

**TCMG-506X-6R1**  
**University of Bridgeport – Technology Management**  
**Advanced Program and Project Management**

---

**Blaine W Boxwell Jr, MBA, PMP**  
**E-mail: [bboxwell@bridgeport.edu](mailto:bboxwell@bridgeport.edu)**  
**Fall 2013 Thursday 6:15 – 8:45**  
**Mandeville Hall 318**

---

**This is a learning-by-doing course -- your agreement to actively participate on a regular basis is a prerequisite for your enrollment in this class. Due to the nature and rigor of the class students will not be accepted into the course after the second class meeting. Prerequisite: TCMG 505 with a grade of at least a C.**

### **Course Overview**

The rapid growth in the use of program and project management processes, techniques, tools and disciplines to successfully initiate, plan, manage, control and implement a broad range of **projects** has gained significant momentum at all levels of an organization on a global basis. Advanced Program and Project Management (PM) provides organizations with the ability to plan, implement, and control the successful completion (on-time, on- budget, within scope, with high quality and to the customer's satisfaction) of a variety of programs and projects.

This course is an advanced course in PM. Topics included are planning and pricing, conflict management, time management, cost management, quality management, project related human resource management, communications management, risk management, procurement management and professional responsibility. The course is based on current and emerging best practices and principles. It will also discuss PM certification requirements and provide real world case studies.

The teaching approach consists of lectures, case studies, team projects, class readings, a review of current events relating to PM and a team project.

The course will focus on advanced project management materials and case studies which the student may utilize to prepare for a certification in project management.

### **Course Learning Objectives**

The objectives of the course are to:

- Provide the student with an understanding of the advanced concept and standards utilized in current practices of project management including: planning and pricing, conflict management, time management, cost management, quality management, project related human resource management, communications management, risk management, procurement management and professional responsibility.

- Completed a directed, mentored project utilizing the advanced concepts learned in the course.
- Investigate and analyze effective techniques for project management by studying and utilizing advanced project management concepts against complex case studies..
- Learn program and project best practices by reviewing current and emerging program and project industry standards.

### Text Books and Readings:

**Students are REQUIRED to have a copy of the course text and BRING the appropriate text to every class. No required textbook will be placed on reserve in the library per School of Engineering policy.**

#### Course text

Kerzner, H., Project Management, A Systems Approach to Planning, Scheduling and Controlling, 11<sup>th</sup> Edition, Wiley, 2013, ISBN: 978-1-118-02227-6.

**Students may obtain a copy of the reference text or use it at the library when required for coursework, projects, or study. The reference text does not need to be brought to class.**

#### Reference text

Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK®), 5th Edition, PMI, Newtown Square, PA, 2013, ISBN: 978-1-935589-67-9

**The UB book distribution system is for you to order the books online at [www.ambassadorbookstores.com](http://www.ambassadorbookstores.com) or at the UB Bookstore on the main campus in Bridgeport.**

### Course Requirements

#### **I. Class Attendance, Participation, Punctuality, Cheating and Plagiarism:**

Timely attendance at each class session is expected. Class lectures complement, but do not duplicate, textbook information. **Together students and instructor will create a learning organization.** Students are expected to be on-time for class. Late arrival and absence will be noted under “attendance” which can affect the student’s grade. A significant portion of your learning will accrue through the constructive and respectful exchange of each other’s 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 in any guise. The first offense will result in a “0” on the homework, exam, term paper or project. The second offense will result in an “F” for the course. Cheating and plagiarizing means using the work of others as your own. Copying homework, using papers from the Internet, any talking or looking around during exams and allowing others to look at your exam papers or copy your homework, term paper or project are examples of cheating.

It is the student's responsibility to familiarize himself or herself with and adhere to the standards set forth in the policies on cheating and plagiarism as defined in Chapters 2 and 5 of the Key to UB or the appropriate graduate program handbook.

**Be certain that your travel arrangements do NOT conflict with any of your team or individual presentations. Failure to make a presentation will result in an F for that assignment.**

**2. Preparation, Deadlines and Late Policy:**

Late assignments will be **penalized 20% for each class day past the deadline**. No excuses will be accepted. Don't wait until the last minute to print out your assignment. **Do not email me late homework assignments**. Please put late assignments in the course drop box in Blackboard and email me that you have placed an assignment in blackboard.

**3. Chapter Problems and Case Analysis Homework:**

All students are required to read and submit **eight (8) written chapter problems/cases**. Students must be prepared to discuss all cases in class. Each case study will require you to:

- **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

**Important:** Make sure case format covers all five points above in separate sections and each question is answered separately!

**4. Term Team Project and Presentation:**

At the first class session, teams will be formed. Each team will be responsible for **developing a project plan and schedule for a real project**. In addition, the team will present this plan to the class and **give a hardcopy of the project plan report and PowerPoint presentation to the instructor when the students are scheduled to make their presentation**.

You have to develop requirements (statement of work), a **detailed project plan**, Work Breakdown Structure (WBS), budget and schedule for a project that you are currently working on, one recently completed, or one that you will be undertaking in the near future. Projects may be related to your academic program, work experience or personal. The team project will be presented to the class near the end of the semester. A more detailed description of the team projects is provided later in the syllabus.

The project must incorporate the advanced topics including risk assessment, quality, communications, and procurement management.

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

Both paper and electronic copies must be provided. Plagiarized work will receive an F.

Suggested topics for a team paper include:

- Develop a unique Project Plan for Assisting a Nonprofit Organization or Improve Conditions at UB, the Bridgeport area or in another country
- Develop a unique Project Plan for Managing a Global Enterprise Wide Project
- Develop a specific grant proposal with the approval of the instructor
- Other Topics are acceptable with the approval of the instructor
- No Business or Marketing Plans will be accepted.
- The project must be unique and not based on or an extension of our class projects.

**Evaluation**

Class Attendance, Participation, Quiz	15 %
Individual/Team Project	25 %
Cases, Homework	30 %
Midterm	15%
Final	<u>15 %</u>
	100 %

Quizzes may be given at the discretion of the instructor.

**Course Structure**

Lecturing is only one of the three approaches used in this course. Knowledge will be acquired through facilitated case discussion and student presentations. Students are expected to engage actively in preparing for and presenting the case materials. For completing the assignment and project, students may need to do additional research, and look for information and knowledge that is not covered by the textbook and the lectures. It is assumed that a major learning objective for this course is to cultivate students' capability in searching, identifying, evaluation, using, and integrating relevant knowledge that may or may not be provided in the class.

**Schedule & Assignments**

	<b>Topics and Assignments</b>	<b>Reading (must be done before class)</b>
<b>Session 1</b> 29 Aug	<u>Review of Syllabus and Expectations</u> <u>Overview of Program/Project Management</u> Importance of PPM <ul style="list-style-type: none"> <li>• Benefits of PM</li> </ul> PMI Certifications: difference between CAPM and PMP Examinations  Professional Responsibility <ul style="list-style-type: none"> <li>- PMI Code of Conduct</li> </ul>	Chapter 1

<b>Session 2</b> 5 Sep	Project Management Growth <ul style="list-style-type: none"> <li>- Systems, Programs and Projects</li> <li>- Product vs. Project Management</li> <li>- Project Management Methodologies</li> </ul> HW Due: Creating a Methodology Case Study	Chapter 2
<b>Session 3</b> 12 Sep	Organizational Structures <ul style="list-style-type: none"> <li>- Classical organization</li> <li>- Pure Project organization</li> <li>- Matrix organization</li> </ul> HW Due: Jones and Shephard Accountants Case Study  <b>Formation of Term Project Teams</b> <b>Team Project Assignment</b>	Chapter 3
<b>Session 4</b> 19 Sep	Organizing and Staffing the Project Office and Team <ul style="list-style-type: none"> <li>- Skill Requirements for Project and Program Managers</li> <li>- Duties and Job Descriptions</li> <li>- The Project Organizational Chart</li> </ul> Management Functions <ul style="list-style-type: none"> <li>- Controlling</li> <li>- Barriers to Project Team Development</li> <li>- Project Leadership</li> <li>- Communication Traps</li> </ul> HW Due: The Poor Worker Case Study <b>Team project – White Papers Due</b>	Chapter 4 & 5
<b>Session 5</b> 26 Sep	Management of Your Time and Stress <ul style="list-style-type: none"> <li>- Understanding Time Management</li> <li>- Stress and Burnout</li> </ul> Conflicts <ul style="list-style-type: none"> <li>- Types of Conflicts</li> <li>- Conflict Resolution</li> </ul> <b>Team Project – Project Plans Due</b>	Chapter 6 & 7
<b>Session 6</b> 3 Oct	Pricing and Estimating <ul style="list-style-type: none"> <li>- Types of Estimates</li> <li>- Pricing Out the Work</li> <li>- Smoothing Out Department Man-Hours</li> <li>- Estimating Pitfalls</li> </ul> HW Due: The Estimating Problem Case Study	Chapter 14

<b>Session 7</b> <b>10 Oct</b>	<b>Midterm Examination</b>	
<b>Session 8</b> <b>17 Oct</b>	Planning <ul style="list-style-type: none"> <li>- Validating Assumptions and Objectives</li> <li>- Project Planning</li> <li>- Statement of Work</li> <li>- Work Breakdown Structure</li> <li>- Project Baseline</li> </ul> HW Due: Problems page 586	Chapter 11
<b>Session 9</b> <b>24 Oct</b>	Network Scheduling Techniques <ul style="list-style-type: none"> <li>- Network Fundamentals</li> <li>- Estimating Time</li> <li>- Project Management Software</li> </ul> Project Graphics <ul style="list-style-type: none"> <li>- Customer Reporting</li> <li>- Gantt Chart</li> <li>- Other Conventional Presentation Techniques</li> </ul> HW Due: Problems page 643	Chapter 12 & 13
<b>31 Oct</b>	No Class	
<b>Session 10</b> <b>7 Nov</b>	Cost Management <ul style="list-style-type: none"> <li>- Budget Management</li> <li>- Cost Estimation</li> <li>- Types of Costs</li> <li>- Cost Controls</li> </ul> HW: Bathtub Period Case Study	Chapter 17
<b>Session 11</b> <b>14 Nov</b>	Risk Management <ul style="list-style-type: none"> <li>- Qualitative Risk Analysis</li> <li>- Quantitative Risk Analysis</li> <li>- Plan Risk Responses</li> <li>- Monitor and Control of Risks</li> </ul> HW Due: Teloxy Engineering (A) Case Study	Chapter 17
<b>Session 12</b> <b>21 Nov</b>	Quality Management <ul style="list-style-type: none"> <li>- Malcomb Baldrige National Quality Award</li> <li>- ISO 9000</li> <li>- Cost of Quality</li> </ul>	Chapter 20

<b>Session 13 5 Dec</b>	<b>Final Team Term Project</b> (PowerPoint Presentation of Term Project)  <b>Team Term project final reports are due on the day of the presentation</b>	
<b>Session 14 12 Dec</b>	<b>Final Examination</b>	

### **Team Term Project Requirements**

**Team/Term Projects will include the following:**

**Whitepaper** - A brief proposal of what project will be the basis for the course project. Team-based projects should include a list of all team members. (1-2 pages)

**Project Plan** – includes the following:

- A detailed description of the project scope of work, including any assumptions. Clearly state project objectives and scope. (1–2 pages)
- Work breakdown structure.
- List of activities, including estimated duration of each activity (20–40 tasks).
- Budget for each activity (hours for each person and any material costs).

### **Final Presentation**

- Make a 15-20 minute presentation of your course project to the class. Use visuals. Submit, in a report format, a final copy of all documents (assignments) previously submitted and a copy of the presentation visuals. Your report should include additional detail and references as needed to be comprehensive, flow from one aspect of the report to the next and are complete and understandable to a third-party.

Presentation and report are also to include the following:

- Network diagram of the logical sequence of all activities.
- Computer-generated network and schedule using Microsoft Project or Open Project
- Risk Plan/Risk Register/Risk Responsibility Assignments