

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: T/Th 8 AM – 10:45 AM and by appointment

COURSE INFORMATION

Course Website: Available on Blackboard. *It is your responsibility to check this website frequently for announcements.*

Required Course Text: Kloppenborg, Timothy J. *Contemporary Project Management 1/e.* South-Western Cengage Learning.

Course Software: Microsoft Project Professional 2007 (Trial version should be downloaded from Microsoft.com). Please do not install the trial version of the software until you receive your first assignment involving Project. This will ensure the trial period will not expire before the end of the class project.

Additional Readings: *Additional readings (e.g., Harvard Business Cases and articles) will be a part of this course as needed.* A link to purchase the business cases will be available on Blackboard.

COURSE OBJECTIVES

This course examines each knowledge area of the Project Management Institute's (PMI's) Project Management Body of Knowledge. These knowledge areas are scope, time, cost, quality, human resources, communication, risk, and procurement. The course also emphasizes the interrelated nature of these knowledge areas. This course is excellent preparation for students desiring to become certified Project Management Professionals.

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

1. Understand the role of project management in managerial projects.
2. Understand the organizational context of project management.
3. 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.
4. Explain how the nine project management knowledge areas are interrelated.
 5. Understand and apply the project management process groups – initiation, planning, executing, controlling, and closing.
 6. Evaluate the viability of potential projects and critique the project management techniques used in existing projects.
 7. Gain real-world experience for managing projects.

COURSE REQUIREMENTS AND GRADING

Your grade will be determined according to the following percentages:

Course Activity	Weight	Activity Type
Student Participation	15%	Individual
Project	25%	Group
10 Class Assignments (3% each)	30%	Individual/Group
Exam One	10%	Individual
Exam Two	10%	Individual
Student Leadership	10%	Group

Be aware that all assignments will be graded for both content and presentation. Double-check your work to assure 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.

Final Grade	Total Points	Final Grade	Total Points
A+	97-100%	C+	77-79.99%
A	93-96.99%	C	73-76.99%
A-	90-92.99%	C-	70-72.99%
B+	87-89.99%	D	63-69.99%
B	83-86.99%	D-	60-62.99%
B-	80-82.99%	F	Below 60%

Student Participation (15%)

Student participation is based on an assessment of your active participation in the course. You are encouraged to attend all classes and to participate regularly in class discussions. ***In order to earn a high mark for student participation, you need to participate regularly.*** This class relies heavily on student participation. ***If you do not come prepared for discussion and lecture, your student participation grade will be severely penalized.***

Student participation points will be allocated to you based on the quality of your contributions. Please note that no one can possibly know all there is to know. The way to learn is to dive right in and contribute. Only through discussion and friendly dialogue among fellow students can learning be achieved.

As long as your comments reflect the fact that you are prepared to participate, they will be considered pertinent and may help your participation grade. Student participation points will be assigned based on the judgment of the instructor. You can expect to receive the following grades for student contribution, if your contributions are concise and illustrate critical thinking (that is, they go beyond the stated facts).

- 90+% - *Always well prepared and has something relevant to contribute to the discussion within the classroom.*
- 80-89% - *Well-prepared and contributes during the majority of the classroom discussions.*
- 70-79% - *Adequately prepared and contributes to the classroom discussions on an occasional basis.*
- 60-69% - *Adequately prepared but seldom volunteers to speak and/or engage within the classroom.*
- Below 60% - *Inadequately prepared and never voluntarily contributes within the classroom.*

Project (25%)

The course project is divided into four main deliverables with two additional components (a project presentation at the end of the semester and a project participation grade). The main deliverable due dates are listed in the course schedule below. ***Please be aware that the course project will be a real-world project. Your group is expected to launch this project one week prior to the project presentations at the end of the semester.*** This will provide you with real-world experiences for understanding project management.

You can expect to receive the following grades for project deliverables, if deliverables are concise and illustrate critical thinking and creativity.

- 90+% - *Overall deliverable exceptionally well prepared, document demonstrates principles of project management applied appropriately, demonstrates exceptional critical thinking and creativity in analysis, no grammatical mistakes, and written using business professional language.*
- 80-89% - *Overall deliverable well prepared, document demonstrates principles of project management applied somewhat appropriately, demonstrates exceptional critical thinking and some creativity in analysis, few grammatical mistakes, and written using business professional language.*
- 70-79% - *Overall deliverable well prepared, document demonstrates an attempt to apply the principles of project management appropriately, demonstrates critical thinking or creativity in analysis, several grammatical mistakes, and written using professional language.*
- 60-69% - *Overall deliverable adequately prepared, document demonstrates somewhat of an attempt to apply the principles of project management, and several grammatical mistakes.*
- Below 60% - *Inadequately prepared, document does not demonstrate application of principles of project management, does not demonstrate critical thinking or creativity in analysis, and several clear grammatical mistakes.*

Class Assignments (CA) (30%)

There will be ten (10) class assignments throughout the course of the semester. These exercises are designed to reinforce certain components of the Project Management Body of Knowledge as well as test your reading and writing comprehension. Each of these exercises is weighted equally and must be completed by the designated due date. Unless otherwise noted, they must be completed individually. I encourage you to work through any problems with your classmates.

Exams (2 x 10% each)

There will be two exams in this class. The class schedule indicates when the exams will be given and the material to be covered by each exam. Topics covered on the exams will come from a variety of locations, including but not limited to: class discussion, lecture, readings, student led presentations, class assignments, tutorials, and the course project.

Student Leadership (SL) (10%)

Throughout the semester, there are twelve (12) student leadership projects. This assignment will use three-person groups. Your group will be required to find at least one article from a business professional source (e.g., Harvard Business Review, Communications of the ACM, Sloan Management Review, and the Journal of Project Management) concerning a specific project management topic published within the last five (5) years and synthesize the material into an executive summary for the class. The article(s) must be sent to the professor (i.e., a copy of the article) at least two weeks prior to your presentation date. The executive summary should be no less than one (1) and no longer than two (2) single-spaced, 12-point Times New Roman, and 1-inch margin pages. Remember to include the names of all group members in the page header.

In addition to the summary, the group will be required to lead the class in a short, fifteen (15) to twenty (20) minute presentation/discussion. In order to facilitate discussion, ***the summary should be emailed to the class (and me) no later than the 72 hours prior to the day of the presentation.*** In other words, if you are presenting on a Tuesday, you should email your executive summary to the class and me no later than 11 AM on Saturday.

You can expect to receive the following grades for student leadership projects, if your class discussion and executive summary are concise and illustrate critical thinking (that is, they go beyond the stated facts).

- 90+% - *Well prepared, led class discussion with a professional manner, provided class with an in-depth understanding of topic, and utilized a creative learning method.*
- 80-89% - *Well prepared, led class discussion with a professional manner, provided class with a thorough understanding of topic, and utilized a somewhat creative learning method.*
- 70-79% - *Somewhat well prepared, led class discussion with a professional manner, provided class with a good understanding of topic, and utilized a somewhat creative learning method.*
- 60-69% - *Adequately prepared, led class discussion with a somewhat professional manner, and provided class with a fair understanding of topic.*
- Below 60% - *Inadequately prepared, did not lead class discussion with a professional manner, and did not provide class with an understanding of topic.*

Additional Course Policies

Reading Assignments

The course schedule lists readings that are to be read prior to class. For example, readings listed for August 31st are to be read prior to class on August 31st. This class relies heavily on student participation. *If you do not come prepared for class discussion and lecture, your student participation grade will be severely penalized.*

Late Assignments and/or Project Deliverables

Project deliverables will not be accepted late. A penalty of 10% per day late will be assessed on assignments (i.e., SL Executive Summaries and Class Assignments) turned in after specified due date. A day is defined as twenty-four hours. Thus, class assignments turned in within 24 hours of the due date can, at best, earn 90% of the points for that assignment. No credit will be given for assignments turned in more than 48 hours after the due date.

Course Evaluations

Course evaluations will be available to you from November 21st until December 5th.

Attendance Policy

Attendance is strongly encouraged, but not required in this course with the exception of days noted on the class schedule below. Please note that a large percentage of your grade is based on student participation. Furthermore, examinations and several assignments will contain material discussed only in class. Therefore, students should attend class regularly.

Accommodations for Students with Disabilities

Western Carolina University is committed to providing equal educational opportunities for students with documented disabilities. Students who require disability services or reasonable accommodations must identify themselves as having a disability and provide current diagnostic documentation to Disability Services. All information is confidential. Please contact Disability Services for more information at (828) 227-2716 or 144 Killian Annex. You can also visit the office's website: <http://www.wcu.edu/12789.asp>.

Academic Honesty Policy

Western Carolina University, as a community of scholarship, is also a community of honor. Faculty, staff, administrators, and students work together to achieve the highest standards of honesty and integrity. Academic dishonesty is a serious offense at Western Carolina University because it threatens the quality of scholarship and defrauds those who depend on knowledge and integrity. Academic dishonesty includes:

1. **Cheating**—Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.
2. **Fabrication**—Intentional falsification of information or citation in an academic exercise.
3. **Plagiarism**—Intentionally or knowingly representing the words or ideas of someone else as one's own in an academic exercise.

4. **Facilitation of Academic Dishonesty**—Intentionally or knowingly helping or attempting to help someone else to commit an act of academic dishonesty, such as knowingly allowing another to copy information during an examination or other academic exercise.

Instructors have the right to determine the appropriate sanction or sanctions for academic dishonesty within their courses up to and including a final grade of “F” in the course. Within 5 calendar days of the event the instructor will inform his/her department head, and the Associate Dean of the Graduate School when the Student is a graduate student, in writing of the academic dishonesty charge and sanction.

Plagiarism will not be tolerated. First offenses will result in a zero on the assignment and notification to the appropriate university officials for violation of the Student Academic Honor Policy. Second offenses will result in a zero for the course and notification to the appropriate university officials for violation of the [Academic Honesty Policy](#).

Please note that this course utilizes the anti-plagiarism tool SafeAssign.

COURSE SCHEDULE

Date	Topic(s)	Reading(s) <i>(To be done prior to class)</i>	Assignment(s)
Aug. 24 th	Course Introduction		
Aug. 26 th	Project Information & Group Dynamics		
Aug. 31 st	Writing Seminar / Class Exercise	Read MIA Philippines	CA-1 (Executive Summary) Due Sept. 3 rd @ Noon
Sept. 2 nd	Introduction to Project Management	Read Ch. 1 (pp. 1-16)	
Sept. 7 th	Project Selection	Read Ch. 2	
Sept. 9 th	Class Exercise		CA-2 (Financial Analysis) Due Sept. 10 th @ Noon
Sept. 14 th	Understanding the Organization	Read Ch. 3 (pp. 53-62); Read BAE Automated Systems	
Sept. 16 th	Integration Management	Read Ch. 4 & Ch. 5 (pp., 101-106)	
Sept. 21 st	Scope Management	Read Ch. 6	<i>Project Del. 1 Due before class Sept. 21st</i>
Sept. 23 rd	SL Presentations 1 & 2; Class Exercise		CA-3 (Tutorial – Part I) Due Sept 24 th @ Noon
Sept. 28 th	Time Management	Read Ch. 7	
Sept. 30 th	SL Presentations 3 & 4; Class Exercise		CA-4 (PERT Chart) Due Oct. 1 st @ Noon (Group)
Oct. 5 th	Cost Management	Read Ch. 9; Read Ariba Implementation	
Oct. 7 th	EXAM REVIEW		CA-5 (EVM Analysis) Due Oct 8 th @ Noon (Group) <i>Project Del. 2 Due Oct. 8th @ Noon</i>
Oct. 12th	EXAM ONE		
Oct. 14 th	☺ FALL BREAK – NO CLASS ☺		
Oct. 19 th	☺ FALL BREAK – NO CLASS ☺		
Oct. 21 st	Quality Management; Presentation 5	Read Ch. 11	
Oct. 26 th	Communications Management (<i>Online</i>)	Read Ch. 5 (pp. 107-125); Read Dell IdeaStorm (Available for download on Blackboard)	Respond to Discussion Board Questions (for Student Participation)
Oct. 28 th	SL Presentation 6 & 7; Class Exercise		CA-6 (Communications) Due Oct. 29 th @ Noon (Group)
Nov. 2 nd	HR Management	Read Ch.8 (pp. 200-220) & Ch. 13 (pp. 357-367); Read MediSys Corp.	
Nov. 4 th	SL Presentation 8 & 9; Class Exercise		CA-7 (Tutorial – Part II) Due Nov. 5 th @ Noon <i>Project Del. 3 Due Nov 5th @ Noon</i>
Nov. 9 th	Risk Management	Read Ch. 10; Read Jet Propulsion Laboratory	
Nov. 11 th	SL Presentation 10; Class Exercise		CA-8 (EMV Analysis) Due Nov. 12 th @ Noon
Nov. 16 th	Procurement & Integration Management	Read Ch. 12 & 15	
Nov. 18 th	SL Presentation 11 & 12		CA-9 (Case Analysis) Due Nov. 19 th @ Noon
Nov. 23 rd	Alternative PM Approaches		
Nov. 25 th	☺ THANKSGIVING BREAK ☺		
Nov. 30 th	EXAM REVIEW		
Dec. 2nd	EXAM TWO		
Dec. 7th	PROJECT PRESENTATIONS (Attendance Required)		CA-10 (Lessons Learned) Due Dec. 10 th @ Noon
Dec. 9th			<i>Project Del. 4 Due Dec. 7th @ 11 AM</i>

Course schedule subject to change at professor's discretion (i.e., Professor's Privilege ☺).