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ISOM 349, 101, Project Management

2st Semester Quarter, 2017-2018

Tu, Th 1:00- 2:15pm; Corboy Hall - Room 207

John Nicholas, instructor

312 915-7060 jnichol@luc.edu Schreiber Hall 504, 16 East Pearson, Chicago, IL 60611
Office Hours: Mon, Wed, 10:00-3; Tues, Thurs, 2:30-4; other hours by appointment.

<http://www.luc.edu/quinlan/faculty/johnnicholas/>

Catalog Description

The art and science of project management as applied to business, industrial, and public projects. Covers: the project life-cycle; project teambuilding; techniques for planning, scheduling and controlling projects; project organizations; project leadership and stakeholders.

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.

Required Materials

Text: J. Nicholas and H. Steyn, *Project Management for Engineering, Business, and Technology*, 5th ed., Routledge, 2017. ISBN 978-1-138-93734-5

Available at Follett's Bookstore

- Other materials will be posted on Sakai

Supplementary Resources

None

Course Requirements and Grading Criteria

- 45% Exams covering lectures and assigned readings and problems.
- 45% Project written final report and oral presentation, determined as follows
 - 17% grade for overall report
 - 21% grade for individual student contribution to report
 - 7% grade for student peer evaluation
- 10% Project proposal and interim report; class participation; attendance at team-building and oral presentation sessions.

Course Grading Scale

A	100-93%
A-	92-90
B+	89-88
B	87-83
B-	82-80
C+	79-77
C	76-73
C-	72-70
D+	69-67
D	66-60
F	59 and below

Quinlan School of Business Policies:

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Quinlan faculty believe examinations represent a critical component of student learning and examinations should be taken during the regularly scheduled class period. **Make-up examinations 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). *You must notify the instructor in advance via email if you will miss an exam. Failure to notify the instructor in advance will result in 0 for the exam.*

A make-up *final examination* may be scheduled only with the permission of the appropriate Quinlan academic dean.

Student athletes may use the testing services of the Athletics Department to complete a make-up examination. 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 will be reported to the academic deans and chairperson of the department involved.

Note: I strictly enforce this rule!! If you are caught cheating, you risk getting a D or F for the course and being suspended from the university.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website:

<http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf>

Instructor Policies

To minimize distractions:

- Laptops must be closed during class
- Cell phones must be turned off.

Course Outline

Week	Date	Topic	Readings in textbook
1	1/16 1/18	Introduction to project management Project planning Form student teams	Introduction and Ch 1: all Ch 5: all except 177-178; (problems 24, 25**)
2	1/23 1/25	*Team building session Project organizations	Ch 16: 541-555 Ch 14: 483-504
STUDENT PROJECT TEAM GUIDELINES DUE (email to instructor by 5pm, 1/29)			
3	1/30 2/1	Intro to the PM; Project leadership STUDENT PROJECT TEAM MISSION STATEMENT and OBJECTIVES DUE	Ch 15: all
4	2/6 2/8	Systems development cycle Phase A: Conception, RFPs, Feasibility, Proposals	Ch 2: 42-50; Ch. 3: 67-73 Ch 3: 73-84; book Appendix A: 659-662 Ch 3: 84-90; book Appendix B: 662-669
5	2/13 2/15	Contracts STUDENT PROJECT TEAM PROPOSALS DUE Contracts	Ch 3: 90-97; Ch 3 appendix: 97-103
6	2/20 2/22	MIDTERM EXAM #1 (weeks 1-5) *ORAL INTERIM PRESENTATIONS (10 minutes per team) Phase B: Project Definition	Ch 4: 109-127; book Appendix C: 670-685
7	2/27 3/1	SOW, work definition, Project scheduling *Team building follow-up session	Ch 5, reread Reread Ch.16: 541-555
Break 3/5 -3/10			
8	3/13 3/15	Network scheduling Resource leveling CPM and time/cost tradeoff	Ch 6: 190-203 (prbs 9, 26-27**) Ch 6: 209-216 (prb 22) Ch 7: 232-246, 250 (prb 7-9,12,13,17)
9	3/20 3/22	Critical chain scheduling Cost estimating and budgeting	Ch 7: 252-260 (prb 17) Ch 8: all; (prbs 29, 30)
10	3/27 3/29	Cost estimating and budgeting MIDTERM EXAM #2 (weeks 6-10)	
11	4/3 4/5	Project risk management Project control Project quality (optional)	Ch 10: 346-370 Ch 11: 386-402, 407-416 (prbs 29-32,35) Ch 9
12	4/10 4/12	Phase C: Change Control Phase C: Project Execution	Ch 11: 416-420 Ch 12: 430-435
13	4/17 4/19	MIDTERM EXAM #3 (weeks 8-12) Project termination; Phase D: Operation	Ch 12: 441-448
14	4/24 4/26	* Methodology, PMO, Agile * 2 ORAL PRESENTATIONS	Ch 17: 569, 572-586; Ch 13:453-466

Final Exam session, 5/4 * 4 ORAL PRESENTATIONS; WRITTEN PROJECT REPORTS 1:00-3:00 pm

*** Attendance at all team building sessions and all oral presentations is absolutely mandatory!**

**** Assigned problems will not be collected, but you are responsible for knowing how to solve them**

Please note: This class may occasionally deviate from the course outline above.

The instructor reserves the right to make changes as needed.

First Assignment

1. Read Introduction and Chapter 1 in Text: Nicholas and Steyn, *Project Management for Engineering, Business, and Technology*, (5th edition), New York: Routledge, 2017, ISBN 978-1-138-93734-5.
2. Students in this course will investigate real projects that will be chosen from projects suggested by the students (see below: Investigation Project). If you are a project manager, work in projects or in a company that conducts projects, or have *friends* or family members who are project managers or know of potential projects to investigate during the course, please email Dr. Nicholas before the first session: 312-915-7060 or jnichol@luc.edu. Discussion and selection of investigation projects will begin the first class session.
3. The class will be divided into teams of 5-7 students each. 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. 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, change management, project organization and leadership, role of the project management, 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 and activities such as construction, manufacturing, product development, product launch and promotion, real estate development, information systems development, systems installation, business mergers, TV advertising, market branding, and music album recording.

The purpose of the investigation is to give students an opportunity to observe and critique the management of a project. 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 and financial details of the project are of no relevance to the investigation. If confidentiality is an issue, then portions of the project documentation to be included in the report can first be deleted or selectively whited out. Company, product, or individuals' names can be altered if necessary. 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. Students claim the learning experience of performing the investigation project is invaluable.

For more information, please contact the instructor, John Nicholas, at 312-915-7060 or jnichol@luc.edu.