**THE STUDENT GUIDE TO MGT 4450  
project management**

<TERM> SYLLABUS v. <VERDATE>

Instructor: Dr. Michael A. Smith <http://scheller.gatech.edu/directory/faculty/smith.m>

Phone: 404-894-3192 Email: [mike.smith@scheller.gatech.edu](mailto:mike.smith@scheller.gatech.edu)

Office: Scheller College of Business 4145 Office hours: M-F 300pm-400pm and by appointment

# INTRODUCTION

*Every program ever written, every app that was ever downloaded, every new computer or tablet or phone that was created, every house ever built, every ship that ever sailed, every product ever brought to market is the result of a* project*.*

A *project* is a temporary endeavor undertaken to accomplish a unique product, service, or result. Project management principles and practices are used in many industries, e.g. construction, automobile and aircraft manufacturing, consumer electronics, and computer hardware, among others.

Project Managers play an essential role in the smooth and successful execution of initiatives. Often working in teams, they ensure project alignment with business objectives, secure and track resource use, keep channels of communication open with all important stakeholders, and apply best practices of the project management field to bring projects in on time and budget and to specification. Interpersonal skills are essential to success in this profession.

The project management profession is strongly influenced by the PMI (Project Management Institute) through its two widely recognized certifications—the PMP (Project Management Professional) and the CAPM (Certified Associate of Project Management). This course lays the groundwork for additional study to prepare for the CAPM exam.

The portfolio element for this course is a document containing a business case, a project charter and requirements management plan, and a project plan with updates. Proficiency in Microsoft Project, Word and Excel will be in evidence.

# RECORD OF CHANGES

|  |  |
| --- | --- |
| **Date** | **Description** |
| <date> | Original version published |

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# LEARNING OBJECTIVES AND MEANS

## Objectives

Each assignment, activity and evaluation in this course relates to one or more of these objectives.

There are six specific course objectives:

1. Understanding of the concepts and models commonly used to organize and discuss the work of project management.
2. Understanding of the importance of leadership and ethics in project management, the nature of the challenges managers face, and some methods for meeting those challenges.
3. Proficiency in creating a business case for a project.
4. Proficiency in creating a project charter and a requirements management plan.
5. Proficiency in the development of a project plan that reflects current PMBOK practice.
6. Proficiency at updating the various parts of a project plan as the project unfolds, and communicating changes to stakeholders.

In addition, as future graduates of the Georgia Tech Scheller College of Business, students are expected to demonstrate these abilities:

1. to be effective as part of a team
2. to create and convey deliverables in accord with techniques and standards common in industry and acceptable to the School

## Means

Various means are employed to encourage you to satisfy the learning objectives of the course.

### Material to Review before Class Meetings

You must review assigned material before each class meeting in order for the class to get the most out of meeting activities. All assigned material will be in the text or available through T-Square, Lynda, the Library, or the Web.

### Prep Assessments

There will be short assessments due on-line before many meetings. They are due at 600am the day of the meeting to give me time to review the results before class. These count as part of your class participation grade but that grade is not dependent on your score as long as sufficient effort is apparent. (No credit given for “monkey typing”.)

### Meeting Activities

We will use meeting times for activities best accomplished together including “*lecturettes*”, in-class demonstrations and exercises, games, presentations, Q&A, and quizzes. All activities are designed to increase your chances of fulfilling the objectives of the course. During some class meetings, you might complete a self-assessment concerning particular knowledge of skills.

These count as part of your class participation grade but that grade is not always dependent on your score as long as sufficient effort is apparent. (No credit given for sitting around or “monkey typing”.)

### Quizzes and Midterms

From time to time, quizzes and/or midterms will be given in class. Unless otherwise noted, all of them are closed-book, closed-note—your own work only. They are designed to determine how well you have mastered material assigned previously.

### Homework

Homework assignments may be given in order to better prepare you to participate in class activities, use knowledge gained in class, or gain experience with team work. These count as part of your class participation grade but that grade is not always dependent on your score as long as sufficient effort is apparent. (No credit given for “monkey typing”.) These will be given and turned in through T-Square.

### Project

In the course, team homework assignments contribute to the creation of a report to be given in written an oral formats at the end of the term. Pay attention to any rubrics provided and ask questions about them before you begin work. Rubrics play the role of customer specifications in a request for proposal or quote—*you cannot ignore these specifications*.

Each team member will keep an individual record on-line documenting their involvement with and contribution to their team. This information may be used by the instructor to modify grades for individual team members to reflect documented contribution to the team project.

### Cumulative Final Exam

Unless otherwise noted, the cumulative final exam is closed-book, closed-note--your own work only. It is designed to determine how well you have mastered the fundamental knowledge and techniques covered in the course.

# RESOURCES

## Required Texts

* *Effective Project Management: Traditional, Agile, Extreme*, 7th ed. Robert K. Wysocki, Wylie, 2013, ISBN-13: 978-1118729168.
* *Microsoft Project 2013 (Step by Step*), 1st ed., Carl Chatfield and Timothy Johnson, Microsoft Press, 2013, ISBN-13: 978-0735669116.

## Required Other Resources

* *Turningpoint* clicker. You can pick one up in the bookstore. We’ll use it for some in-class assessments. You must register your clicker through T-Square.
* *Microsoft Project 2013* is available in the College of Business virtual lab. You can access this by visiting site <https://mycloud.gatech.edu>. Log on with your normal lab id and password. Download the Citrix Receiver software, and, once the software is installed, click on CoB-Lab2014-Remote.
* *Project 2013 Essential Training with Bonnie Biafore*. Access the training on-line through <http://lynda.gatech.edu>.
* *Microsoft Excel 2013* is available in the College of Business virtual lab. (See instructions for Project.)
* *Excel 2013 Essential Training with Dennis Taylor.* Access the training on-line through <http://lynda.gatech.edu>.

## RECOMMENDED OTHER RESOURCES

* *PMBOK Guide*, 5th ed., Project Management Institute, 2013, ISBN-13: 978-1935589679.
* Numerous other resources, including videos, documents, templates, and web sites, are available through the Resources tab on the course website in T-Square.
* *Lecturette notes* will be posted on T-Square from time to time.
* *Microsoft Visio Professional 2010* is also available in the College of Business virtual lab. (See instructions for Project.)
* *Visio 2010 Essential Training with David Edson*. Access the training on-line through <http://lynda.gatech.edu>.

# POLICIES AND PROCEDURES

## Academic Honesty/Honor Code

The Georgia Tech Honor Code is in force. The complete text is on the Honor Advisory Council website: <http://www.honor.gatech.edu>.

You are expected to be aware of actions that constitute cheating, fabrication or falsifications, multiple submissions of essentially the same work for different classes, plagiarism, and complicity in academic misconduct. Note that academic misconduct includes, “Submission of material that is wholly or substantially identical to that created or published by another person or persons, without adequate credit notations indicating authorship,” (plagiarism). Suspected cases of academic misconduct are investigated by the Office of Dean of Students.

## Use of Electronic Devices in Class

Laptops or tablets are required for some in-class work and may be used to take notes. However, you might be dismissed from a meeting for using an electronic device (e.g. laptops, mobile phones, PDAs, etc.) during a meeting for a purpose not directly related to work assigned during that meeting.

**During quizzes and tests and certain in-class problems and cases, the use of any electronic devices for any purpose, including talking, texting, web surfing, etc. is specifically *forbidden*. Exceptions will be identified by the instructor when appropriate. When in doubt, the answer is “*no*”.**

## Official Communications

You are responsible for setting yourself up to receive official class communications. I use both T-Square and the class email distribution list to post information on class changes, upcoming assignments, grades, etc. If you do not use your Georgia Tech email address, I suggest that you have your GT email forwarded to an account that you check several times each day.

## Preparation for Each Meeting

You are expected to have completed any required reading, writing, viewing, listening, problem-solving, and evaluation assigned for a meeting *before* the meeting takes place so that we may use meeting time for activities most appropriate for being in the same place at the same time.

## Early/Make-Up Work

There is no early or make up work for any assignment or activity of the class. Late work, if accepted, must be late for reasons beyond the student’s control such as death in the immediately family or an emergency medical procedure. Late work, if accepted, will be assessed a penalty—10% *at least* for work that is up to 24 hours late, *more* for later work.

## Accommodations for Disabilities

If you have an accommodation form, please present it during the *first week of class*. No retroactive accommodations will be made or considerations given. Policies and procedures for students with disabilities are described on the ADAPTS website: <http://www.adapts.gatech.edu>

## Changes to this Document

Changes to any part of this document may be made to reflect changing situations. They will be announced in class and posted on-line.

# SCHEDULE OF MEETINGS AND ASSIGNMENTS

The schedule, presented in Table 1, is subject to change. Changes will be announced in class and on the course website in T-Square.

All project deliverables are due at 1155pm on the indicated date. *Note: Some assignments may be due on days that we don’t meet as a class.*

Abbreviations*:*

* W: *Wysocki*: Ch XX indicates Ch XX. -> pg ##” means read through page ##, “pg ##-##” means read pages ## through ##, and “pg ## +” means read page ## until the end of the chapter.
* MP: *Microsoft Project Step by Step*: Ch XX indicates Ch XX. -> pg ##” means read through page ##, “pg ##-##” means read pages ## through ##, and “pg ## +” means read page ## until the end of the chapter.
* TSR: T-Square Resource Folder: Folders are organized within chapter. When a folder is referenced, you are responsible for all contents in the folder.
* Due/comments includes Microsoft Project tutorials, team homework, and individual homework but not prep assessments, clicker quizzes, classwork, or practice tests, which will be assigned as appropriate as new material is taken up.

Table . Schedule of Meetings and Assignments

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Date** | **Day** | **Preparation** | **Meeting Topic/Activity** | **Due/Comment** |
| **PART 1: INTRODUCTION - THE TOPIC OF STUDY, WHY IT’S IMPORTANT, HOW IT’S ORGANIZED** | | | | | |
| **01** | 08/18 | M | None | Course plans and expectations, some history |  |
| **02** | 08/20 | W | W Introduction, Ch 01 TSR “Top 10 Reasons Projects Fail - Project Management” TSR “Top Portfolio Management Tips” | *What is a project?* Defining a project, Portfolios, The Triple Constraint |  |
| **03** | 08/22 | F | TSR “Project Management Institute Website” | Classifying Projects, The Contemporary PM Environment |  |
| **04** | 08/25 | M | W Ch 02 TSR “Scope Creep: Project Management” TSR “5 Tips for Controlling Scope on Projects” | *What is Project Management?* The Fundamentals, Challenge, Managing the “Creeps” |  |
| **05** | 08/27 | W | TSR “The Typical Phases in Project Management” | Requirements, Project Management Life Cycles, Choosing a PMLC Model |  |
| **06** | 08/29 | F | W Ch 03 | *Project Management Process Groups* 5 Process Groups, 10 Knowledge Areas |  |
|  | 09/01 | M | No Meeting-Labor Day |  |  |
| **PART 2: TRADITIONAL PROJECT MANAGEMENT** | | | | | |
| **07** | 09/03 | W | W Ch 04 | *Setting Project Scope* |  |
| **08** | 09/05 | F | W Ch 05 | *Planning the Project* |  |
| **09** | 09/08 | M | TSR “Getting Started in Project Mgmt – 4. Work Breakdown Structure” | Building the WBS |  |
| **10** | 09/10 | W |  | Estimating | Microsoft Project Assignment #1 |
| **11** | 09/12 | F | TSR “Learn PMP Critical Path in 17 Minutes Flat!” | Project Network Diagram |  |
| **12** | 09/15 | M | TSR “Balanced Scorecard Lesson” | Writing an Effective Proposal |  |
| **13** | 09/17 | W | W Ch 06 TSR “Patrick Lencioni: The Four Traits of Healthy Teams” TSR “Good vs Bad Project Managers” TSR “How to Kick off Your Project” | *Launching a Project* Recruiting the Team, Conducting the Kick Off Meeting, Operating Rules |  |
| **14** | 09/19 | F |  | Managing Scope Changes, Managing Team Communications | Microsoft Project Assignment #2 |
| **15** | 09/22 | M |  | Assigning Resources, Leveling Resources, Finalizing the Schedule |  |
| **16** | 09/24 | W | TSR “How to Write a Project Management Charter” | Putting it all together so far |  |
| **17** | 09/26 | F | n.a. | n.a. | **MIDTERM 1** |
| **18** | 09/29 | M |  | Review midterm. Introduction of next topic |  |
| **19** | 10/01 | W | W Ch 07 TSR “Getting Started in Project Management - 6. Communication“ | *Monitoring and Controlling the Project* Progress Reporting System, Graphical Reporting Tools | Microsoft Project Assignment #3 |
| **20** | 10/03 | F |  | Earned Value Analysis |  |
| **21** | 10/06 | M |  | Scope Banks, Status Meetings, Escalation Procedures, Gaining Approval to Close |  |
| **22** | 10/08 | W | TSR “Project Procurement Management | Advantages of Contract Types” | Cont. |  |
| **23** | 10/10 | F | W Ch 08 TSR “How to Capture Lessons Learned at the End of a Project” TSR “How to Audit a Project” | *Closing a Project* | **DROP DAY** Microsoft Project Assignment #4 |
|  | 10/13 | M | No meeting-Fall Break |  |  |
| **PART 3: COMPLEX PROJECT MANAGEMENT** | | | | | |
| **24** | 10/15 | W | W Ch 09 TSR “Getting Started with Project Management – 5. Risk” TSR “How to Plot Project Management Risk” | *Complexity and Uncertainty* |  |
| **25** | 10/17 | F | W Ch 10 | *Agile Project Management* |  |
| **26** | 10/20 | M |  | Cont. |  |
| **27** | 10/22 | W | TSR “Scrum 101 – The Sprint Burndown Chart”, TSR “Burn Down Charts | Burn Up Charts” | Cont. |  |
| **28** | 10/24 | F | W Ch 11 | *Extreme Project Management* |  |
| **29** | 10/27 | M | W Ch 12 | *Comparing PM Models* |  |
| **30** | 10/29 | W |  | Cont. |  |
| **31** | 10/31 | F |  | Putting it all together so far |  |
| **32** | 11/03 | M | n.a. | n.a. | **MIDTERM 2** |
| **33** | 11/05 | W |  | Review midterm. Introduction of next topic |  |
| **PART 4: MANAGING THE REALITIES OF PROJECTS** | | | | | |
| **34** | 11/07 | F | W Ch 13 | *Distressed Projects* |  |
| **35** | 11/10 | M | TSR “PMP FAQs: Schedule Compression, Fast Tracking, and Crashing” TSR “Critical Chain Project Management Overview” | Cont. |  |
| **36** | 11/12 | W | W Ch 14 | *Multiple Team Projects* |  |
| **37** | 11/14 | F |  | Cont. |  |
| **38** | 11/17 | M | W Ch 15 TSR “Quality Planning vs. Quality Assurance vs. Quality Control” | *Continuous Process Improvement* |  |
| **39** | 11/19 | W | TSR “Seven Basic Quality Tools” | Cont. |  |
| **40** | 11/21 | F | n.a. | n.a. | **MIDTERM 3** |
| **41** | 11/24 | M | n.a. | Review midterm. |  |
| **42** | 11/26 | W |  | Writing and Presentation Review |  |
|  | 11/28 | F | No meeting-Thanksgiving |  |  |
| **43** | 12/01 | M | Presentations | n.a. | **Dead week** |
| **44** | 12/03 | W | Presentations | n.a. | **Dead week** |
| **45** | 12/05 | F | Presentations | n.a. | **Dead week** |

The final exam in this class is in PERIOD <examperiod> on <examdate>, <examtime>.

All homework, individual and team, is due at 1155pm on the indicated date.

# EVALUATION OF DEMONSTRATED KNOWLEDGE AND SKILLS

Table 2 displays the criteria upon which the course grade is based and the weight of each criterion.

Table . Weights of Assignments

|  |  |  |
| --- | --- | --- |
| **Criterion** | **Weight** | **Comment** |
| Midterms | 30% | 10% each. There are no early or late midterms. If you miss a midterm, its weight will roll into that of the comprehensive final and you must take the final.  Midterm average will substitute for comprehensive final average if you take all three midterms and their average is higher. |
| Preparation and participation | 30% | Prep assessments, classwork, homework and practice tests. Points will be designated for each element as the assignment is given. Whether homework is an individual or team effort will be indicated. Evaluation on this criterion will be based on percentage of total available points earned. 85% = A, 70% = B, 55% = C, below 55% you receive your percent. |
| Comprehensive final | 20% | Will substitute for midterm average if grade on final is higher. If you skip the comprehensive final, then your midterm average will count for your comprehensive final average. If you have missed a midterm, you *must* take the comprehensive final. |
| Team Report | 10% | 1/4 first draft, 3/4 final draft |
| Team Presentation of Report | 10% | 1/2 group performance, 1/2 individual performance |
| Total | 100% |  |

## Assignment of Letter Grade

Letter grade assignment: >= 90% = A, >= 80% = B, >= 70% = C, >= 60% = D.   
For pass-fail students, >=70% = S.

There is no extra credit. Just do the work.

***Posted letter grades are final unless the instructor failed to record a grade correctly or made a math error.***

*If you have questions about this syllabus, ask.  
Don’t just make something up.*