

School of Business – University of Connecticut at Hartford

Department of Operations and Information Management (OPIM)

OPIM 5270: Project Management

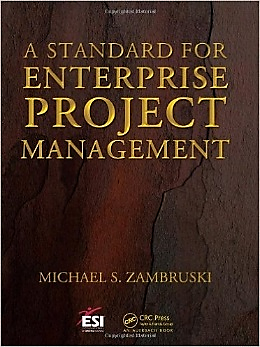
## Scheduled Class Time Class Location

Section B13 - Fridays 10:00 a.m.-1:00 p.m. Graduate Business Learning Center

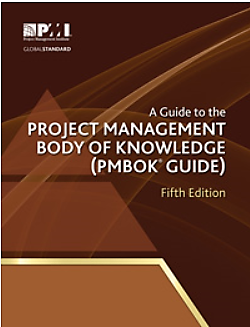
Section B14 - Fridays 2:00 p.m.-5:00 p.m. (GBLC) – Hartford, CT

**Instructor:** Michael S. Zambruski **Email:** [michael.zambruski@uconn.edu](mailto:michael.zambruski@uconn.edu)

**Office Hours:** Please make prior arrangements to meet via phone or in person as needed.



**Required Materials:**

1. ***A Standard for Enterprise Project Management (SEPM)***, Zambruski, CRC Press, 2008
2. ***Project Management Body of Knowledge (PMBOK)***. Project Management Institute, 6th edition. ([www.pmi.org](http://www.pmi.org) ) (Best to join the Project Management Institute in order to obtain a free digital copy. Details to be provided.)
3. Harvard Business Review articles:

*The Necessary Art of Persuasion*

*Knowing When to Pull the Plug*

1. Files posted in HuskyCT during course
2. MS Project®: (install when instructed)

## Course Description:

Business strategy sets the enterprise direction, business analysis translates that direction into actionable scope, and project management either fulfills the scope or shows how the scope and underlying strategy need to be re-examined. This means that project managers are the true custodians and implementers of organizational strategy. Accordingly, this course presents a systematic approach based on concepts, methods, techniques, and tools designed to optimize success and minimize risk when executing projects to achieve strategic objectives.

## Course Objectives:

## This course will enable students to:

## thoroughly understand the concept and context of project management as a critical element of organizational success;

## interact with team members to practice project management and obtain critical feedback and interaction;

## apply project management to realistic scenarios to demonstrate competence in the processes, techniques, and tools presented in class.

## Class Format:

The class sessions will be a combination of lecture, discussions, student team activities, and individual participation. Each student is responsible for reviewing both the attached course outline and the weekly assignments posted in the Course Content on Blackboard in order to complete all assigned reading and homework assignments, project tasks, web postings, and case studies **before** the due date. Note that there are assigned readings to be done before our first meeting.

## Attendance:

Class sessions are considered business meetings, and each student is expected to function as a project manager. Starting on time and engaging in class activities are essential and expected. If you know that you will be late, you need to contact me beforehand. Your presence and active participation during each class period are key factors for classroom discussions, sharing ideas and work experience with peers, supporting team performance, and learning the material in this course.

## General Course Policies:

1. UCONN’s Blackboard and e-mail are the vehicles for individual and broadcast messages.
2. Homework must be completed on time. Although they may not be collected, key assignments will be discussed in class and each student is expected to be prepared. Quizzes and exam questions are based on the homework and may be conducted at the beginning of any class.
3. During the first day of class, students will form teams for team assignments. The teams will choose a project topic from a list provided and will develop a case analysis for presentation during the semester. This will involve as much independent research on the case background as is needed to demonstrate application of course materials to the case topic.
4. Each student is responsible for the material covered in class during any absence.
5. Papers, project activity, and presentations will be graded on the basis of careful, thorough analysis and clear reasoning. As in actual business, the emphasis will be on solid content as well as proper organization, grammar, sentence and paragraph construction, punctuation, spelling, and appearance of the paper.
6. All papers should be formatted to print on 8 ½ by 11 inch paper. Microsoft Excel models and Microsoft Project output should also be formatted to print on 8 ½ by 11 inch paper (landscape or portrait). Submit these papers/models via the HuskyCT Assignment feature only when requested to do so. Ensure you have submitted the native files for Excel or Project files so that if you made errors you can earn partial credit. NOTE: Please do not post or send hard copies of your assignments unless requested to do so.
7. Promptly contact me via UConn email if there are any questions or difficulties with any aspect of the course.

## Grading:

The following scale will be used only as a **guideline** during the semester. The final course grade will **also include** my overall judgement of your individual performance as well as how it compared to the rest of your classmates.

### Individual (60%)

Examinations: (30%) There will be two exams for this course (midterm and final); use of both the course text and individual notes will be allowed. There will also be quizzes at certain points during the semester**;** these may or may not be announced beforehand.

Participation: (30%) Active engagement in class and in team activities comprises this element of the course grade. Periodic peer evaluations will be solicited in order to provide confidential feedback on each student’s performance in team activities throughout the semester. Obviously, tardiness or absence from class will adversely affect this element.

### Team (40%)

Short Papers: (10%) These are brief assignments that address project tasks for the team.

Final Course Presentation: (30%) This will be a 20-minute presentation during the last session. Guidelines will be available later in the course.

**Academic Integrity*:*** All students should familiarize themselves with the rules and regulations found in the student code <http://community.uconn.edu/the-student-code-appendix-a/> .

**Course Outline & Session Topics**

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| --- | --- | --- | --- |
| **Session** | **Date** | **Session Focus** | **Assignments and activities** |
| 1 | 6 Sep 2019 | Introduction to project management concepts and context  Class teams formed | Read: ***PMBOK*** *6th ed.* pp. 4-17 (sec. 1.2.1 to 1.2.3.6)  PMI article *The Enterprise Triple Constraint*  (posted)  Preface and Chap. 1 of *A Standard for*  *Enterprise Project Management* (***SEPM***)  Study: slides for Session 1 (posted) |
| 2 | 13 Sep 2019 | Project Manager,  Project Team,  and Organization | **Class team project topics are all selected.**  Read: ***PMBOK*** *6th ed.* p. 42-68, 552-553  HBR “The Necessary Art of Persuasion”  ***SEPM*** Appendix 23 and 24  Bring PROJECT\_LIFE\_CYCLE.xlsx (print the Overview tab on legal paper) |
| 3 | 20 Sep 2019 | Project Authorization and Initiation | Read: ***SEPM*** Ch. 2 plus Appendix 2, 3, 4, and 5  Article on Systematic Biases *(posted in*  *Course Content*) |
| 4 | 27 Sep 2019 | Project Analysis and Planning  Stakeholder Management  Business Analysis | **Team Project** [**Charter**](file:///C:\Data%20Files\UConn\OPIM5270\SEPM%20items\Project%20Charter%20template%20(from%20SEPM).doc) **due**  Read: ***SEPM*** section 3/3.1 (incl. Append. 6,7,8,9) and  section 3.4 (incl. five appendices 13.1-14.2)  ***PMBOK*** *6th ed.* pp. 550-551 (sec. 1.6) and 158-161 (sec. 5.4.2.2)  Handout on project stakeholders (posted) |
| 5 | 4 Oct  2019 | Project Scheduling | Read ***PMBOK*** *6th ed.* pp. 173-177, 185-193, 217-219, and 6.5.2.2  Study Critical\_Path\_Method\_exercise.xlsx (posted) |
| 6 | 11 Oct 2019 | **Allocating Project Resources**  Intro. to **M/S Project** ® | Read: ***SEPM*** 3.3 and Append. 12  ***PMBOK*** *6th ed.* pp. 215 & 320-327 (sec. 9.2)  View 3 Microsoft Project webinars **Get started, Create a timeline,** and **Tracking progress:**  <https://support.office.com/en-us/article/Project-2013-videos-and-tutorials-af7d1e17-5fa7-421f-a452-9bbe2cd7b082> |
| 7 | 18 Oct 2019 | Resource Allocation (cont’d)  MS Project® (cont’d). | Study ***SEPM*** Append. 20  Microsoft Project webinar **Assigning resources:**  <https://www.youtube.com/watch?v=kwj14wRl3uU&feature=youtu.be> |
| 8 | 25 Oct 2019 | Risk Management | **Team Assignment Due: M/S Project Plan**  Read: ***SEPM*** Chap. 4 through 4.2  ***PMBOK*** *6th ed.* pp. 395, 397-400, 405-408,  414-418, 423-424, 433-448  Three items posted in Blackboard**:**   * root-cause-analysis (Ishikawa diagrams) * pairwise comparison technique * FMEA Minus the Headache |
| 9 | 1 Nov  2019 | Risk Management  (cont’d) | Complete ***SEPM*** Appendix 15, 16, 21 for team project  **Mid-Term Exam (Sessions 1-8) – Open book** |
| 10 | 8 Nov 2019 | Budgeting | **Review Mid-Term Exam**  Read ***PMBOK*** *6th ed.* pp. 235-256  Study budget template with 3 samples (posted) |
| 11 | 15 Nov 2019 | Monitoring & Controlling Projects | Study: ***SEPM*** 4.3,4.4,4.5,4.6 (incl. appendices)  ***PMBOK*** *6th ed.* pp. 107-113, 257-270  Project Status template (posted)  Earned value process (posted) |
| 12 | 22 Nov 2019 | Project Closure  Iterative PM  Class Wrap-up | Read: ***SEPM*** Ch. 5 andAppendix 10, 11, 26  ***PMBOK*** *6th ed.* pp.121-128  HBR “Knowing When to Pull the Plug” |
| **Thanksgiving Break (Nov 26-Dec 1 2019)** | | | |
| 13 | 6 Dec 2019 | Team Project Presentations | **20 min presentation (incl. questions/comments)**  **Team order decided the day of presentations.** |
| 14 | 13 Dec 2019 |  | **Final Exam** |