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Georgia Institute of Technology
College of Management

MGT 8803 Special Topics Project Management: Course Syllabus for SPRING 2012

**** EVENING SECTION ****

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Class Time, Location:	6:05 pm – 8:55 pm, Mon, Room 203
Office Hours:	4:30 – 5:30 pm, Mon
Web Page:	See *T Square*

Course Materials:

Required

- *Cases and Readings from Harvard Business School Publishing*
- *Information Technology Project Management*, Revised, 6th ed., Kathy Schwalbe, Thompson Course Technology, 2011, ISBN-13: 9781111221751 or ISBN-10: 1111221758
- *Microsoft Project 2010*, Trial version, CD bundled with Textbook or download from Microsoft website

Recommended

- *A Guide to the Project Management Body of Knowledge, PMBOK*, Project Management Institute (www.pmi.org)

Course Description and Objectives

This course focuses on the management of projects, including the management of information technology (IT) projects. Projects are temporary efforts that create a unique result such as a new product, software system or facility. Project management is the art and science of planning, coordinating and leading these efforts. Unfortunately, many projects fail. For example, the Standish Group has estimated that only 16.2% of IT projects are completed on time and budget, with all features and functions as specified; 52.7% are completed but are over cost, schedule, and/or lacking all of the features and functions specified; and 31.1% are abandoned or cancelled and become total losses.

Clearly, it is not easy to manage projects! Planning, organizing, staffing and controlling projects require management skills and an understanding of quality assurance techniques. Managing IT projects, in particular, also requires special capabilities to respond effectively to the challenges of the volatile and exciting world of information technology.

After completing this course you will understand the basic concepts of project management. You will learn how to:

- Define a project and explain project management concepts
- Justify and select projects (using feasibility studies and risk analysis)
- Plan projects (by determining project scope, estimating project cost and schedule, doing task scheduling, assigning resources, and performing critical path analysis)
- Track project progress (using performance metrics and earned value analysis)
- Understand the special considerations for managing projects in outsourcing/offshoring settings or in adaptive and extreme project management
- Analyze real-world cases to diagnose project failures and prescribe solutions for project recovery
- Investigate new technologies or issues relating to project management
- Use Microsoft Project

Classes will include a mixture of lectures, in class exercises, demonstrations, lab sessions, case analyses, discussion, individual work and group work. The course readings will serve as the basis for lectures on basic project management principles. We will use Microsoft Project for class exercises at various points throughout the term. Lab sessions will focus on learning skills required for project management. The discussions will evaluate critical success factors in project management and techniques for recovering failing projects. Case studies will give the opportunity for groups to diagnose and assess an actual project and analyze the strengths and weaknesses of the project management approach used as well as outline recommendations for improvement. Case analyses involve a written report as well as discussion in class. There are tests planned throughout the semester. But, there is NO final exam at the end of the course.

Grading

Grades will be based on:

1. Case Analysis Reports (best 5 of 6, each worth 10%) 50%
2. Case Presentation 10%
3. Tests (each worth 10%) 30%
4. Class Participation (worth 10%)
    a. Pair: Project Management Simulation 2%
    b. Individual 4%
    c. Team 4%

Note that final grades in the course are determined based on a student's total weighted score (i.e., points earned for each element in the course described above, weighted by the percentages given above). For example, if a student received scores of 100 on all elements of the class, the student's final weighted score would be ((100*50%) + (100*10%) + (100*30%) + (100*10%)) = 100 points. If a student received scores of 50 on all elements of the class, the student's final weighted score would be ((50*50%) + (50*10%) + (50*30%) + (50*10%)) = 50 points.. The maximum total weighted score that can be achieved by a student in this class is 100 points.

Final grades are set based on a curve using the average of students' total weighted scores in the class. Typically, students whose scores are above the average of the class's total weighted score will receive an "A", while those scoring below the class average total weighted score will receive a "B" or lower grade, depending on their scores.

Case Analysis Reports. With your team, you will evaluate real-world case studies. Using the concepts we have discussed in class, you will evaluate the strengths and weaknesses of the project management approach used in the case. You will then make a set of recommendations for improvement. You will put together written reports to document the results of your case analyses, and will discuss your analyses in class. Each team will turn in at least five case analysis reports and will present one case analysis to the class. The best 5 of 6 case report grades will be evaluated.

Tests. Three tests will be given throughout the semester. The tests are non-cumulative, multiple choice and short answer, and are expected to measure the degree to which you *individually* have understood the key concepts we have covered in class. The tests will be closed book, and will consist of multiple choice, analysis or problem-oriented questions. Again, the tests are an *individual* effort. **There is no Final Exam for this course.**

Class Participation. Success in this course depends on your being prepared, completing assignments, and participating in in-class exercises and class discussions. There are three kinds of class participation: individual, pair and team.

Your <u>individual</u> participation will be assessed throughout the semester by completion of in-class exercises as well as the quality of your questions and comments in class. In-class exercises must be turned in during class; no credit will be given for late submission of in-class exercises. In-class exercises will be graded using the following scale: acceptable/complete (10 points); some effort (5 points); unacceptable/not submitted (0 points). Note that <u>two</u> in-class exercises will be dropped in computing your in-class exercise average.

Your pair participation will be assessed for participation in the project management simulation in the last week of class. Project management simulation exercises will be graded using the following scale: acceptable/complete (10 points); some effort (5 points); unacceptable/not submitted (0 points).

Your team participation will be assessed by completion of peer evaluations during the semester: if your performance on your team is judged below par by a majority of your peers, you may receive a deduction of your score for team participation *and* for the team assignments, depending on your level of participation.

Re-grade Policy. If you wish to request a re-grade of an item on an assignment, you must submit to me: (1) the original document containing the item to be re-graded and (2) a written request (email or hardcopy) explaining your re-grade request (what you are requesting to be re-graded and why you believe your answer is correct). Re-grade requests must be submitted within 1 week after the assignment is returned; any re-grade requests submitted after this will not be considered. *Note that your entire assignment is subject to re-grading when you submit a re-grade request.*

Late Submissions, Missed Work and Examinations. All assignments are due on the date specified in the syllabus at the beginning of class. "Late" submissions are those submitted after class on the due date or after the due date. In the absence of documented extenuating circumstances, late work will not be accepted. If personal circumstances require you to miss a test, you must make arrangements with me at least 24 hours prior to the scheduled date and time of the examination. Last minute emergencies will only be accommodated, at my discretion, with authentic, substantial, written documentation of your situation. Expect that any makeup examinations or other accommodations will be different than the original examination.

Academic Honesty and Integrity, Academic Rights. All students at Georgia Tech are expected to follow the ethical guidelines and adhere to the policies on cheating and plagiarism and on ethical use of computing and information resources as defined in the Student Honor Code. Detail on the Code is available at www.honor.gatech.edu. You will be held accountable for violations of these guidelines and policies. In addition, the Student Bill of Academic Rights (see Section XXII of the Georgia Tech Scholastic Regulations) outlines a number of rights that are directly tied to how classes are conducted.

Classroom Etiquette. The College of Management has adopted guidelines for both faculty and students. The guidelines stipulate that:

For professors: Professors are expected to treat each student with courtesy and respect; be fully prepared for each class session; conduct courses in line with the details of the course syllabus and provide the complete outline to all students; and enforce the honor code and deal with disruptive behavior.

For students: Students are expected to treat each other and the professor with courtesy and respect; conduct themselves with honor and be active about upholding the honor code; prepare for class and participate actively; and take responsibility for their actions.

Course Topics and Schedule

Week	Date	Topic	Discussion	Assignment
1	Mon., Jan. 9, 2012	Introduction to Project Management	Project Management Basics Why do projects succeed or fail? The role of a Project Manager The Project Management Profession Project Post-Mortem Analysis	Read: "For Bloomberg, Waste mars another Digital Project" Read Schwalbe, Chapter 1, pp. 1-35. Read "Learning from Projects: Note on conducting a post-mortem analysis" Form Teams *Case #1 Assigned: "Fate of the Vasa"*
2	Mon., Jan. 16, 2012	Holiday	** No Class **	** No Class **
3	Mon., Jan. 23, 2012	Project Integration Management	Feasibility Studies Selecting Projects Planning Projects Project Change Control	**Turn in and Discuss: Case #1** Read Schwalbe, Chapter 4, pp. 129-167. *Case #2 Assigned: "Volkswagen of America: Managing IT Priorities"*
4	Mon., Jan. 30, 2012	Project Scope Management	Planning Project Scope Creating a Work Breakdown Structure Verifying and Controlling Scope	**Turn in and Discuss: Case #2** Read Schwalbe, Chapter 5, pp. 177-204
5	Mon., Feb. 6, 2012	Project Time Management *Using Microsoft Project for Project Scope Management*	Defining and Estimating Activities Developing Schedules Creating a Work Breakdown Structure in Microsoft Project	Read Schwalbe, Chapter 6, pp. 211-223 Read Schwalbe, Appendix A, pp. A1-A26. *Case #3 Assigned: "A&D High Tech (A): Managing Projects for Success"*

6	Mon., Feb. 13, 2012	Project Time Management *Using Microsoft Project for Project Time Management*	Managing Schedules Creating Scheduling Diagrams in Microsoft Project	**Test #1** Read Schwalbe, Chapter 6, pp. 223-243 Review Schwalbe, Appendix A, pp. A26-A42.
7	Mon., Feb. 20, 2012	Project Cost Management	Estimating costs Cost Budgeting Earned Value Management	**Turn in and Discuss: Case #3** Read Schwalbe, Chapter 7, pp. 253-282 *Case #4 Assigned: "A&D High Tech (B): Managing Scope Change*"
8	Mon., Feb. 27, 2012	*Using Microsoft Project for Project Cost Management* Project Resource Management	Creating a Baseline in Microsoft Project Doing Earned Value Management in Microsoft Project Resource Assignment	Read Appendix A, pp. A44-A61 Read Schwalbe, Chapter 9, pp. 337-357
9	Mon., Mar. 5, 2012	Project Resource Management *Using Microsoft Project for Project Resource Management*	Resource Leveling Using Microsoft Project for Resource Assignment and Leveling	Read Schwalbe, Chapter 9, pp. 357-372 Read Appendix A, pp. A62-A70
10	Mon., Mar. 12, 2012	Project Risk Management	Identifying Project Risks Analyzing Project Risks	**Test #2** Read Schwalbe, Chapter 11, pp. 421-452 Read: "Why your IT project may be riskier than you think"
11	Mon., Mar. 19, 2012	Spring Break	** No Class **	** No Class **

12	Mon., Mar. 26, 2012	Project Procurement Management	Planning Project Acquisitions Contracting, Outsourcing and Offshoring	**Turn in and Discuss: Case #4** Read Schwalbe, Chapter 12, pp. 461-484 *Case #5 Assigned: "Tegan c.c.c. and Hrad Technika"*
13	Mon., Apr. 2, 2012	Project Quality Management	Quality Frameworks and Cost of Quality Managing Project Quality	**Turn in and Discuss: Case #5** Read Schwalbe, Chapter 8, pp. 291-337
14	Mon., Apr. 9, 2012	Project Communications Management	Improving Project Communications	Guest Speaker Read Schwalbe, Chapter 10, pp. 381-414
15	Mon., Apr. 16, 2012	Emerging Topics in Project Management	Agile Project Management	**Test #3** Read: Cathedral & Bazaar, eXtreme Programming *Case #6 Assigned: Mattson Project Delta (A,B, and C).*
16	Mon., Apr. 23, 2012	*Project Management Simulation*	Putting it all together: managing project scope, resources, schedule	**Turn in and Discuss: Case #6** Read: "Prepare: Project Management Simulation" and "How to Play" video **Turn in: Project Management Simulation Debrief no later than <u>Friday, Apr. 27, 2012</u>**