

MGT 367: INTRODUCTION TO PROJECT MANAGEMENT IN PRACTICE

Fall 2010 · Tuesday & Thursday · Forsyth 302 · 11:00 AM to 12:15 PM

PROFESSOR

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Office Hours: Tu/Th 8 AM to 10:45 AM and by appointment

COURSE PROJECT

The purpose of the course project is to gain experience managing and completing a real-world project. You and your group will be responsible for all aspects of the project management body of knowledge and will be tested on your understanding of the concepts discussed in class lectures, exercises, and discussions. It is imperative that your group begin work on your project as soon as possible to ensure a high-quality, professional project is successfully managed.

Upon completion of this project, students should be able to:

1. Understand the project management knowledge areas outlined in the Project Management Institute's Project Management Body of Knowledge – project integration, scope, time, cost, quality, human resource, communications, risk, and procurement.
2. Understand the difficulties with managing a real-world project and identify a set of best practices that can help you to be a success as a future employee and business professional.
3. Gain a further understanding of the social dynamics that exist in team-based and customer-oriented projects.

PROJECT REQUIREMENTS

The project accounts for 25% of your overall course grade. Your overall project grade will be determined according to the following percentages:

Project Activity	Weight
Deliverable One	10%
Deliverable Two	20%
Deliverable Three	20%
Deliverable Four	30%
Project Presentation	15%
Project Participation	5%

Be aware that all deliverables and presentations will be graded for both content and presentation. Double-check your work to ensure that it is "polished" and does not contain typos or grammatical errors. Poorly written work will be graded significantly below what it would receive if graded on content alone.

Groups will be created via self-selection. Project topics will be discussed in class (see Syllabus). Prior to beginning the project deliverables, please make sure your project topic is initially approved by the professor.

Additional project-specific requirements to be determined based on project selection. Items may be added and subtracted from this list as needed. Your group will receive fair warning of these changes prior to them being made.

Deliverable One (10%)

1. Executive Summary - ***This section will provide a high-level summary of the deliverable.***
The purpose of this section is to identify the key problem Deliverable One faces and how your group resolved this problem. Your group will also be expected to highlight the next steps that will be taken by the group in anticipation of Deliverable Two.
2. Strategic Analysis - This section will outline your group's assessment of the environment relevant to your project topic. At minimum groups will be expected to conduct a Porter's 5 Forces analysis and SWOT analysis. The goal of this section is to identify the niche that your group will capitalize on for the project. Be sure to include a summary sub-section that demonstrates your project team's critical thinking skills. This section of the deliverable should also include rough drafts of the following:
 1. Mission Statement
 2. Stakeholder Analysis
3. Project Charter - The project charter should be an initial draft. The format and elements of the charter will be discussed in class lecture. In addition, please include an initial estimate of your project expenses to begin your project. Lastly, clearly identify the priority listing of your quadruple constraint.
4. Project Team Background - This section will outline the expertise of your project team. This section should include three sub-sections:
 1. Team member resumes
 2. Summarize the strengths and weaknesses of your team
 3. Explain how your team will minimize its weaknesses
5. Group Performance Plan - This section will outline how your group plans to conduct performance reviews. Questions you should consider when making this section include: How do you plan to provide each other with feedback about each project member's performance, how often will your performance review occur, how do you plan to motivate members that may have not performed satisfactorily?
6. Project Plan - This section will briefly summarize the initial steps taken by your group to complete Deliverable Two.
7. Time Log - This section will outline in detail how each group member contributed to the completion of Deliverable One.

Deliverable Two (20%)

1. Executive Summary - ***This section will provide a high-level summary of the deliverable.***
The purpose of this section is to identify the key problem Deliverable Two faces and how your group resolved this problem. Your group will also be expected to highlight the next steps that will be taken by the group in anticipation of Deliverable Three.
2. Project Charter (Revised) - This section will incorporate the feedback from the professor on your Project Charter from Deliverable One. If any changes to your project have altered your original plan, please make sure this is reflected in the new Project Charter.
3. Scope Statement (Basic) - This section will focus on providing the professor with a clear project description. Please ensure that the scope statement includes specific project deliverables and measures of project success (key success criteria). Please note, success criteria should not be "class-oriented," they should reflect criteria that would be found in the business world.
4. Work Breakdown Structure (Basic) - Produce a WBS in Microsoft Project with at least three levels of detail. Here you will need to consider plan deliverables as well as project completion deliverables. However, the major focus should be what the project will do, and clearly defining the tasks that need to be completed to make that happen. Give as much detail as you can, and anticipate revising this over the course of the semester as you learn more about the project requirements.
5. Schedule - Produce a PERT chart in Microsoft Project based on your WBS. Remember to adjust the schedule based upon resources that will be available to you. Also produce a one page high-level summary paragraph explaining the key points in your schedule.
6. Budget - Using the tasks from your WBS at the second level of detail, create a budget for your project. Budget line items should be specific. ***Your budget will be approved by the project sponsor at the end of this deliverable.*** Remember to factor the time of your stakeholders into your costs.
7. Change Control Plan - This section will highlight how change requests will be managed by your project team and executive management.
8. Problem Identification - This section should be used to highlight the problems your group experienced in Deliverable One and how your group was able to resolve them for Deliverable Two.
9. Deliverable One Revised Sections (*Professor Discretion*) - Any section(s) that the professor identified as needing revision prior to submission of Deliverable Four.
10. Project Plan - This section will briefly summarize the initial steps taken by your group to complete Deliverable Three.
11. Time Log - This section will outline in detail how each group member contributed to the completion of Deliverable Two.

Deliverable Three (20%)

1. Executive Summary - ***This section will provide a high-level summary of the deliverable.***
The purpose of this section is to identify the key problem Deliverable Three faces and how your group resolved this problem. Your group will also be expected to highlight the next steps that will be taken by the group in anticipation of Deliverable Four.
2. Scope Statement (Advanced) - This section will incorporate the feedback from the instructor on your Scope Statement from Deliverable Two. This section must also reflect further detail in terms of the scope of the project.

3. Work Breakdown Structure (Advanced) - Produce a WBS in Microsoft Project with at least six levels of detail. Give as much detail as you can, and anticipate revising this over the course of the semester as you learn more about the project requirements.
4. Updated Schedule - Include a copy of your Microsoft Project schedule that reflects the current work completed at this point in the semester.
5. Communications Plan - This section will outline how communications are managed by your project team (including both internal and external communications). Analysis of key stakeholders, preferred communication channels, and rationale for communication channel selection should be included in this section.
6. Problem Identification - This section should be used to highlight the problems your group experienced in Deliverable Two and how your group was able to resolve them for Deliverable Three.
7. Deliverable Two Revised Sections (*Professor Discretion*) - Any section(s) that the professor identified as needing revision prior to submission of Deliverable Four.
8. Project Plan - This section will briefly summarize the initial steps taken by your group to complete Deliverable Four.
9. Time Log - This section will outline in detail how each group member contributed to the completion of Deliverable Three.

Deliverable Four (30%)

1. Executive Summary - ***This section will provide a high-level summary of the project.*** The purpose of this section is to identify the key problem your project team faced and how your group resolved this problem. Your group will also be expected to highlight the implications of your project on organizations.
2. ***Revised Deliverables One, Two, and Three*** - All prior deliverable sections must be revised based on prior feedback and included in Deliverable Four. This means your final project charter, scope statement, WBS, budget, change documentation, etc.
3. Project Launch Information – An overview of the steps taken by your group to publicize the launch of your project (including sample marketing material, strategy, etc.). Examples will be shown in class on how to promote the launch of your project. This section should also include one of the following:
 1. If your project is online, the location of the functioning project.
 2. If your project is offline, an overview of the project launch (include date of launch). Please remember, the professor should be notified of the launch at least forty-eight (48) hours prior to launch. Your project should launch no later than one (1) week prior to your presentation.
4. Finalized Schedule - Include a copy of your Microsoft Project schedule that reflects the work completed to deliver final project deliverable (i.e., Project file should reflect completed work).
5. Risk Assessment Plan - Produce a risk management plan which delineates the risks for the project and strategies for managing those risks. This plan should include:
 1. A list of identified risks
 2. People assigned to manage those risks
 3. Any qualitative and/or quantitative analyses used to develop the plan
 4. Risk response strategies
 5. Budget and schedule estimates for each response strategy

6. Contingency and fallback plans
6. Procurement Plan - Produce a procurement plan which outlines the following:
 1. A list of items that were procured/purchased/utilized (Note: Freeware applications are still “procured”).
 2. How those items were procured/purchased.
 3. What type(s) of contracts were made by your project team.
 4. A revision to the WBS, schedule, and budget to reflect these procurement activities.
7. Lessons Learned - This section should be used to highlight the problems your group experienced throughout the project and how your group was able to resolve them. Particular consideration should be given to the main project management body of knowledge areas and group dynamics experienced over the course of the project.
8. Time Log - This section will outline in detail how each group member contributed to the completion of Deliverable Four.

Project Presentation (15%)

Presentations will be held in our regular classroom. Each presentation is to be made to the entire class as if it were being made to an executive management team/ venture capital fund managers/ etc. Your classmates will assume roles found on a typical upper level management team. Each presentation should be fifteen (15) to seventeen (17) minutes long (including Q&A section).

Each group is responsible for ensuring that their presentation software is compatible with the software used in our classroom. Each member of the team is **required** to make some part of the presentation. Presentations should be **ABSOLUTELY** no longer than seventeen (17) minutes. You will be penalized and stopped for going over this time limit. You should also be prepared to answer questions from the audience. I will let you know when you have only five minutes and one minute left so you can wrap up your presentation.

Everyone in the class is **required** to attend the other presentations, even if your group is not presenting, as you will be part of the presentation evaluation process.

A project presentation guidelines document will be uploaded after Deliverable 3. Please review this document for further information.

Project Participation (5%)

You are free to organize and run your groups in any way you like subject to the specific guidance below. At the conclusion of the project you will evaluate the other members of your group and you yourself will be evaluated by members of your group. Evaluations will be made on three factors:

1. Quality of work performed by the student.
2. Level of effort, including team meeting attendance.
3. Contribution to team effectiveness.

It is possible for a student to do superb work on a small part of the project and receive a low overall grade due to effort level. Each student should privately evaluate his/her team members

on the form posted on the course web site, and email it to me personally. *Evaluations are due twenty-four hours after your presentation to the class.*

There are two rules in effect with respect to peer evaluations:

1. To turn in a low evaluation of another group member, I should be notified sometime long before the later deliverables are completed that the target of the poor evaluation has not been pulling his/her weight. This requirement corresponds to the requirement most organizations have that an individual must be counseled if their performance could lead to dismissal.
2. Each member of the group must be allowed to play a significant part in the development and implementation of the project. If an individual feels that he/she is being shut out by the group, the individual must notify me early (the earlier, the better). This requirement does not mean that each group member must be involved in every aspect of the project, but it is meant to preclude one or two individuals from monopolizing the project and then giving poor evaluations later.

“Free Rider” Penalty

Once in a great while, a team has a member who chooses not to participate actively, placing the burden on other participants. If this is consistently reported by other team members, the *free rider will be accorded a penalty of up to 50% of the project grade* he/she would have received based on normal deliverable scoring. This will also strongly influence her/his overall participation grade.

FINAL WORDS

If you have any questions or concerns, do not hesitate to contact me via email, request an appointment to meet, or stop by during my office hours.