

<p style="text-align: center;">TCMG 505/MGMT 555 – 6W1 – Global Program & Project Management University of Bridgeport – TM/MGMT Programs Spring 2014 Semester – Wednesday, 6:15PM - 8:45PM – 1/22/14 – 5/7/14</p>

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COURSE SYLLABUS

Course Description:

The adoption of project and program management (PM) processes, techniques, tools and disciplines has expanded exponentially as global organizations have adopted PM to initiate, plan, manage, control and implement a broad range of strategic enterprise wide programs and targeted projects. Through effective PM techniques organizations increase their probability of project success via on time, on budget, on scope delivery with high quality and customer satisfaction. PM methods have improved new product development, IT application, network and e-commerce solution delivery, construction programs, mergers and acquisitions and a myriad of other activities. Effective PM also improves the management of people, resources, facilities, budgets, customers, sponsors and vendors.

This course is a practitioner's course in PM. By immersing the student in PM concepts, cases, hands on projects and examples from industry students gain an understanding of project management in a real world context. This grounds them in concepts they can access later to increase their own project or program success.

The teaching approach consists of lectures, case studies, team projects, class readings, a review of current events relating to PM, an individual research paper and the use of *Microsoft Project*. When available and relevant, guest lecturers will be invited to provide additional depth.

Course Objectives (Learning Outcomes):

The objectives of the course are to:

- Achieve an understanding of the concepts, processes and tools for managing projects and programs on time, on budget, within scope, with high quality and customer satisfaction.
- Apply lessons learned to manage all types of projects.
- Examine the role of the project manager as a leader and team builder.
- Investigate and analyze effective techniques for planning and controlling budgets, costs, schedules and the integration of multi-project outcomes.
- Gain experience with organizational and managerial project and program contexts as well as manual and automated project management tools like *Microsoft Project* software.
- Improve analytical and presentation skills via synthesis, writing and oral presentations.

Course Text:

Meredith, J. R., & Mantel, S. J. (2012). *Project management: A managerial approach* (8th ed.). Hoboken, NJ: John Wiley & Sons, Inc.

Course Requirements:

1. Class Attendance, Participation, Punctuality, Cheating and Plagiarism: Attendance at each class session is expected. Class lectures complement and do not duplicate textbook information and include relevant discussions. Students are expected to be on time for class. A significant portion of your learning will accrue through the constructive and respectful exchange of ideas and search for alternative solutions. You must be actively engaged in class discussions to improve your thinking and communication skills. **Cheating and plagiarism is absolutely unacceptable. If I catch you cheating or plagiarizing, I will warn you once. The second offense will result in an F grade for the course.** Cheating and plagiarizing means using the work of others as your own. Copying homework, using papers from the Internet without citation,

talking or looking around during exams and allowing others to look at your exam or individual term papers are examples of cheating.

Be certain that your travel arrangements do NOT conflict with any of your team or individual presentations.

2. Homework: Canvas is our vehicle for assignment submission. Therefore, **all assignments will be submitted via Canvas** with the exception of current events news articles (see section 4). The syllabus identifies both oral and written homework assignments. Written assignments should be **typed, double spaced** and cover sufficient length to address the homework assignment's requirements. **Please Note:** Sessions 4 and 10 require two assignment submissions via Canvas. Each assignment in Canvas describes the submission's requirements so read each Canvas assignment entry closely!

3. Deadlines and Late Policy: Canvas assignments close at 6:15 PM the evening of the session they are due. **Late assignments will be penalized a half letter grade up to a week late, a full letter grade between a week and two weeks late and will receive no grade after two weeks late** with no excuses accepted unless exceptional cases are discussed with the professor. Though not welcomed or anticipated, late submissions should be e-mailed to the professor.

4. Current News – At the beginning of the term, each student will be required to find, print out and bring a current events news article related to projects and project management topics to class. Throughout the semester, students will be called at random to orally review their news articles and their articles will be collected from them when they present. All students should “hold onto” their news articles, keeping them until called upon. Suggested sources include: *PM Network, Wall Street Journal, New York Times, Business Week, the Economist, Harvard Business Review, Sloan Management Review, Newsweek, Time, Fortune, Inc, Forbes, Financial Times, the Internet and other relevant sources.* This is a key component of the students' class participation grade.

5. Cases: Students will complete five (5) written cases (as per class schedule below) from the textbook. For each assigned case, prepare a typed, double-spaced (12 point font) response. Each case study should follow this format:

- **Summary** - Summarize the key issues and facts of the case.
- **Questions** - Answer the questions associated with the case.
- **Recommendations** - Make recommendations based on the facts and your experience.
- **Lessons Learned** - Identify lessons learned.

Case study assignments will “unfold” in several steps. Students will receive homework assignments to read the case. Then, during the next class session, the professor will introduce the case and after that class students will submit their case assignments. Finally, the professor will review the case's answers during the next class session on the night it is due.

*** Cases**

CASE 1: Chapter 2 – Pan-Europa Foods S.A.

CASE 2: Chapter 4 – The National Jazz Hall of Fame

CASE 3: Chapter 6 – Heublein: Project Management and Control System

CASE 4: Chapter 10 – The Project Manager/Customer Interface

CASE 5: Chapter 12 – Theater High Altitude Area Defense (THAAD): Five Failures and Counting (B)

Important: Make sure your case covers the above format's bullet points via separate headlines and answer each question separately. Papers following this format tend to score higher!

Warning: *Use of the teacher's manual is strictly prohibited!* Since the professor is also using the teacher's manual, it is clear when students' answers correlate closely with content from the teacher's manual. As with my warning about plagiarism, if students use the teacher's manual they will receive a warning and, if they do so again, they will receive an F for the class.

6. Team Term Project: During the semester, teams will be formed. Each team will be responsible for planning a project chosen by the team and approved by the professor. The approved team project will entail developing a project description and scope, a detailed project plan, work breakdown structure (WBS), budget and schedule. Teams will present their projects to the class near the end of the semester. Projects may be related to your academic program, personal or work experience or an area of interest. Example projects include, but are not limited to, IT projects, construction projects (e.g. building, tunnel, bridge, dam, etc.), building new products, acquiring a company, launching a new TV show, etc. Teams should be careful not to "boil the ocean" when choosing their projects! Ambition, while admirable, can result in complex, difficult to manage team projects while targeted, focused projects of limited scope tend to be more manageable and result in higher grades.

To receive a high grade, **every member of the group must equally participate in the presentation, its preparation and delivery.**

****Team Term Project Assignments (as per class schedule below)**

ASSIGNMENT 1

A brief proposal describing the project the team will focus on for the semester. This submission should include a list of all team members. Each team member will submit a copy of this assignment via Canvas. (1 paragraph)

ASSIGNMENT 2

A detailed description of team's project objectives, scope of work and assumptions. Each team member will submit a copy of this assignment via Canvas. (1–2 pages)

ASSIGNMENT 3

A *Microsoft Excel* spreadsheet with two tabs, the first tab containing the project's work breakdown structure (WBS) activities list, estimated durations and predecessors (20–40 tasks) and the second tab containing a budget cost sheet covering labor and raw materials. Each team member will submit a copy of their *Microsoft Excel* spreadsheet via Canvas.

Assignments 4 and 5 will be submitted via Canvas on the night of the team project presentation and will receive separate grades. Be sure to read the descriptions in the Canvas assignments prior to submitting!

ASSIGNMENT 4

A *Microsoft Project* plan containing the project's schedule and network diagram. Each team member will submit a copy of this assignment via Canvas.

ASSIGNMENT 5

A *Microsoft Powerpoint* presentation that includes slides covering:

- Project Proposal, Objectives, Scope, Assumptions, Costs (bullets)
- Team Member Assignments (bullets)
- Lessons Learned (bullets)
- If research is required, a Reference List in APA format.

Each team member will submit a copy of this assignment via Canvas.

TEAM PRESENTATION

Each team will bring a memory stick containing their *Powerpoint* and *Microsoft Project* files on the night of their team presentations. Each presentation will cover material from those files in this order:

- The project's proposal, objective, scope, assumptions and costs from the team's *Powerpoint* presentation.
- The team's *Microsoft Project* plan schedule and network diagram.
- Team Member assignments and lessons learned from the team's *Powerpoint* presentation.

Team presentations will be graded for their quality and the active involvement of every team member. Team member presentation grades will be applied to the overall grade for team project Assignment 5.

7. Individual Term Paper

Each student will select a subject related to project management for an individual term paper with the professor's approval. Each paper will be doubled spaced in 12 point font and range between 14 to 16 pages. Students are expected to spell check and page number your work.

Each student will also be required to present an informal summary of his/her term paper in class where they will answer these questions:

- What was the topic of your individual term paper?
- What specific project management lessons did you learn from researching and writing your individual term paper?

All papers must have a table of contents (e.g. introduction, objectives, scope, methodology, analysis, conclusions and recommendations/implications/lessons learned). Each paper must also have a reference list and appropriate reference citations using APA format and discuss one or more real company examples.

Suggested topics include, but are not limited to:

- Information Technology Project Management – Process and Examples
- New Product Development Life Cycle Management - Process and Examples
- Develop a Project Plan for Making a Movie
- Analyze the Do's and Don'ts of World Class Project Management Organizations with 3 to 4 Examples
- Analyze the Best Practices in Program Management (not Project Management) with 3 to 4 Examples including Organization, Processes, Tools, Integration, Metrics, etc.
- Mergers and Acquisitions – Pre and Post Integration - Process and Examples
- Construction Projects - Process and Examples
- Best Practices in Program Management (Managing Multiple Interrelated Projects)
- Projects and Teams – How to Get the Best Work Out of Teams
- A Project Audit of a Project in Your Company
- Accelerated Project Management Best Practices
- Managing a Global Enterprise Wide Project
- The State of Project Management in Your Home Country
- The Importance of PMI and CMMI Certification – Why, What, How and So What
- A Comparison of the Top 3 Project Management Software Packages
- Managing a Successful SAP Project – Why, What and How?
- Managing a Successful Supply Chain Project – Why, What and How?
- Other Topics are acceptable with the approval of the instructor

Be Careful!

- The purpose of assigning individual term papers in project management is to focus on project management topics. Papers *must* explicitly reference project management concepts to receive full credit – this is not just an exercise in learning about your corporate examples or

about general business concepts, instead papers *must* cite specific project management concepts and lessons learned.

- This is an *individual* term paper. Collaboration between students on this term paper is strictly prohibited and will be considered plagiarism. Shared passages, references or content between students will be considered plagiarism and all students involved will receive a full letter grade reduction (or an F for the class if this is their second warning).

8. Mid Term Exam: This course will include a mid term examination to ensure mastery of the materials through the course’s mid point. It will contain essay questions.

9. Course Grading:

Class Participation, Attendance & Current Events (News)	10%
Case Analysis and Homework	20%
Team Project & Presentation	25%
Written Term Paper & Oral Summary	25%
Mid Term Exam	20%
Total	100%

Letter Grade	Percentage
A	94.9 – 100%
A-	90 – 94.8%
B+	87 – 89.9%
B	83 – 86.9%
B-	80 – 82.9%
C+	77 – 79.9%
C	73 – 76.9%
C-	70 – 72.9%
D+	67 – 69.9%
D	63 – 66.9%
D-	60 – 62.9%
F	Below 60%

TCMG 505/MGMT 555 – 6W1 Global Project and Program Management – Spring 2014 - Schedule & Assignments

Session	Date	Topic/Assignments
1	1/22/14	<i>Introductions and syllabus review, projects and project management defined.</i> Homework: Read Meredith and Mantel (M&M) chapters 1 and 2, including the green section on pages 74 – 76, chapter 1 and chapter 2 directed readings: Lessons for an Accidental Profession and From Experience: Linking Projects to Strategy and chapter 2 Case 1 “Pan Europa Foods S.A.”
2	1/29/14	<i>Project Management Maturity (PMM), project selection and risk, Project Portfolio Management (PPM), bids and requests for proposals (RFPs). Introduce Case 1.</i> Homework: Read M&M chapter 3, including green section pages 124 – 128, chapter 3 directed reading “What it Takes to be a Good Project Manager” and Case 2 ” The National Jazz Hall of Fame” * Submit Case 1.
3	2/5/14	<i>The attributes of and special demands on project managers; adding the cultural dimension. Discuss Case 1 and introduce Case 2 and team project Assignment 1.</i> Homework: Read M&M chapter 4 and chapter 4 directed reading, “Methods of Resolving Interpersonal Conflict.” * Submit Case 2. ** Submit team project Assignment 1 Please Note: Case 2 and team project Assignment 1 will be submitted under separate assignments in Canvas. Read each Canvas assignment

		carefully!
4	2/12/14	<i>Conflict, negotiation, partnering; the project life cycle, chartering and scope change. Discuss Case 2 and introduce team project Assignment 2. Homework:</i> Read M&M Chapter 5 and chapter 5 directed reading: The Virtual Project: Managing Tomorrow's Team Today. ** Submit team project Assignment 2.
5	2/19/14	<i>Organizational types, project forms and The Project Management Office (PMO); human factors and the project team. Introduce team project Assignment 3. Homework:</i> Read M&M chapter 6, chapter 6 directed reading "Planning For Crises in Project Management" and chapter 6 Case 3 "Hueblein: Project Management and Control System" ** Submit team project assignment 3.
6	2/26/14	<i>The project charter, work breakdown structure (WBS), human resources, RACI and agile projects; interface coordination and risk management. Introduce Case 3. Homework:</i> Read M&M chapter 7 and chapter 7 directed reading: Three Perceptions of a Project's Cost. DO NOT READ the green sections in chapter 7, pages 301 – 303, pages 307 – 308, pages 310 – 318. * Submit case 3.
7	3/5/14	<i>Estimating Project Budgets, effective cost and risk estimating and three perceptions of a Project's Cost. Discuss Case 3. Homework:</i> Prepare for the mid term exam.
8	3/12/14	<i>Mid Term Exam. Homework:</i> Read M&M Chapter 8 and review the diagrams on pages 358-359. DO NOT READ pages chapter 8 pages 357 – 376 (chapter end). Read M&M Chapter 9. DO NOT READ the green section in chapter 9, pages 413 – 424. → Submit a one paragraph proposal for your individual term paper.
No Class	3/19/14	Spring Break. No Classes.
9	3/26/14	<i>Networks: PERT (ADM) and CPM (PDM), Critical Path Method, crashing a project, resource allocation: Loading, leveling, scheduling with constraints, project scheduling and resource allocation for multiple projects. MS Project Overview. Introduce team project Assignments 4 and 5 and the group presentation. Homework:</i> ** Submit team project Assignments 4 (the team's Microsoft Project plan) and 5 (the team's Microsoft Powerpoint presentation) and prepare for team project group presentation. Please Note: Team project Assignments 4 and 5 will be submitted under separate assignments in Canvas. Read each Canvas assignment carefully!
10	4/2/14	** <i>Team project group presentations. Homework:</i> Read M&M Chapter 10, including the green sections on pages 442 – 445 and page 461 – 464, and Case 4 the Project Manager/Customer Interface." → Work on individual term paper.
11	4/9/14	<i>Planning, monitoring and controlling, information needs and reporting, earned value analysis (EVA), Computerized project management information systems (PMIS). Introduce Case 4. Homework:</i> Read M&M Chapter 11, including green section pages 500 – 504, chapter directed reading: "Controlling Projects According to Plan." * Submit case 4. → Work on individual term paper.
12	4/16/14	<i>The reasons for project control, types of control processes and design of control systems. Discuss Case 4. Homework:</i> Read M&M chapter 12, chapter 12 directed reading: An Assessment of Postproject Reviews and Case 5 "Theater High Altitude Defense (THAAD): Five Failures and Counting" → Finalize and submit individual term paper.

13	4/23/14	<i>Introduce Case 5. Individual term paper presentations.</i> Homework: Read M&M chapter 13. * Submit Case 5.
14	4/30/14	<i>Purposes of Evaluation, the audit life cycle and essentials of an audit, measurement and an assessment of post project reviews. Varieties of project termination, when to terminate a project, the termination process, the final report.</i> <i>Discuss Case 5.</i> <i>Adjourn.</i>
No Class	5/7/14	Finals week.