

**University of Indianapolis  
School for Adult Learning**

**Project Management (ORGL-404-AU1)  
3 Credit Hours  
Term 3, Session 2**

**General Information**

June 9, 2008 – July 12, 2008

Class Meets: Thursday 6:00 - 9:45 p.m.

Building/ Room: Esch Hall Room 005 (Computer Lab)

**Instructor:** Gary D. Worland                      **E-mail:** [gworland@cgu.edu](mailto:gworland@cgu.edu)  
[gworland@ameritech.net](mailto:gworland@ameritech.net)

**Availability**

**Phone (daytime):** 317-927-4652 (8:30 AM – 10 AM)

**Phone (cell):** 317-919-8643 (10 AM – 3 PM)

**Phone (evening):** 317-862-6063 (5 PM – 10 PM)

**Text:** Project Management: The Managerial Process Fourth Edition by Gray and Larson (ISBN # 978-0-07-334817-9). The text includes a trial version Microsoft Project 2007 CD that the student will be using outside the classroom for assignments. It is very important that the student has the Microsoft Project CD or access to this program. Students can also register at [www.microsoft.com/office/trial/default.msp](http://www.microsoft.com/office/trial/default.msp) to obtain a free 60 day trial for Microsoft Project should they desire to purchase a used text. The last page of this syllabus contains a “short-cut” list for using MS Project.

**Course Description:**

This course is designed to introduce students to the concepts of project management. The course will include the project manager’s role, defining goals and objectives, ownership, scheduling, executing and monitoring the project. The course will also utilize Microsoft Project software. Prerequisite: ORGL-306.

**A Note to Students:**

Project management is both people oriented and technically oriented and involves understanding the cause-effect relationships and interactions among the socio-technical dimensions of projects. The field of project management is growing in importance at an exponential rate. It is nearly impossible to imagine a future management career that does not include the management of projects. My goal is to introduce the roles of the project manager and the tools used to integrate projects within his/ her organization’s strategic plan. If there are any questions or concerns before the class starts, I can be reached at the phone numbers listed above.

## **University-Wide Learning Goals**

The University of Indianapolis is an AQIP accredited university, dedicated to continual quality improvement. As a part of the university, the School for Adult Learning commits to the same learning outcomes and the ongoing assessment of them. The learning outcomes are as follows:

- **Social Responsibility**—In the area of social and personal responsibility, students in the School for Adult Learning are responsible for their own learning, connect the ethical and socially responsible practices presented in the classroom to the worlds in which they live, and understand that their behaviors affect society. Both forms of responsibility involve moral obligation to self and community, and rely upon such virtues as honesty, self-discipline, respect, loyalty, and compassion.
- **Creativity**—In the area of creativity, students in the School for Adult Learning generate, appreciate, and evaluate new possibilities, alternatives, and ideas which enable them to see the world in new ways.
- **Critical Thinking**—In the area of critical thinking, students in the School for Adult Learning intentionally apply higher-order thinking to reach evidence-based conclusions.
- **Performance**—In the area of performance, students in the School for Adult Learning write, speak, compute mathematically, and are technologically literate based upon the standards established by SAL.

Note: Not every learning outcome will be emphasized in each class; however, successful students will have demonstrated all four outcomes upon completion of the SAL curriculum.

## **Tips for the student's success in this Project Management Class:**

Successful students will come to class on time and be prepared to discuss their work related-experiences and how project management plays a role. Successful students will have read the assigned material prior to class and reviewed the case studies that conclude each chapter. Students should plan on at least two hours out of class study time per hour of class time. For those students that want to practice using MS Project before class begins, use the last page of this syllabus containing MS Project “short cuts” and enter the Koll Business Center info (Table 6.2 on page 154) into the Project software, identify the critical path and assess the sensitivity of the network.

## **Course Drop Rule:**

Students will be directly responsible for notifying SAL if they plan to drop a course. To receive a 100% refund, students must drop the class by the Friday of the first week of classes.

## **Course Objectives:**

- Provide students with a holistic and integrative view of project management with an emphasis on Portfolio Management System, Project Management Structures, Organizational Culture and WBS.
- Discuss the growing importance of project management in today's open market with worldwide competition with an emphasis on effectively utilizing resources.
- Discuss the strategic role of projects in organizations
- Discuss the organizational and managerial styles that will improve chances of project success
- Discuss how an individual can pursue a PMI Certification and a career in project management
- Demonstrate and utilize Microsoft Project software

## **Course Requirements:**

Class attendance and participation is expected. Learning is an interactive endeavor that requires your interest and cooperation. Your active participation in class is required and will be evaluated on the quality of your contribution to class discussion, not on the quantity of what you say. Since participation is only possible by being present, if a student must miss a class, please contact the instructor.

The class will have a lecture component, but will largely consist of discussion among all participants and computer work. You need to come to class with pertinent questions, examples and thoughts. Occasionally, controversy or disagreement may arise. When/if it does, you are expected to listen with an open mind and respect the rights of others who may disagree with you. You will need access to a computer capable of running the student version of MS Project (included with the text). We will be utilizing the computer lab in Esch Hall. This lab has Microsoft Project installed in the PC's.

## **Grading:**

There will be three (3) examinations or cases that will be worth sixty percent (60%) of your grade. Students will have homework/ deliverables due at the start of each class and will be worth thirty percent (30%) of your grade. Students need to realize that they taking a 400 level course and proper grammar is to be expected. Bring an extra copy of the deliverables (we will review them after the students turn in the material). There will be no credit given if deliverables are not turned in at the start of class. The final ten percent (10 %) of your grade will be based on your ability to utilize/ explain Microsoft Project software and assist others to understand it. All deliverables are to be submitted in MS Word, Excel or Project format. Students will be assigned which deliverable they are responsible for presenting to the class. Those students who are listening to their fellow cohort(s) present are responsible to ask at least one follow-up question on the material. Come to class prepared.

The examinations will consist of multiple-choice questions, open-ended questions, essay questions or cases. The examinations will be directly correlated to the course objectives. The instructor will highlight the areas where test questions are most likely to come from.

**Points Available**

**Grade Scale**

Exam 1	20	100 – 90	A
Exam 2	20	89 – 80	B
Exam 3	20	79 – 70	C
Homework/ Deliverables	30	69 – 60	D
MS Project Utilization	<u>10</u>	Below 60	F
Total	100		

**Teaching Objectives:**

As your instructor, my objective is to assist the student in identifying his/ her organization’s project management capabilities via a SWOT analysis and review various project management theories available to aid organizations during the management process. Successful organizational analysis will help insure that the culture of a respective organization and implementation of those theories discussed in class and in the text create a smooth transition to the organization’s desired outcome. In other words, we have to be able to know what an organization is able to do and implement the project management theories to make it happen. My desire is also for the student to be able to navigate through MS Project software.

**Student Learning Objectives:**

The successful student will explain the concepts and skills that are used by managers to propose, plan, secure resources and budget projects. Students will identify and share with the other cohorts successful projects at their respective organizations and define the theories used to complete those projects. Students will explore ongoing projects at their organizations and relate how project management is used to gain a competitive advantage. The successful student will also utilize Microsoft Project by demonstrating a basic understanding of the software.

**Statement on Plagiarism and Cheating:**

“Plagiarism and cheating are contrary to the ideal of academic integrity and will not be tolerated. Plagiarism is defined as presenting the work of someone else as one’s own. Cheating is defined as dishonesty of any kind in connection with assignments or examinations; it applies to both giving and receiving unauthorized help”. The disciplinary action that will be taken includes receiving a zero for the questioned assignment and having an academic misconduct statement sent to the Provost.

### **Calendar Note:**

A published schedule serves many purposes. This allows all of us to plan our activities for the semester. However, the class calendar, course requirements and procedures are subject to change in the event of unforeseen circumstances. The following class calendar is a dynamic document and subject to change to meet the student's needs.

### **Class Calendar**

**6/12/08**

Chapter 1      Modern Project Management

Chapter 2      Organization Strategy and Project Selection

Chapter 3      Organization: Structure and Culture

Chapter 4      Defining the Project

### **Student Assignments / Deliverables due at Start of Class Night**

- Read Chapters 1 – 4
- Chapter 1: Question 1 “Define a project. What are five characteristics that help differentiate projects from other functions carried out in the daily operations of the organization?” and a one to two page paper (double spaced please) answering questions following “A Day in the Life”. Page 18 – 19 of text.
- Chapter 2: Question 6... Why should an organization not rely only on ROI to select a project? Page 45 of text and the Hector Gaming Case on page 48 and 49 of the text.
- Chapter 3: Question 1... What are the relative advantages and disadvantages of the functional, matrix and dedicated team approaches to managing projects? Page 79 of text and the Moss and McAdams Accounting Firm case on page 82 - 85 of the text.
- Chapter 4: Question 3... What does it mean if the priorities of a project include: Time-Constrain, Scope-Accept and Cost-Enhance? Page 111 of text and the Manchester United Soccer Club case on page 113 - 114 of the text.
- We will be discussing chapters 1 – 4 and your Organization's Mission and Vision Statements along with an introduction to Microsoft Project 2007.

**6/19/08**

Chapter 5 Estimating Project Times and Costs

Chapter 6 Developing a Project Plan

Chapter 7 Managing Risk

**Student Assignments / Deliverables due at Start of Class Night**

- Read Chapters 5 – 7
- Chapter 5: Question 3...What are the differences between bottom-up and top-down estimating approaches? Under what conditions would you prefer one over the other? Page 136 of the text and the Sharp Printing, AG Case page 138- 139 of the text. Write a one to two page paper answering the questions that follow the case.
- Chapter 6: Exercise 8 page 174 of text in MS Project format
- Blue Zuma Project Part 1 on page 553 of text. This will be presented by Kimberley Coleman
- The Blue Zuma Project Part 2 on page 554 of the text. This will be presented by Rhonda Graham
- Chapter 7: Question 4...What is the difference between mitigating a risk and contingency planning? Page 219 of text
- We will be discussing chapters 5 – 7
- We will be doing Microsoft Project Exercises (in-class)
- We will have an exam review

**6/26/08**

Chapter 8 Scheduling Resources

Chapter 9 Reducing Project Duration

**Student Assignments / Deliverables due at Start of Class Night**

- Read chapters 8 – 9
- Exam on chapters 1 – 7
- Chapter 8: Question 2...How does resource scheduling systems reduce flexibility in managing projects? Page 261 of text
- Chapter 8: Exercise 1 on page 261 of text. Presented by Mary Tipmore
- Chapter 9: Question 3...Why is scheduling OT a popular choice? Text page 299
- Blue Zuma Project Part 3 on page 555 of text. This will be presented by Gail Hall
- Blue Zuma Project Part 4 on page 556 of text. This will be presented by Micah Maxwell

**7/3/08**

Chapter 10	Leadership: Being an Effective Project Manager
Chapter 11	Managing Project Teams
Chapter 12	Partnering: Managing Inter-organizational Relations

**Student Assignments / Deliverables due at Start of Class Night**

- Read Chapters 10 – 12
- Exam on Chapters 8 - 10
- Chapter 10: Question 3...What does the exchange model of influence suggest you do to build cooperative relationships to complete a project? Page 337 of text
- Chapter 11: Question 4...What is the difference between functional and dysfunctional conflict in regards to the project? Page 378 of text
- Chapter 12: Question 3...What does the term “escalate” refer to and why is it essential to the project’s success? Page 408 of text
- We will be discussing chapters 10 – 12
- Blue Zuma Project Part 5 on page 556 of text. This will be presented by Sonja McWhinnie
- We will be doing Critical Path Network Exercises (in-class)

**7/10/08**

Chapter 13	Progress and Performance Measurement and Evaluation
Chapter 14	Project Audit and Closure
Chapter 15	International Projects
Chapter 16	Project Management and the Future

**Student Assignments / Deliverables due at Start of Class Night**

- Exam on Chapters 11 - 15
- Chapter 13: Question 6...Why is it important for project managers to resist changes to the project baseline? Under what conditions would a project manager make changes to the baseline? When would a project manager not allow changes to the baseline? Page 445 of text
- Chapter 14: Question 3...Why is it difficult to perform a truly independent, objective audit? Page 483 of text
- Chapter 15: Question 2...What role do local intermediaries play in helping an outsider complete a project? Page 512 of text
- Blue Zuma Project Part 6 on page 557 of text. These will be presented by Sherrie Parker
- Define PMI. What is the current membership? Define PMBOK
- Course evaluation

## Microsoft Project Short Cuts

1. Discuss deliverables and type them in the column. Use indentation tool to show the listings are required under the project name
2. Enter the duration of the tasks
3. Yellow sticky note pad approach
4. Create project schedule by listing predecessors and view the Gantt chart
5. Access the sensitivity of the network and look for slack (format ~ Gantt wizard ~ critical path ~ none ~ yes ~ format it ~ exit). Next, look at the slack over the project (view ~table ~ schedule)
6. Display entire schedule in network form (view ~ zoom ~ entire project)
7. If there are lags you assign them here (double click the activity ~ Predecessor ~ enter the lag time ~ ok) \*\*\* also use this table if changing activity from start-to-finish to another type of condition\*\*\*
8. Assign resource pool to project (view ~ resource sheet. Type in 100% in max unit if there is one individual or piece of equipment available, 200% if two, etc)
9. Assign resources to specific tasks: (view ~ Gantt chart ~ highlight task you are assigning the resources to ~ click on group task icon ~ assign % of needed resources and close box)
10. Designate a start date: (project ~ project information ~ change start date to desire date ~ ok)
11. Assign milestone if desired (view ~ Gantt ~ highlight location of the milestone to be placed and insert new line ~ name the milestone ~ enter 0 days for milestone)
12. Alter work calendar for vacations, holidays, etc (view ~ Gantt ~ tools ~ change working time ~ enter new working times and close). You may also change weekends to working days by highlighting the days and clicking on the non-default working time.
13. Access resource over-allocation (view ~ resource sheet) Red font indicates over-allocated resources.
14. MS Project allows the user to “smooth or level” resources either manually or automatically. To level resources automatically (view ~ resource usage ~ project ~ filtered for ~ overallocated resources ~ select the overallocated resource(s) and select ~ tools ~ level resources. Click the “manual” option ~ level entire project ~ level now. Click the “selected resources” or “entire pool” ~ OK