

Introduction to Project Management

Fall 2012

Instructor: Justin Johnson MBA, PMP **Office:** By Appointment
E-mail: jusjohn@sandia.gov **VoiceMail:** 967-7992
Class Hours: Monday 4 – 6:30pm
Class Room: GSM230
Office hours: by appointment

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Course Description

This course focuses on managing projects in a variety of organizations. Topics include planning, work breakdown structure, scheduling, budgeting, project controls, roles and teaming, agile project management, and leading a project. Students will also learn to use the powerful scheduling tool MS Project 2010.

Required Materials

I strongly recommend that students join PMI (www.pmi.org \$32/year for students +\$10 one-time application fee) and then join our local Rio Grande chapter (www.pmirgc.org). Membership will include access to both the primary required books. In addition, you will gain access to a number of other reference materials including the recommended reading which may prove helpful for your projects. Registration and processing can take 2-5 days so please plan to sign up early if you do go this route. During the course, we will have a few opportunities to participate in PMIRGC meetings and to network with professional members.

[Fundamentals of Project Management](#), Joseph Heagney, 4th Edition, 2012, AMACOM publisher, ISBN: 13: 978-0-8144-1748-5 (paperback or e-copy)

[A Guide to the Project Management Body of Knowledge \(PMBOK\)](#), Fourth Edition; Published by the Project Management Institute, Inc. ISBN 978-1-933890-51-7 (paperback or e-copy)

[Practice Standard for Earned Value Management](#), Second Edition; Published by the Project Management Institute, Inc. ISBN 978-1-935589-35-8 (paperback or e-copy)

[Microsoft Project 2010 Step by Step](#), Carl Chatfield & Timothy Johnson, Microsoft Press, 2010, ISBN 0-7356-2695-2 (e-version available)

Project Management simulation software: **SimProject** – Purchase from the publisher’s website www.simulationpoweredlearning.com We will have accounts set up that associate you with my class. Cost is \$45 per student. Once you have purchased, you will be sent links to set up and start using. NOTE – does not need to be purchased prior to class.

MS-Project10 software Students in MIS and IA courses may download course-related software at no cost through Anderson’s Microsoft licensing agreement: <http://averia.unm.edu/MsdnAA>

Recommended

Project Management: A Systems Approach to Planning, Scheduling and Controlling, Tenth Edition, Harold Kerzner Published by Wiley ISBN: 0470278706

Making Sense of Agile Project Management: Balancing Control and Agility

by Charles G. Cobb John Wiley & Sons © 2011

ISBN:9780470943366

Course Objectives:

Recognize projects and their distinguishing characteristics.

Recognize processes and skills needed to manage a project.

Identify stakeholder needs and meet their expectations.

Identify sources of uncertainty and risk and demonstrate how to mitigate them.

Demonstrate the appropriate use project management software.

Nature of Course

In an age of constant and rapid change, managers who understand and practice project management are better positioned to succeed and advance in their careers. When organizations innovate, downsize, re-engineer and expand their scope, management relies on projects to effect those changes. Moreover, regardless of their major thrust, most strategically important initiatives involve projects.

Why is it that many projects do not succeed in terms of coming in on time, and within budget and meeting expectations? Success demands *discipline* on the part of all participants and also leadership on the part of managers and executives. Success necessitates not only understanding and applying project management tools and techniques, but also recognizing the requirements of stakeholders, and understanding how the project fits into the organization's overall portfolio of work.

For real-world projects, simulations, and hypothetical cases, we'll consider questions such as these

1. Which organizational goals drive this (proposed) project?
2. How well does the project fit within the organization's portfolio?
3. How well do we understand and define the requirements?
4. How well is the project planned?
5. How explicit and effective are the leaders, sponsors, and champions?
6. What is going/went right? Why?
7. What is going/went wrong? Why?
8. What lessons can we transfer to the next project?

Students with Disabilities

If you are a qualified person with disabilities who might need reasonable accommodations in academic settings, please communicate with me **as soon as possible** so that we may make appropriate arrangements to meet your needs. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Course Deliverables

Students will complete a variety of assignments aimed at developing and then strengthening project management skills and abilities. Many assignments are best suited for small teams, working as if in a project with clear deliverables and a timetable.

Project Management Skills Development

A. Project Planning using MS-Project (MSP)

(1) Work through the assignments in the Chatfield & Johnson text to demonstrate mastery of basic MSP functionality. This is an individual assignment. Collaboration is allowed; however, I expect each student to do, submit, and reflect upon his/her own work. DELIVERABLE – email completed assignments from each chapter.

(2) Teams of 3-5 students will create a project plan for a small project using MS-Project. The plan can be for an upcoming project, or for part of a large project. Alternatively, students may complete project plan for a hypothetical project taken from a case study or other public source. DELIVERABLE – basic project plan.

The goal of the above two assignments is to gain a working knowledge of MS Project, submitted assignments are graded on a pass/fail for doing and submitting the work. The most useful small project plans are those that can be used throughout the semester. You may want to consider planning your group work in MS Project or if a group member is working on a project outside of class that makes sense to track. The more you use the schedule throughout the semester, the better prepared you will be for the third part of the MS Project Assignment and using MS Project in your careers.

(3) Individual Assigned Schedule and Earned Value Analysis – later in the semester you will be given a short take home assignment to develop a simple schedule and perform earned value analysis. The above exercises and class discussions will give you all the knowledge required for this assignment.

B. SimProject – Alliance Prototype project simulation

Early in the term, teams of 3-5 students will work through the Alliance Prototype simulated project by planning for project “work weeks” and then responding to the events occurring during that “work week.” This immersion will familiarize you with many of the issues and concepts in the field of Project Management. Your team will be evaluated on your *analysis* of your team’s results and mistakes.

C. Project Work and Analysis

Once approved by the instructor, students/teams are to add a synopsis of their planned project work to our wiki.

Option A: In teams of 3-5, students will participate in an actual project, as participant observers with dual responsibilities (1) to complete deliverables for the project as requested by the real project manager and (2) to analyze, assess and report upon the project processes s/he uses to manage the project. Specifically:

- A journal documenting your involvement and learning experiences working with PMP mentor and the project they are involved with
- A project paper discussing the differences and similarities between what you learned in class and what you learned from the project mentor
- A presentation on your experiences and what you learned to be given the final two weeks of class and will include the project mentors as available in the audience

Project opportunities will become available through the Rio Grande Chapter of PMI. Students may also seek out projects through their employer or other willing host organizations. To qualify for this course component, projects must be managed by a PMP or proven, seasoned project manager. This option is well-suited to overlap with the MS-Project planning work specified in the Skills Development section above. *Note: all projects must be approved in advance by the instructor.*

Option B: In teams of 3-5, students select and research a topic covering one facet of project management. This research will result in a research paper & (in most cases) a presentation covering the topic in greater depth and/or breadth than has been possible during class time. Note: all projects of this type must be approved in advance by the instructor.

Option C: In teams of 3-5, students select a completed or ongoing project in which they have participated and complete a detailed project case study and analysis. This research will result in a written case study & (in most cases) a class presentation. The best case studies report on actual events and typically require host-organization permission and access to detailed project planning and management records. In some cases, host organizations will only approve such work if identifying information is redacted. Note: all projects of this type must be approved in advance by the instructor.

D. Insights from Beyond the Texts (BTT)

Beginning in mid-October, each student is responsible to find, read and discuss with the class a current project management-related article, case or event. You might get inspiration from the assigned weekly videos, news articles, or major projects from history. In leading your class discussion, you will cite your source article, briefly summarize the main points, and focus on analyzing its significance in light of how the material illustrates or challenges concepts we're covering in class. Plan to use ~15-25 minutes of class time and to engage your classmates in the discussion. Provide a 1-2 page summary plus your references by email. You will sign up for a BTT week. While multiple students may present in a given week, each student is responsible for choosing their own topic. Students must receive instructor approval for topic, please submit your topic of interest at least 1 week prior to assigned date.

E. Class Preparation and Participation

In a graduate class such as Mgmt631, I expect active class participation by all students. Active participation includes contributing to class discussions with questions, answers, attention to other speakers, and timely contributions to online, email and wiki discussions.

There is no grade impact for students who meet these standards, and most graduate students do. Students who are not actively participating or have multiple class absences without prior notification may find their grade reduce by up to a full letter grade. This is a graduate level course and as such, active and useful participation in class is expected.

Assignments

All assignments should be submitted electronically by email, if you don't receive a confirmation I received the assignment, I did not receive it. Ensure the files are labeled clearly to indicate the assignment and your name(s). Virus-check each submission. If you submit a file containing a virus that your virus-checker should have detected, you/your team will get an "F" grade for that assignment.

Grading

25% MS-Project Assignments
25% SimProject Assignments
40% Project Participation & Presentation including journal & assignment submission
10% Beyond the Text (BTT)
0/+/- Class participation, Peer Assessments

Tentative Course Outline and Schedule (Note dates & topics subject to change) SEE COURSE DELIVERABLES DOCUMENT IN WEBCT FOR MORE DIRECTION ON ASSIGNMENTS

Weeks/ Dates	<u>Topics & Readings</u>	Other
Week 1 8/20/2012	<p>Course overview, ice-breaking activity Introductions</p> <p>Accessing class resources</p> <ul style="list-style-type: none"> • WebCT • MSPProject 2010 • SimProject <p>Potential PMP mentors</p> <p>http://www.youtube.com/watch?v=8x7msPfjASo (RMCPRO – Getting Started in Project Mgt)</p> <p>http://www.youtube.com/watch?v=52yjQEEdnso&feature=related (Dilbert, why projects fail)</p>	<p>Review syllabus, noting assignments and expectations.</p> <p>Due next week, download & activate MSP10 software (see URL above).</p> <p>Complete readings for next week.</p>
Week 2 8/27/2012	<p>Heagney 1-2 (Overview and Role of PM) PMBOK 1-2 (Introduction and PLC/Organization)</p> <p>Preview of MSP work</p> <p>Form teams of students (PMP mentor, SimProject work).</p> <p>http://www.youtube.com/watch?v=GcR-wpSzr4Y (5 steps to Project Success)</p>	<p><i>Due next week: C&J: ch. 1-3 *submit by email no later than 11:59 PM on 9/3/2012</i></p> <p>Complete readings for next week.</p>
9/3/2012	Labor Day Break	
Week 3 9/10/2012	<p>Heagney 3-4 (Planning and Developing) PMBOK 4.1-4.2, 5.1-5.2 (Charter, Plan, Scope management)</p> <p>Selected MSP topics</p> <p>Finalize Project Teams and PMP Projects</p> <p>http://www.youtube.com/watch?v=m2Vbc7ASr80&NR=1 (PM in 60 seconds)</p>	<p><i>Due next week: C&J: ch 4-6 *submit by email no later than 11:59 PM on 9/17/2012</i></p> <p>Complete readings for next week.</p>

Weeks/ Dates	<u>Topics & Readings</u>	Other
Week 4 9/17/2012	Heagney 6-8 (WBS & Scheduling) PMBOK 5.3, 6.1-6.5 (WBS & Schedule) http://www.youtube.com/watch?v=JWymXNPuU7g&NR=1 Optional PMIRGC meeting 9/20/2012	<i>Due next week: C&J: ch 7 – 10 submit by email no later than 11:59 PM on 9/24/2012</i> Complete readings for next week.
Week 5 9/24/2012	Heagney 5 (Risk Management) PMBOK 11.1-11.5 (Risk Management) Selected MSP topics	<i>Due next week: C&J: ch 11-13 *submit by email no later than 11:59 PM on 10/1/2012 + Purchase/register SimProject software</i> Begin work on group MSP 2010 project plans Complete readings for next week.
Week 6 10/1/2012	BTT: PMBOK 7.1-7.2 (Cost Management) Catch up on other topics http://www.youtube.com/watch?v=fEpgTijxl-s (Lazy PM)	<i>Due next week: SimProject Weeks 1-4</i> Complete readings for next week.
Week 7 10/8/2012	BTT: Heagney 9-10 (Project Control, Evaluation, Change Control) PMBOK 4.4-4.5, 5.5, 6.6, 7.3, 11.6 (Project Control) Selected SimProject topics	<i>Due on 10/12 2012: SimProject Weeks 5- end</i> Complete readings for next week.

Weeks/ Dates	<u>Topics & Readings</u>	Other
	http://www.youtube.com/watch?v=5DyjLFVMVso (Creating a WBS)	
Week 8 10/15/2012	BTT: Heagney 12 (Managing the Project Team) PMBOK 9 (Human Resource Management)	<i>Due 10/22/2012</i> <i>SimProject Group</i> <i>Analysis *submit by</i> <i>11:59pm 10/22/2012</i> Complete readings for next week.
Week 9 10/22/2012	BTT: Heagney 11 (Earned Value Analysis) Practice Standard for EVM (PMI Download) Selected SimProject Topics Distribute MSP EVM Assignment Guest Speaker: Ray Leonard on EVM Optional - PMIRGC Meeting 10/18/2012	Project team mini-meetings with Prof. after class <i>Due 11-5-2012 - MSP</i> <i>EVM Assignment</i> <i>*submit by 11:59pm</i> <i>on 11-5-2012</i> Complete readings for next week.
Week 10 10/29/2012	BTT: Heagney 13 (Project Manager as Leader) PMBOK 10 (Communications Management)	Project team mini-meetings with Prof. after class Complete readings for next week.
Week 11 11/5/2012	BTT: PMBOK (Procurement Management) http://www.youtube.com/watch?v=gOX3GoIDkFw (10 Signs of Project Failure) Guest Speaker: Jane Betterton on Organizational PM	Browse through supplemental Agile Project Management Book. If you did not sign up for PMI, work with a group mate. Project team mini-meetings with Prof. after class
Week 12 11/12/2012	Agile Project Management http://www.youtube.com/watch?v=4u5N00ApR_k&feature=relmfu)UPM, FMC I want to Run an Agile Project part1)	Project team mini-meetings with Prof. after class

Weeks/ Dates	<u>Topics & Readings</u>	Other
	http://www.youtube.com/watch?v=IAf3q13uUpE&feature=relmfu (I want to Run an Agile Project part 2) Guest Speaker – Joseph Robinson on Agile Project Management	
Week 13 11/19/2012	<u>Thanksgiving Break</u> OR Catch up as needed	
Week 14 11/26/2012	Preparation for Class Projects and Course Catch Up http://www.youtube.com/watch?v=fyjry5USV44 (How to Avoid Project Chaos)	<i>DUE 12/2/2012 Final Projects - submit presentation and project paper by 11:59pm 12/2/2012</i> <i>DUE 12/2/2012 MSP Ongoing Schedule Due</i>
Week 15 12/3/2012	http://www.youtube.com/watch?v=BRMDCRP GYBE IDEA Course Evaluations Team Project(s) & Presentation(s)	
Finals Week 12/10/2012 Time TBD	Project Presentations Team Project(s) & Presentation(s)	