

Project Management (ORGL-404-AU1)
3 Credit Hours CRN 12668
Term 1, Session 2

General Information

September 29 – November 1, 2008

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

Building/ Room: Esch Hall Room 003 (Computer Lab)

Instructor: **Gary D. Worland**

E-mail: gworland@cgc.edu
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 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:

Effective 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 three hours out of class study time per credit hour. 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. If a student is unable to attend on a night that he/she is scheduled to present (see dates below), it is the student's responsibility to trade presentation nights with another cohort.

The class will have a lecture component, but will largely consist of discussion among all participants and computer work. Students will be assigned which deliverable they are responsible for presenting to the class. Those students who are listening to their fellow cohorts present are expected to ask follow-up questions. 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 on 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 must realize that they are taking a 400 level course and proper grammar and attention-to-detail 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. All deliverables are to be submitted in MS Word, Excel or Project format. All students will bring deliverables for every chapter listed below and students will be assigned a deliverable which they will be responsible for presenting to the class (see class dates below). Those students who are listening to their fellow cohort(s) present are expected to ask pertinent questions on the material presented. Come to class prepared. Presentation times should be long enough for the student to demonstrate their knowledge base covering the assigned material(s) and a Q&A period. Presenters may use Power Point, handouts, class involvement or any other creative means to share their assigned material and encourage discussion.

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.

<u>Points Available</u>		<u>Grade Scale</u>	
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.

Services for Students with Disabilities:

If you have a disability that may have some impact on your work in this class and for which you may require accommodations, please inform me immediately so that your learning needs may be appropriately met. Students with a disability must register with the Services for Students with Disabilities office (SSD) in Schwitzer Center 201 (317-788-3297 / www.uindy.edu/ssd) for disability verification and for determination of reasonable academic accommodations. You are responsible for initiating arrangements for accommodations for tests and other assignments in collaboration with the SSD and the faculty.

Class Calendar 9/29/08

- Chapter 1 Modern Project Management
- Chapter 2 Organization Strategy and Project Selection
- Chapter 3 Organization: Structure and Culture

Student Assignments / Deliverables due at Start of Class Night

- Each student will read Chapters 1 – 3 and turn in a portfolio with answers to;

9/29/08			Presenting to class
Chapter 1	Exercise 1 pg. 17		Class
	Exercise 2 pg. 17		Class
	Page 18: Answer questions for “A Day in the Life” case study (1-2 pages)		Aaron Coon (pro) Debra Foster (con)
Chapter 2	Question 3 pg. 45		Scott Frye
	Exercise 1 pg. 45		Class
Chapter 3	Question 4 pg.79		Brent Gentry
	Exercise 2 pg. 79 (1-2 pages)		David Grigsby
	Students are to bring in their organization’s Mission and Vision Statements		Class

We will be discussing chapters 1 – 3 and your Organization’s Mission and Vision Statements along with an introduction to Microsoft Project 2007. We will also do an in-class case as a group or in groups.

10/6/08

- 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

- Each student will read Chapters 10 – 12 and turn in a portfolio with answers to;

10/6/08			Presenting to class
Chapter 10	Exercise 3 pg. 338		Timothy Humphrey
Chapter 11	Kerzner Office Equip. Case pg. 380 (1-2 pgs)		Jennifer Keesee and Jeffery Lord
	Time permitting we will conduct case in class		Class
Chapter 12	Question 1 pg. 408 (1 pg. paper)		Bryant Marion

- We will be doing a Critical Path Network Exercises (in-class)

10/13/08

- Chapter 4 Defining the Project
- Chapter 5 Estimating Project Times and Costs
- Chapter 6 Developing a Project Plan

Exam # 1 over Chapters 1-3 and 10 - 12

Student Assignments / Deliverables due at Start of Class Night

- Each student will read Chapters 4 – 6 and turn in a portfolio with answers to;

10/13/08			Presenting to class
Chapter 4	Exercise 2 pg. 112		Jennifer Markey
	Answer questions to “Manchester United Soccer Club” case study pg. 113 (1-2 pages)		Anthony Meiring and Kelli Norton
Chapter 5	Question 2 pg. 136		Heidi Schaffer
	Answer questions for “Sharp Printing, AG” case study pg. 138 (1-2 pages)		Amy St. John
Chapter 6	Exercise 10 pg 175 (In MS Project format)		Shelli Traylor

10/20/08

- Chapter 7 Managing Risk
- Chapter 8 Scheduling Resources
- Chapter 9 Reducing Project Duration

Exam # 2 over Chapters 4 - 6

Student Assignments / Deliverables due at Start of Class Night

- Each student will read Chapters 7 – 9 and turn in a portfolio with answers to;

10/20/08			Presenting to class
Chapter 7	Exercise 3 pg. 220		Jason Tucker
Chapter 8	Question 5 pg. 261		Class
	Exercise 1 pg. 261 (in MS Project and Excel format)		Jacquelyn Wells
Chapter 9	Exercise 2 pg. 300		Class

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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

Exam # 3 over Chapters 7 – 9 and 13 - 16

Student Assignments / Deliverables due at Start of Class Night

- Each student will read Chapters 13 – 16 and turn in a portfolio with answers to;

10/27/08			Presenting to class
Chapter 13	Exercise 3 pg. 446		Class
Chapter 14	Exercise 1 pg. 483		Class
Chapter 15	“Ghost Stories” case pg. 516 (1-2 pgs)		Class
	Course Evaluation (1-2 pages)		
Chapter 16	Define PMI and its current membership. Define PMBOK (one page)		Class

- We will complete a Critical Path networking exercise (in-class)

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Microsoft Project Short Cuts (2007 Version)

1. Open MS Project and turn on project guide (view ~ turn on project guide)
2. Define the project: Use the guide to display the project start date
3. Define the general working times using the project guide
4. Discuss deliverables and type them in the column.
5. Enter the duration of the tasks
6. Use indentation tool (green arrow facing right) to show the listings are required under the project name.
7. Create project schedule by listing predecessors and view the Gantt chart
8. 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)
9. Display entire schedule in network form (view ~ zoom ~ entire project)
10. 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***
11. 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)
12. Assign resources to specific tasks: (view ~ Gantt chart ~ highlight task you are assigning the resources to ~ click on group task icon...looks like a picture of two people..... ~ assign % of needed resources and close box)
13. Designate a start date: (project ~ project information ~ change start date to desire date ~ ok)
14. Assign milestone if desired (view ~ Gantt ~ highlight location of the milestone to be placed and insert new line ~ name the milestone ~ enter 0 days to state that it is a milestone)
15. 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.
16. Access resource over-allocation (view ~ resource sheet) Red font indicates over-allocated resources.

17. MS Project allows the user to “smooth or level” resources either manually or automatically. To level resources automatically (tools ~ level resources ~ automatic ~ level now ~ entire pool ~ ok). If this process does not smooth the resource: (view- resource usage- project- filtered for – over allocated resources and select one of the over- allocated resources and follow the commands: tools – level resources – manual – level entire project – level now – entire pool – ok. To ensure that the project is not leveled automatically and you want to see the over allocated resources (tools ~ level resources ~ manual ~ clear leveling ~ entire pool ~ ok)