

Course Outline 2016
OPSMGT 757: PROJECT MANAGEMENT (15 POINTS)
Semester 1 (1163)

Course Prescription

Discusses tools and techniques for managing complex projects. Particular focus is given to balancing competing demands among scope, time, costs, and quality. Communication tools for facilitating relationships between the project team and customers are also discussed. Both qualitative and quantitative tools for risk assessment, mitigation, and management are covered.

Goals of the Course

The course is intended as a second course in project management. It is assumed the student understands mechanical elements such as how to construct GANTT charts, PERT charts, allocate resources, the 80 hour rule, etc. This course is about exploring the softer side of project management and about pushing into the role of the project manager (not the subfunction leader or project administrator). The project manager does not sit and crunch numbers. The project manager receives information and uses that information to make decisions.

Requirements

Students must bring a digital device capable of rendering Microsoft Silverlight on a browser. From weeks 2-4, we are running a simulation that requires Silverlight.

Learning Outcomes

By the end of the course, the student will:

1. Develop instincts about what to do under various project scenarios.
2. Be able to write a convincing business proposal.
3. Identify common project failure pitfalls.

Content Outline

Lesson Number	Topic	In-Class	Homework	Room Configuration
1	Introduction: Review of PM	Lecture		Standard classroom
2	Review of PM/Intro to computer simulation (continued)	Lecture		Standard classroom
3	Simulation	Computer Simulation		1 Computer lab
4	Simulation	Computer Simulation/Classroom simulation	SIMProject reflection	1 Computer lab

5	Writing a Business Case	Lecture	Develop business case proposal	Standard classroom
6	Negotiation	Negotiation game	Read Timberjack parts. There will be a quiz	Standard classroom. Must have configurable furniture.
7	Vendor Selection	Case Analysis: Timberjack Parts	Read Kotter article. There will be a quiz. Bring a dollar coin next class.	Standard classroom
8	Change Management	Change management simulation	Read case studies. There will be a quiz	Standard classroom
9	Change Management	Case Study: Cincinnati Children's Hospital Medical Center		Standard classroom
10	Change Management	Case Study: Massachusetts General Hospital,		Standard classroom
11	Case Presentations			Standard classroom
12	Case Presentations			Standard classroom

Learning and Teaching

The course comprises approximately twelve seminar sessions of 3 hours each. Students will be expected to have completed readings before coming to class. Student reading of the materials will be tested through a set of take-home quizzes due before the class a reading is due. There will be relatively little lecturing in the course. Most learning will occur through various take-home assignments, scenarios, games, and case study discussions.

Teaching Staff

Cecil Chua

Office: OGGB 474

Tel: 09 923 6851

Email: aeh.chua@auckland.ac.nz

Course Location and Timing

Thursday 2-5pm (Venue as per on SSO)

Learning Resources/Readings

SIMProject

Timberjack Parts

Anita Tucker and Amy Edmonson. Harvard Business Case 9-609-109. Cincinnati Children's Hospital Medical Center

Amy C. Edmondson; Richard Bohmer; Emily D. Heaphy. Harvard Business Case 9-699-154. Patient Care Delivery Model at the Massachusetts General Hospital.

John P. Kotter. Leading Change: Why Transformational Efforts Fail. (Harvard Business Review article).

Assessment

SIMProject reflection	25%
Individual Business Case	25%
Failure Case Analysis (oral)	25%
Attend and write about 2 PMI events	11%
Quizzes	4%
Participation	Adjustment to final grade
Total	<hr/> 90%

Further details on these assessments will be provided at our first lecture.

The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	SIMProject Reflection	Project Proposal	Failure Case	PMI Events	Quizzes
1	X		X	X	X
2		X			
3	X		X	X	X