OM 493: Management of Technology Projects

Fall 2014 Course Syllabus

Timothy Porter

Location
Planetary Hall Room 224.

Class Session
Mondays from 7:30 PM to 10:15 PM. Class meets from August 25th through December 1st. There is no class on Monday September 1st and the Monday October 13th class will be held on Tuesday October 14th.

Office Hours
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 2010.

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
   Templates for improving communications
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**
Exceptions for missing due dates will only be approved for genuine emergencies.

**Disability**
All academic accommodations due to disability must be arranged through the Disability Resource Center (DRC). If you are a student with a disability and you require academic accommodations, please contact the DRC at 993-2474. I will cooperate fully with the DRC to accommodate a student’s special needs.

**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. Concerns about breaches of the honor system may be discussed with the Program Director, with the professor, or with the Associate Dean (Graduate Studies) of the School of Management.
School of Business Recommendations for Honor Code Violations
Adopted by the faculty May 2012

UG-Non Freshman Students (including transfer students)

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<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
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<tbody>
<tr>
<td>Plagiarism—failure to cite/attribute sources</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance; dismissal from the program; and possible suspension or expulsion</td>
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<tr>
<td>Plagiarism—representing someone else’s work as the student’s own</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance (at times of hearing and reenrollment if relevant); dismissal from the program; and possible suspension or expulsion</td>
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<td>Cheating on an assignment, homework, class participation, or minor project</td>
<td>An F in the class; and Academic Integrity Seminar Attendance</td>
<td>Expulsion</td>
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<td>Cheating on a major project, test, or exam</td>
<td>An F in the class; Academic Integrity Seminar Attendance; and at least one semester suspension</td>
<td>Expulsion</td>
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<td>Egregious Violation [e.g., stealing an exam; submitting coursework from another class as original work; lying to an employer about academic performance]</td>
<td>Dismissal from the program; at least one year suspension; and attendance at Academic Integrity Seminar at the time of hearing and just prior to reenrollment</td>
<td>Expulsion</td>
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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/](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) and final exam (35% of final score),
Individual Assignments (15% of final score),
Team project and presentations (20% of final score), and
Participation (5%)

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 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. This will include use of Microsoft Project to produce project planning documents. Homework assignments will be announced in class and will be posted on Blackboard by the instructor.

Team Project
Students will be organized into project teams of 5 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.

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.
2. Final course grades will be assigned as whole 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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<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 December 15, 2014 at 7:30 PM to 10:15 PM.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments and Related Reading</th>
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<tbody>
<tr>
<td>August 25</td>
<td>Introduction to Project Management</td>
<td>Chapter 1 and 2&lt;br&gt;Finalize projects&lt;br&gt;Case Study: &quot;A Day in the Life&quot;</td>
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<td>September 8</td>
<td>Organizations&lt;br&gt;Project Charter&lt;br&gt;PM Context and Processes, PM Process Groups, Project Scope Statement, Class Project Overview</td>
<td>Chapter 2, 3&lt;br&gt;Case Study: “Horizon Consulting”</td>
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<td>September 15</td>
<td>Defining the Project&lt;br&gt;Work Breakdown Structure</td>
<td>Chapter 4&lt;br&gt;Case Study: “Manchester United”</td>
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<td>September 22</td>
<td>Estimating Project Times and Costs</td>
<td>Chapter 5&lt;br&gt;Case Study:&quot;Sharp Printing (AG))</td>
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<td>September 29</td>
<td>Developing a Project Plan</td>
<td>Chapter 6&lt;br&gt;In-class project network exercises</td>
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<td>October 6</td>
<td>Managing Risk</td>
<td>Chapter 7&lt;br&gt;Project deliverables #1 due&lt;br&gt;Case Study: &quot;Alaska Fly Fishing”</td>
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<td>October 14</td>
<td>Mid Term Exam</td>
<td>Mid term exam</td>
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<td>October 20</td>
<td>Project Cost Management&lt;br&gt;Scheduling Resources and Costs&lt;br&gt;Reducing Project Duration</td>
<td>Chapter 8, 9&lt;br&gt;Addining resources to a network, creating a baseline&lt;br&gt;Case Study: “Whitbread Race”</td>
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<td>October 27</td>
<td>Progress and Performance Measuring</td>
<td>Chapter 13&lt;br&gt;Project monitoring and control&lt;br&gt;Case Study: Earned Value &lt;br&gt;In-class exercises</td>
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<td>November 3</td>
<td>Leadership, Managing Project Teams</td>
<td>Chapter 10, 11&lt;br&gt;Case Study:&quot;Western Oceanography” and &quot;Kerzner”</td>
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<td>Date</td>
<td>Topic</td>
<td>Chapters/Presentations</td>
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<td>November 10</td>
<td>Outsourcing, International Projects, Closure</td>
<td>Chapter 12, 14 and 15</td>
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<td>November 17</td>
<td>Agile Project</td>
<td>Chapters 16</td>
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<td>Project Presentations</td>
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<td>November 24</td>
<td>Oversight</td>
<td>Chapters 17</td>
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<td>Project Presentations</td>
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<td>December 1</td>
<td>Exam Prep</td>
<td>Project Presentations</td>
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