OM 493 002: Management of Technology Projects

Spring 2019 Course Syllabus

Timothy Porter

Location Robinson Hall Room B202.
Class Session Tuesdays and Thursdays from 10:30 PM to 11:45 PM.
Office Hours Tuesdays and Thursdays from 1:30 PM to 2:30 PM, or by appointment
My office: Enterprise Hall Room 149.
Phone (703) 993-4697
Fax (703) 993-1809.
E-mail tporter6@gmu.edu

Description
Managers are increasingly being involved in and assuming responsibility for the management of projects. These projects may involve the development of information systems, new products or services, infrastructure or other development projects for the public or private sector, and a host of other applications.

Project management is widely used in business and government to accomplish unique outcomes with limited resources under critical time constraints. Many managerial problems are associated with planning, directing, and controlling resources to meet the technical, cost, and time constraints of projects. This course will cover the knowledge areas that are key to success in project management including such topics as project organizations, scheduling, cost control, earned value analysis, risk management, and managing project quality. Students will also learn to use project management software – Microsoft Project – in planning, directing and controlling projects.

This course will be consistent with the Project Management Institute standard for project management.

The student will need access to Microsoft Project. Instructions for downloading MS Project will be provided separately. Please note that MS Project is not available for the Macbook. Therefore if you wish to use your Macbook you will first require a MS Windows emulator for your Macbook. This is not the preferred option.

Required Textbook
Course Objectives
Understands the genesis of project management and its importance to improving the success of projects
Demonstrates knowledge of project management terms and techniques such as
  - The triple constraint of project management
  - The project management knowledge areas and process groups
  - The project life cycle
  - Tools and techniques of project management such as
    - Project selection methods
    - Work breakdown structures
    - Network diagrams, critical path analysis, and critical chain scheduling
    - Cost estimates and earned value analysis
    - Motivation theory and team building
Applies project management concepts by working on a group project
Uses Microsoft Project and other software to help plan and manage a project
Appreciates the importance of good project management
  - Shares his/her own examples of good and bad project management
  - Uses knowledge and skills developed in this class in other settings
Studies other texts and articles related to project management
Demonstrates competence in giving oral presentations

Approach
The format will be lectures, case studies and discussion, team projects and class presentations.

Communications
All offline communications will be best conducted via e-mail. If you have any questions or concerns please feel free to contact me by email. Please include the course identifier in the subject line of all email. Please do not leave messages for me at my GMU office telephone. I do not check this voicemail very often.

Due-Date Policy
Late deliverables will receive a maximum score of 50% of the possible points. Every day thereafter will incur an additional penalty of 10%. At the end of the 5th day deliverables not accepted. Exceptions for missing due dates will only be approved for genuine emergencies.

Disability
All academic accommodations due to disability must be arranged through Disability Services.

Honor Code
Students are expected to be familiar with the Honor Code of George Mason University and with its specific application to all class work required by faculty in the program. If you are in doubt about how the honor system applies to a particular assignment or class, it is your responsibility to clarify the requirements with the professor.
Connectivity
It is the student’s responsibility to have reliable and adequate Internet connectivity and access (including GMU computers available on campus). For technical assistance, visit the ITU Support Center at http://itussupport.gmu.edu/ or call 703-993-8870 or send e-mail to support@gmu.edu. However, it is solely the student’s responsibility to determine and resolve connectivity and other problems.

Class Participation
Performance is highly associated with class attendance and participation. Students are expected to attend all scheduled classes. Class participation consists of active engagement in the presentation of material and through questions and discussions. The student is solely responsible for all assignments and material presented in class even if missed due to absence.

Course Website on Blackboard
1. Located on MyMason.
2. The course website consists of links containing this syllabus; announcements and assignments, PowerPoint presentations, supplemental notes, and other information.
3. During the semester, new documents may be created and existing documents may be modified as appropriate. Important course announcements will be posted under the link “Announcements” and/or on the course calendar. **You should check the website at least once a week.**
4. The student should be familiar with recent versions of MS Office products, especially MS Word, PowerPoint, and Excel.

Grading Metrics
1. The metrics used for the final course grade are the scores earned on:
   Mid-term (25% of final score)
Final exam (40% of final score),  
Individual Microsoft Project assignments (10% of final score)  
Individual Classwork Assignments (10% of final score),  
Team project and presentations (15% of final score), and

2. A numerical final course total score is calculated as the sum of scores earned.  
3. The final course letter grade is assigned objectively and strictly according to the numerical final course total score. (See “Course Grade” below. Maximum points = 100)

Individual Assignments  
Students will be assigned individual homework or classwork assignments. These will be related to our study of project management tools, techniques and methods and in which you will be tasked to demonstrate your understanding and proficiency. Homework assignments will include use of Microsoft Project to produce project planning documents. Classwork assignments may or may not be announced in advance based on the instructor’s perceived need for the class. There are no makeups for missed classwork.

Team Project  
Students will be organized into project teams of about 4 students. The purpose of the team project is to help the students understand how the concepts covered in class apply to practice. Students will propose project topics to the instructor for approval. Each team will present a project report at the end of the semester and prepare a project report. Specific requirements will be discussed in class.

File Naming Conventions  
All assignments and project files will be submitted electronically and will follow the format standards listed below:  
NameDeliverableVerx.docx (or .mpp, etc.) where  
- Name is either your last name or your team identifier, e.g. Team01, Team12  
- Deliverable is the name of the deliverable, e.g. Charter, Scope, MSProject, Interimstatus, Finalstatus)  
- Ver1 is version #1 (then Ver2 or Ver3, etc.)

Tests  
1. A mid-term and final examination will be given.  
2. Specific topic coverage of the exams will always be announced and posted in advance of exam dates. Each individual exam contributes the points earned to the final course score.  
3. The exams may consist of true/false questions, multiple choice questions, short answer questions, word problems, or essays. Tests are based upon information found in the textbook, the class presentation and discussion and any supplemental readings. We will discuss the exam format in more detail in class.  
4. All tests are an individual effort. Absolutely NO collaboration of any kind is permitted.  
5. Tests are closed book and closed note except as indicated here. The student may prepare one page of 2-sided notes or two pages of 1-sided notes that may be used during the test. These notes must include any formulas that are needed for the test. These notes may be either printed or handwritten of any large or small font size.

Grading
The instructor will review every graded instrument in class, usually at the next class meeting. Any student wanting further review or wishing to appeal the grade can do so during office hours or at a separately scheduled meeting with the instructor. In either case the student must confirm the meeting by email to the instructor. All grades are considered final one week after being posted to Blackboard.

Make-up Tests
A missed exam may be made up only under unusual circumstances at the sole discretion of the instructor for emergencies. Make-ups may be of a different format and level of difficulty than the original test. The test make-up day and time is TBA.

Course Grade
1. Final course grades are assigned on a point system with a maximum of 100 points for the course, based on the final total point score for the course. Scores are rounded to the nearest whole number.
2. Final course grades will be assigned as letters, WITH plus and minus.
3. The final course grade is assigned objectively according to the numerical final course total point score earned on all grading instruments.
4. There is no “extra credit” of any kind.

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<thead>
<tr>
<th>COURSE TOTAL SCORE *</th>
<th>COURSE GRADE</th>
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<tbody>
<tr>
<td>FROM</td>
<td>UP TO</td>
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<td>97</td>
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### Course Schedule
The following schedule is provided. The schedule may be adjusted during the semester to adapt to deviations that may occur for various reasons. Changes to the schedule will be at the instructors discretion and will be announced in class and on the course website. The final exam will be **May 14 from 10:30 AM to 1:15 PM.**

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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments and Related Reading</th>
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<tbody>
<tr>
<td>1/22 and 1/24</td>
<td>Introduction to Project Management Methodologies</td>
<td>Chapter 1 and 2 Finalize projects Case Study: &quot;A Day in the Life&quot;</td>
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<td>1/29 and 1/31</td>
<td>Organizations Project Charter PM Context and Processes, PM Process Groups, Project Scope Statement, Class Project Overview Impact of Culture</td>
<td>Chapter 2, 3 Case Study: “Horizon Consulting”</td>
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<td>2/5 and 2/7</td>
<td>Defining the Project Work Breakdown Structure</td>
<td>Chapter 4 Case Study: “Manchester United”</td>
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<td>2/12 and 2/14</td>
<td>Estimating Project Times and Costs</td>
<td>Chapter 5 Case Study: &quot;Sharp Printing (AG)”</td>
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<td>2/19 and 2/21</td>
<td>Developing a Project Plan</td>
<td>Chapter 6 In-class project network exercises</td>
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<td>2/26 and 2/28</td>
<td>Managing Risk</td>
<td>Chapter 7 Project deliverables #1 due Case Study: “Alaska Fly Fishing”</td>
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<td>3/5 and 3/7</td>
<td>Mid Term Exam</td>
<td>Mid term exam</td>
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<td>3/19 and 3/21</td>
<td>Project Cost Management Scheduling Resources and Costs Reducing Project Duration</td>
<td>Chapter 8, 9 Adding resources to a network, creating a baseline Case Study: “Whitbread Race”</td>
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<td>3/26 and 3/28</td>
<td>Progress and Performance Measuring</td>
<td>Chapter 13 Project monitoring and control Case Study: Earned Value In-class exercises</td>
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<td>4/2 and 4/4</td>
<td>Leadership, Managing Project Teams</td>
<td>Chapter 10, 11 Case Study: &quot;Western Oceanography” and &quot;Kerzner&quot;</td>
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<td>4/9 and 4/11</td>
<td>Outsourcing, Negotiation, International Projects</td>
<td>Chapter 12 and 15</td>
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<td>4/16 and 4/18</td>
<td>Agile Project Management</td>
<td>Chapters 16</td>
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<td>4/23 and 4/25</td>
<td>Project Presentations</td>
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<td>4/30 and 5/2</td>
<td>Exam Prep</td>
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<td>Project Presentations</td>
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