ISSCM 349, Project Management

Fall 2018, 5/21 – 7/30
MoWeFr 1:40pm – 2:30pm, Corboy Law Center - Room 323

Contact Information
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Office Hours by appointment

Catalog Description
The art and science of project management as applied to a variety of business and technical projects in commercial, public, and private sectors. Covers: project life cycle and methodology; team-building; project organization, stakeholders and leadership; proposals and contracts; techniques for project planning, estimating, scheduling, and control; PMO.

Course Overview
This course is an introduction to the philosophy and practice of project management. The course involves a student group project to investigate a "real-world" project. The investigation requires application of project-management tools covered in the class; these include: a project proposal that gives project objectives, a schedule, a work breakdown structure, and responsibilities; a written interim report; and a final oral and written report.

Course Objectives and Learning Outcomes
Students will
• Understand the broader role of the project manager with regard to all project stakeholders
• Understand the concepts and methods associated with initiating, defining,
and executing projects.

- Be able to apply methods and tools for project scheduling, budgeting, risk management, and performance tracking.

A Writing Intensive course is designed to teach a variety of writing styles which will give students the opportunity for drafting and feedback. The writing in this course will emphasize styles and formats encountered in relevant business settings. Feedback will be provided through re-writes or conferences on writing.

Required Materials


Since available at Follett’s Bookstore and Amazon

- Other materials will be posted on Sakai

Instructor Expectations and Course Policies

- Professionalism is expected in the classroom. This includes: arrive to class on time and stay for the entire class period, attend every required class session, actively participate in discussion, stay engaged during lectures, show respect for others’ opinions and experiences through verbal and body language.
- Please turn off and do not use cell phones or other wireless devices, including laptop computers, in class.
- Reserve non-class related questions for before or after class or set up an appointment during office hours.
- Refer to the course Sakai site for notes, slides, and other class-related
handouts/resources.

- I will return e-mails and phone calls in a timely manner and expect the same from students.
- Course communication will be sent to your Loyola e-mail address. I am unable to send information about grades or other academic work to a non-Loyola e-mail address. Students should continue to check their Loyola e-mail accounts until final grades are posted.

**Academic Integrity**

Academic dishonesty is unacceptable and includes submitting as one’s own: 1) material copied from a published source, 2) another person’s unpublished work, 3) allowing another or paying another to complete your work, or 4) purchasing and/or acquiring and using a pre-written paper for your course work. Because the course relies so heavily upon your own reflections, the work you submit must be original to this course. Sources must be cited properly (MLA or APA format is acceptable). Academic dishonesty will result in, at minimum, the grade of F on the assignment.

**Course Assignments**

Instructions for each assignment are posted on the course Sakai site. **Assignments must be submitted on Sakai, or as instructed, in class.** Readings should be completed by the date listed on the syllabus and will be discussed during that class period. Papers should be typed in 12-point font with 1” margins, double-spaced, and proofread for grammar and spelling. Assignments are due on the due date as posted on Sakai. Assignments that are submitted up to 24 hours late will receive up to 50% of the possible points for the assignment; assignments that are submitted more than 24 hours late will not be accepted.

**Grading Criteria**

*(See Sakai for specific instructions on each assignment below)*
• 20% Exams covering lectures and assigned readings and problems.
• 55% Project oral presentation and written final report.
• 25% Project proposal, 10-min. presentation and interim report, class participation, attendance and participation in sessions 2, 4, 6, 9.

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Attendance
Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class period, is expected. Please email me if a circumstance beyond your control will prevent you from attending. You are responsible for any assignments or requirements missed during an absence. Please note – Any/all assignments due that day must still be submitted.

Make-Up Examinations
Loyola University academic policy provides that tests or exams may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believes exams represent a critical component of student learning, required exams should be taken during the regularly scheduled class period. Make-up exams are discouraged. Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final exam may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up exam must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. Limited assistance in proctoring make-up exams may be available through a designated Quinlan administrative
assistant. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

**Academic Integrity**

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood…Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.


**Please note:**

This class may deviate from the course outline above.

The instructor reserves the right to make changes as needed to the course syllabus for all students.
Week by Week Outline


8/27 Monday

Readings
- Introduction
- Chapter 1 - What is Project Management?

Topics/Questions for Discussion
1. What makes something a project rather than a random collection of activities or an ongoing business process?
2. Is project management becoming more or less important in organizations? So what?
3. What projects have you encountered or worked on in your own experience? What's the largest project you've been involved with?

8/29 Wednesday

Readings
- Ch. 5 - Planning Fundamentals

Topics/Questions for Discussion
1. The following are some frequently shared quotes about the nature of planning and projects. Be prepared to discuss:
   - "Plans are worthless, but planning is everything." General Dwight D. Eisenhower, Supreme Allied Commander, WWII
   - "Plan the work, work the plan" Anonymous Project Manager
   - "No plan survives contact with the enemy." Variousy attributed

8/31 Friday

Readings
• Ch 13 - Project Organization Structure and Integration
• Ch 14 - Project Roles, Responsibility, and Authority

Topics/Questions for Discussion

1. What factors contribute to the organization and staffing of a project? How do projects fit within larger organizational structures and settings?
2. What makes for an effective project manager?

**Week 2: Sep 3 - Sep 7.**

**Monday - Labor Day Holiday - No Class**

**9/5 Wednesday**

Readings

• Ch 15, pp.523-540 - Managing Participation, Teamwork
• Case 13.2 - Pinhole
• Case 14.2 - Nuwave

**9/7 Friday**

Assignment

• Discuss project team design
• Discuss possible study projects
Week 3: Sep 10 - Sep 14.

9/10 Monday

Readings
- Ch.2 - Systems Approach and Systems Engineering, pp. 46-62

Topics/Questions for Discussion
1. What constitutes a system? How do systems behave over time?
2. Why a systems perspective is relevant in managing projects

9/12 Wednesday

Readings
- Ch.3 - Systems Development Life Cycle and Project Conception, pp. 85-102
- Appendix A: RFP from Midwest Parcel Distribution Company

Topics/Questions for Discussion
1. Adopting a life cycle perspective on systems. Implications for project design and management

9/14 Friday

Assignment
- Complete formation of project teams
- Identify potential study projects

Week 4: Sep 17 - Sep 21.

9/17 Monday

Readings
• Ch.3, pp. 102-120 The Project Proposal and Project Contracting
• Appendix B: Proposal for Logistical Online System Project

Topics/Questions for Discussion
1. Structure and purpose of project proposals
2. Contracts (formal and informal) and projects

9/19 Wednesday

Readings

• Ch.4, Project and System Definition. pp. 126-144
• Ch.4, pp. 144-149 Optional

Topics/Questions for Discussion

1.Contracts (formal and informal) and projects
2. Getting projects launched and off the ground

9/21 Friday

Teams work on projects

Assignment
• Student team objectives and guidelines due == INTERNAL RULES

Week 5: Sep 24 - Sep 28.

9/24 Monday

Readings
• Ch.4 Systems Development in Industry and Government, pp. 144-149
**9/26 Wednesday**

Readings  
- TBD  

Topics/Questions for Discussion  
- Alternatives to waterfalls - the shift toward Agile thinking  
- Visualizing project structures and progress  

**9/28 Friday**

Teams work on projects  

**Week 6: Oct 1 - Oct 5.**

**10/1 Monday**

Assignment  
- Project Proposals Due == CHARTER  
- Project Interim Reports Due  
- 10-minute Oral Presentations  

**10/3 Wednesday**

Assignment  

- 10-minute Oral Presentations  

**10/5 Friday**

Teams work on projects
Week 7: Oct 8 - Oct 12.

10/8 Monday Mid-Semester Break - No Class

10/10 Wednesday

Readings

- TBD

Topics/Questions for Discussion

- The Changing Geography of Projects
- Managing Virtual Projects
- Software tools for planning and managing projects

10/12 Friday

Teams work on projects


10/15 Monday

Midterm Exam

10/17 Wednesday

10/19 Friday

Teams work on projects

10/22 MONDAY

Readings
• Ch.6 pp. 202-214 - The Critical Path

Topics/Questions for Discussion
1. Mapping projects to calendars
2. Mapping resources to projects
3. Adjusting project plans to accommodate resource constraints

10/24 WEDNESDAY

Readings
• Ch.6 pp. 217-227 - Scheduling with Resource Constraints

Topics/Questions for Discussion
1. Mapping projects to calendars
2. Mapping resources to projects
3. Adjusting project plans to accommodate resource constraints

10/26 FRIDAY

Teams work on projects
Project Status Reports Due


10/29 MONDAY

Readings
• Ch.7 pp. 237-255 (7.1-7.3) - (advanced network, CPM, time/cost, PERT)
• Ch.7 pp. 255-262 Optional (7.4 Theory of Constraints)

Topics/Questions for Discussion
1. Translating project plans and constraints into dollars and cents
2. Budgets in theory and in practice
3. Identifying, understanding, and dealing with risks
4. Project execution - what happens to the plan once it hits the fan

Assignment

• Chapter 7. Problems 7-9

10/31 Wednesday

Readings
• Ch.8 (cost estimating/budgeting)

Topics/Questions for Discussion

1. Budgets in theory and in practice

Assignment

• Chapter 8. Problems 27-30, 33

11/2 Friday

Teams work on projects

Week 11: Nov 5 - Nov 9.
11/5 MONDAY

Readings

- Ch.10 pp. 351-375 (10.1-10.7) (managing risks)
- Ch.11 p. 389 (Figure 11.1), pp. 402-427 (11.6) (project control)

Topics/Questions for Discussion

1. Identifying, understanding, and dealing with risks

11/7 WEDNESDAY

Readings

- Ch. 9 - Project Quality Management.

Topics/Questions for Discussion

1. Project execution - what happens to the plan once it hits the fan

11/9 FRIDAY

Teams work on projects

Project Status Reports Due

Week 12: Nov 12 - Nov 16.

11/12 MONDAY

Readings

- Ch.11 - Project Execution and Control. pp. 390-402
- Ch.12 - Project Evaluation, Communication, Implementation, and Closeout

Topics/Questions for Discussion

1. Keeping things relatively in control
2. Communicating project progress within and outside the project team
3. After Action Reviews and learning from today’s project to improve tomorrow's project

11/14 Wednesday

Readings
• Ch.16 - The Management of Project Management

Topics/Questions for Discussion

11/16 Friday

Teams work on projects

Week 13: Nov 19 - Nov 23. THANKSGIVING BREAK

11/19 Monday

Teams work on projects

11/21 Wednesday - THANKSGIVING BREAK - NO CLASS

11/23 Friday - THANKSGIVING BREAK - NO CLASS

Week 14: Nov 26 - Nov 30. Team Project Presentations
11/26 Monday - Team Presentations

11/28 Wednesday - Team Presentations

11/30 Friday - Team Presentations

Week 15: Dec 3 - Dec 7. Team Project Presentations

12/3 Monday - Team Presentations

12/5 Wednesday - Team Presentations

12/7 Friday - Team Presentations
Assignment for First Class Session


2. Students in this course will investigate real projects that will be chosen from projects *suggested by members of the class*. If you *are* a project manager, *work* in projects or in a company that conducts projects, or have *friends* who are project managers and know of potential projects to investigate during the course, *please phone or email Dr. McGee before the first session*: 847.867.1086 or jmcgee5@luc.edu. Refer to “Investigation Project for Project Management Course”, below.

3. The class will be divided into teams of 5-7 students each (7 maximum). If you would like to form a group in advance or to be included with certain individuals in a group, please send me your names.
Investigation Project for Project Management Course

Students in the Project Management course investigate a “real” project. The project can be one that is underway, in the planning stages, or already completed. The students investigate whatever aspects of the project they want, as long as it concerns the management of the project. Topics include any or all of the following: RFP/proposal, feasibility study, user and system requirements definition, project selection, contracts, work breakdown and scheduling, budgeting project control techniques, risk assessment and management, project organization and leadership, project methodology, team building, conflict management, project close-out and evaluation, the management of project management (PMO), and project knowledge management. Usually, students investigate and report on topics about which they can get the most information. The outcome is an oral presentation and written report 30-50 pages in length. Over the past several years, students in this course have investigated more than 100 projects in industries such as construction, manufacturing, product development, product launch and promotion, real estate, information systems development, systems installation, process improvement, and health care.

The purpose of the investigation is to give students an opportunity to observe and critique the management of a project. In general, larger projects are preferable to smaller projects since they offer greater opportunity to employ standard project management practices. The greater the scope and complexity of the project and the more people involved, the greater the need for project management.

To perform the investigation, the students need access to information. The most common sources are interviews with project managers and team members, and project documentation. Students are advised to keep the number of interviews to a minimum. Usually, they need about three or four hours of interviews with the project manager and others associated with the project. Each student team has five-seven students, though only some of them might actually conduct the interviews. The others work on analyzing project documentation and writing the results.

The actual technical details and financial content of project documentation that
students are permitted to see is of no relevance to the investigation. If confidentiality is an issue, then portions of the documentation can first be deleted or selectively whited-out. No confidential or proprietary information will be included in the final report. Several managers have said that they gained insight into the project management process as a result of having participated in the investigation.

For more information, please contact the instructor, Jim McGee, at jmcgee5@luc.edu.