project might have been altered and the</td>
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<td>improvements that would have been achieved</td>
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<td>- Review for second exam.</td>
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<tr>
<td>07 May</td>
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<td>- Examination Number Two</td>
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<td>- Individual Term Papers due</td>
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<td>- Individual optional presentations</td>
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