
University of Missouri – St. Louis Syllabus
LOGOM 6347 ... Project Management
InfoSys 6847 ... Financial and Project Management
Fall 2016
A Blended Offering

A project is defined to be a non-repeating or special action or set of actions designed to produce a special outcome. This course presents the concepts and state of the art / state of the practice of project management as applicable to both the Logistics and Operations Management and Management Information Systems domains. Project Management spans the two major phases of a project, planning and execution, and all sub-phases including defining the project organization, scheduling, defining the project in a manner that facilitates management and execution, estimating, leading, risk management, project control and project audit/closure. Concepts such as organizational design and culture as they impact projects and emerging business realities such as employing e-commerce practices and globalization will be introduced. Traditional and agile project management practices will be studied.

Semester Schedule

Aug 22 Monday, classes begin 8:00 a.m.
Sept 5 Monday, no classes, Labor Day holiday
Sept 6 Tuesday, classes resume 8:00 a.m.
Nov 19 Saturday, Fall Break (Thanksgiving holiday) begins 5:00 p.m.
Nov 28 Monday, classes resume 8:00 a.m.
Dec 10 Saturday, classes end 5:00 p.m.
Dec 12 Monday, final examinations begin
Dec 17 Saturday, Fall Semester closes, end of day
Dec 17 Saturday, Fall Commencement

This class will be administered as a blended offering, face-to-face and virtual, asynchronous classes as discussed and scheduled in this syllabus

Text: Project Management , The Managerial Process, 6e
By Erik W. Larson and Clifford F. Gray
McGraw Hill Irwin
New York, New York

Supplemental readings as assigned and posted in MyGateway

Assessment

- Class Participation 10%
- Group Module Assignments One and Two 10%
- Group Module Assignment Three and Exec Briefin... 10%
- 1st Exam 20%
- 2nd Exam20%
- Term Paper30%

Grading based on total points accumulated

- 90-100 A
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- 86-89 A-
 - 83-85 B+
 - 78-82 B
 - 74-77 B-
 - 65-73 C

Note ... Class participation will be a function of one's performance in the discussion boards which are an integral part of this course offering.

Note: ... There will be a Group Module Assignment at the end of modules one thru three; they will be, collectively, worth 20% of one's final grade. Each Assignment will require the preparation of a written report and a presentation; we will critically review the presentations prepared by each group during our face-to-face classes. Additionally, the Module Three assignment will include the requirement for a presentation to a Bboard of Saint Louis executives re: the case assigned.

Note ... There will be two, non-cumulative examinations.

- They will be administered in an on-line, asynchronous, timed basis.
- Examination one will be open for taking on 14 thru 16 October
- Examination Two will be open for taking on 9-11 December, inclusive.
- Each examination will be worth 20% of one's final grade

Note ... There will be a term paper, written about any Operations Management topic you may choose, worth 20% of one's final grade, required as a part of your course of study

- Detailed instructions for this paper will be posted to MyGateway
- The paper will be due 12 December 2016

Course Objectives

- Develop an understanding of the concepts attendant to project management
- Develop an understanding of the steps in a comprehensive project management plan that spans the planning and execution stages
- Develop an understanding of and an ability to apply state of the art project management practices and tools, with an emphasis on the operations research and mathematical tools used in project management in general and in the Information Systems and LOM communities for project management

25 Aug 2016 In Class	Face to Face Discussion ... Int5roductions, Expectations, and Introduction to the course
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M1W0 *Projects are defined as non-repeating special efforts to achieve a goal or mission. Projects are how Business gets things done. Projects tend to be*

- *Resource constrained*
- *Politically and organizationally challenging*
- *Business critical*
- *Over budget*
- *Late*

Discussion Points

- Definitions
- Modern Project Management; the mandate for proficiency in project management
- Project Execution alternatives
 - Traditional vs Agile Project Management
- Contract mechanisms

Question(s)

- What is this thing called "project management"? What are the system boundaries of "project management"?
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M1W1

. Assignment(s) for M1W1

- Reading Assignment ... Gray and Larson Chapter 2 ... Organization Strategy and Project Selection, pp 24
- Reading Assignment ... Kaplan and Norton (2000): Strategy Mapping
- Suggested Reading (read for concept) ... Davis (1989): Technology Acceptance
- Suggested Reading (read for concept) ... Ventejsh and Davis (2003): A Theoretical Expansion of the TAM
- Suggested Reading (read for concept) ... Gartner Report (2003): Hype Cycle for Emerging Technologies

The scope of project management includes picking projects to be executed ... project selection must reflect organizational needs as well as resource availability, risk and the business culture, et.al.

Discussion Points

- Strategy
 - Vision and Mission
- Project selection
 - Kaplan and Norton Strategy Mapping
 - Risk Aversion
 - Technology Assessment
 - Multi-factor Analysis

Question(s)

- How does one ensure that a proposed project not only makes economic sense but is a good investment within the context of a business' goals and objectives?

M1W3

Assignment(s) for M1W3

- Reading Assignment ... Gray and Larson Chapter 5 ... Estimating Project Times and Costs, pp 128
- Suggested Reading (Read for Concept) ... Sechrest and Sidani (1995) ... Quantitative and Qualitative Methods
- Suggested Reading (Read for Concept) ... Wyse (2011) ... Qualitative vs Quantitative Research (SnapSurveys.com)
- Suggested Reading (Read for Concept) ... Qualitative vs Quantitative Research (AtlasTI.com)

Estimating costs and resource requirements is an essential part of defining a project. Availability of sufficient but not excessive resources, including time, money, people and skills is of critical importance.

Cost and Schedule Estimation

- Importance of Estimates
- Types of costs
- Macro vs Micro techniques
 - Forecasting like procedures
 - Formal Methods
 - CoCoMo
 - Function Points
 - Apportionment / Complexity Factors / CER's

Question(s)

- Why is estimating critical to project success even at the earliest phases of a project?
 - How ought one to estimate various parts of a project?
 - What tools are available and when are they applicable to estimating
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22 Sept
2016 In
Class

Face to Face Discussion of Module and review of case studies / team reports

M2W1...

Assignment(s) for M2W1

- Reading Assignment ... Gray and Larson Chapter 6 ... Developing a Project Plan, pp 160
- Suggested Reading (read for concept) ... Toole (2005) A Project Management Casual Loop Diagram

. The key to executing a project successfully is the correctness of a project plan that is based in fact and data and which accommodates the complexities of the tasks to be performed

Discussion Points

- Project Planning
- Project Networks
 - Critical Path Method
 - CPM with Single Estimates
 - CPM with Multiple Estimates

Question(s)

- How does one define a project? How does one create a detailed project plan?
- What planning tools are available to the project manager? What are the pro's and con's of the various alternative planning schema?
- What are Critical Path Methods? What is a critical path network?
- How does the creation of a network play into the definition of a project?

Discussion Points

Question(s)

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M2W2

Assignment(s) for M2W2

- Reading Assignment ... Gray and Larson Chapter 7 ... Managing Risk, pp 204
- Reading Assignment ... Sarigiannidis (2011) ... Software Development Project Risk Management: A New Conceptual Framework
- Suggested Reading (read for concept) ... Symantic Incorporated White Paper ... Integrated IT Risk Management

Risk is present in even the simplest of plans. Risk is not something that is planned for on a mainline project plan but rather is something that may happen; risk management is the planning for what to do if the risk occurs

Discussion Points

- Risk Management
 - Risk identification
 - Risk assessment
 - Risk Mitigation

Question(s)

- What is risk?
- Why is having a formal risk management plan appropriate for all but the smallest of projects?
- How does one build a risk management plan and how does one manage to that plan?

13 Oct 2016
In Class

Face to Face Discussion of Module and review of case studies / team reports

M3W1

Assignment(s) for M3W1

- Reading Assignment ... Gray and Larson Chapters 8 and 9 ... Scheduling Resources and Costs, pp 250 and Reducing Project Duration, pp 304
- Suggested Reading (read for concept) ... Martovitch and Profozich: An ARENA Tutorial

... Resources must be available at the right time in a project plan ... resource scheduling must be an important part of project management; unscheduled or incorrectly scheduled resources are a road to failure. Projects can be forward scheduled or backwards scheduled. In either case there may not be sufficient time allotted to complete a project. Crashing is a mechanism to make appropriate time / resource tradeoffs

Discussion Points

- Scheduling Resources
 - Fiscal, Facility, Personnel Resources
 - Scheduling Methodologies
 - Heuristics
 - Simulation
- Reducing Project Duration
 - Crashing

Question(s)

- What are some of the more effective project scheduling and resource allocation processes and tools?
- What is crashing? How and when might one have to crash a project?

M3W2

Assignment(s) for M3W2

- Reading Assignment ... Gray and Larson Chapter 13 ... Progress and Performance Measurement, pp 456

... Even the best planned project does not just happen. Program control is the process of assessing / measuring progress vs time and schedule and quality and making adjustments as required to ensure success

Discussion Points

- Program Control
 - Performance measurement and evaluation
 - Earned Value Measurement

Question(s)

- What is program control?
- What is Earned Value measurement?
- Why “earned value measurement” is the program control mechanism favored by project managers and their customers?
- What are the newest approaches to program control?

M3W3

Assignment(s) for M3W3

- Reading Assignment ... Gray and Larson Chapter 14, Project Closure, pp 510; and Chapter 16, Oversight, pp 572

... The project is not successfully over until it is closed. Audits provide data from one process for use on a following effort

Discussion Points

- Project Audit and Closure
- Oversight

Question(s)

- What is a program audit?
 - What is the difference between in-progress and end-of-project audits?
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- Who is responsible for program audit(s)?

10 Nov 2016 In Class **Face to Face Discussion of Module and review of your Group Project reports**
Note : reports this week will be made to (and evaluated by) a review board made up of Saint Louis executives

M4W1 *Assignment(s) for Week 10*

- *Reading Assignment ... Gray and Larson Chapter 10 Leadership, pp 338; Chapter 11, Managing Project Teams , pp 374, Chapter 15 ... International Projects , pp 538*
- *Reading Assignment ... Geert Hofstede ... The Business of International Business is Culture*
- *Reading Assignment (read for concept) ... Reading Assignment (read for concept) ... Rottman and Lacity ... Proven Practices for Effectively Offshoring IT Work*

Few projects can be accomplished by single organizations ... partners, subcontractors, or teammates are often involved. Having a team so formed causes additional complexity that must be managed Few projects are completed by individuals ...teams are the operative structural element, and more and more projects are global and teams are global in nature

Discussion Points

- *Leadership vs Management*
 - *Leadership – Being an effective leader*
 - *Managing Project Teams*
 - *Partnering / Teaming*
 - *Sourcing*
- *International Projects*
 - *International Project Complexities*
 - *Laws*
 - *Cultures*

Question(s)

- *What is leadership?*
- *What are the roles and responsibilities that a project leader must assume?*
- *Why must linguistics and culture be considered when managing a project? ... when managing an international project?*
- *How can culture be described and understood?*

M4W3 *Assignment(s) for M4W3*

- *Reading Assignment ... Gray and Larson Chapter on Agile Project Management Chapter 17 pp 590*

... Traditional Project Management is a process that is proven to yield good results for major, well-structured projects. But not all projects are major or well structured

Discussion Points

- *The “Problem” with Traditional Project Management*
 - *Modified Traditional Project Management*
 - *Linear*
 - *Rapid Linear*
 - *Feature Driven Linear*
 - *Critical Chain*
 - *Agile Project Management*
 - *Incremental*
 - *Iterative*
 - *Adaptive*
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- Extreme

**08 Dec 2016 Face to Face Discussion of Module
In Class**

University / College of Business Administration Policies

University policy stresses the principle of academic honesty; violation of this principle may result in zero credit for the assignment / task in question and may also result in further disciplinary action.

<http://www.umsl.edu/services/academic/policy/academic-dishonesty.html>

All students are expected to respect their class-mates, the instructor and the university; Civility is a basic requirement.

The University, the college, and the department are fully supportive of all policies concerning special needs students. Any student who requests accommodations requiring extended exam time, alternate testing procedures, etc. must contact the Disability Access Services office for an auxiliary aids and special services assessment before such requests are granted.

<http://www.umsl.edu/services/disabled/>

It is vitally important that our classroom environment promote the respectful exchange of ideas. This entails being sensitive to the views and beliefs expressed during discussions whether in class or online.

It is a violation of University of Missouri policy to distribute such recordings without my authorization and the permission of others who are recorded. Please speak with me before considering recording any class activity. This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.

Class Policies and Procedures

This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.

- I will post an announcement whenever this syllabus is changed

Attendance in class and attendant work/ team sessions goes hand in hand with participation; attendance and active participation are expected.

- Your success in this course will heavily depend on your ability to communicate, engage and participate in all course activities. Successful completion of this course requires that a student keep up with all assignments, coursework and discussions. Timely participation in online discussions is a very important part of this course and participation in these discussions, and other activities as assigned, is not optional. You are expected to prepare and post to discussions in a timely manner consistent with the requirements contained within the course syllabus and discussion rubric.
- For synchronous or face to face classes, attendance is determined in conventional ways. However, for asynchronous classes such as this, "Present" is determined by participation in an "academically related activity," i.e. submission of an assignment, assessment or discussion forum posting. The last day of attendance is the last day a student is academically participating in the online course.
- Documentation that a student has logged into an online class is not sufficient by itself to demonstrate academic attendance.
- If you are unable to participate in the scheduled class activity or

discussions you must notify the instructor within the week of that class module or discussion. An unexcused failure to engage or participate with the class will be counted as an absence; unexcused absences may result in failure for the unit or assignment. The instructor reserves the right to make judgment to accept and/or make-up assignments missed because of failed participation in the course activities.

Class Participation and Discussion Boards ... Much of our work will be carried out through discussions that are implemented using the MyGateway system in general and MyGateway Forums / Discussion Boards, BLOGS and WIKIs in particular

- Posting of your thoughts, ideas, reactions, and inputs etc. to our discussion boards is a fundamental class interaction / participation mechanism, a fundamental part of this learning experience, and a fundamental requirement of this course.
- All postings will be made using the Discussions / Forums feature of MyGateway ... Forums will be on a Weekly basis.
- Since our use of the discussion board is a virtual discussion among us all, your postings should be evenly distributed during the discussion week.
- Postings should be a minimum of three sentences, or one short paragraph, and a maximum of two paragraphs; supporting documents may be referenced and attached.
- Responses should be well written with proper punctuation, spelling and grammar. They shall demonstrate insightful thought and critical reasoning.
- While I will not respond to every posting, I will from time to time and as appropriate join in the discussions. I will be monitoring each discussion / forum so that I can provide guidance as appropriate to ensure that we are meeting our learning objectives, provide clarifications and insert extra data / information and or points of view into the discussion.
- Your participation in these discussions will be graded; grading will run from the concept of “thought and discussion leader” through “participant” on to “non-participant”; the grading rubric I will use is available for you to see.
- You should:
 - Avoid short one-word postings, for instance, “I agree,” unless accompanied by supporting statements from the readings or prior knowledge (work and life experience).
 - Stay focused on the topic.
 - Ask questions; challenge other postings that lack supporting evidence or present incorrect information.
 - Encourage further discussion by building on current threads.
 - Check your postings for responses from others and respond in kind.
 - Use proper “netiquette” (see below).

Online Class Netiquette/behavior ... participation in an on-line community brings with it some responsibilities

- Be self-reflective before you post an emotional response and reread what you have written to be sure it is positive. Think of your comments as printed in the newspaper. Your online comments will be seen, heard and remembered by others in the class.
 - Use effective communication.
 - Avoid the use of all caps or multiple punctuation elements (!!!, ??? etc.).
 - Be polite, understate rather than overstate your point, and use positive language.
 - If you are using acronyms, jargon or uncommon terms, be sure to explain them so everyone can understand and participate in the discussion.
- Ask for clarification to a point if you feel emotional from a classmate’s post. It is likely that you misunderstood his/her point. This strategy will also

help you step away from the intensity of the moment to allow for more reflection.

- Sign your name. It is easier to build a classroom community when you know to whom you are responding.
- Foster community. Share your great ideas and contribute to ongoing discussions. Consider each comment you make as one that is adding to, or detracting from, a positive learning environment for you and your classmates.
- Be constructive. You can challenge ideas and the course content, but avoid becoming negative online. When you disagree politely you stimulate and encourage great discussion. You also maintain positive relationships with others with whom you may disagree on a certain point.
- Keep the conversation on topic by responding to questions, adding thoughtful comments about the topics at hand. Online dialogue is like conversation. If there is a particular dialogue going on, please add to it, but if you have something new to say, please post it in another thread.
- Define your terms. When using acronyms or terms that are particular to your field (or new to our course), please define them for others.

Groups ... There will be a group task assigned at the end of each module; the task will vary from an analysis of various Operations Management approaches, procedures and practices to considering a case study.

- All group members will receive the same grade for the paper and the video presentation, provided that all members make a just and reasonable contribution.
 - Individuals in a group never contribute exactly equal amounts of time, effort, content, and value. This often leads to some people feeling they worked more than others, and some people feeling left out. Usually a leader emerges, one who will hopefully help find the gifts of each individual.
 - Unfortunately, I cannot effectively intervene in these matters, and rely on you as adults to ensure that all members of your group meaningfully contribute to the data gathering, analysis, writing, preparing the final document and preparing and presenting the attendant video presentation
 - In order to provide some accountability, albeit imperfect, I will ask that each group member fill in a form evaluating the group experience and his/her own contributions and that of his/her group mates. These forms are due along with your paper submission.
 - I will use the aggregate of these forms over the semester to, as necessary, adjust, positively or negatively, this portion of the course grade.

Feedback and Grading

- Timely feedback is an essential part of the learning experience, and especially so in an asynchronous on-line offering. As such
 - I will be participating as appropriate in each discussion board / virtual discussion. I will be evaluating students' contributions using the noted rubric, and will make every attempt to provide discussion board grading by the middle of the week following the closing of each forum.
 - I will grade the two examinations and post each student's grades to MyGateway within a week of the closure of the examination period.

Technology Requirements:

As a student in an online course, you are expected to have **access to the Internet almost every day**. If you have computing problems, it is your responsibility to

address these, or come to campus to use the student computing labs. Problems with your computer or other technology issues are not an excuse for any delays in meeting expectations and deadlines for the course. So, if you have a problem, get help in solving it immediately. At a minimum, you will need the following software/hardware to participate in this course:

- Computer with an updated operating system
 - Windows 7 (recommended)
 - Mac OSX 10.6 or higher
- Daily access to a computer with minimum specifications:
 - Intel Core 2 Duo (or AMD) – 3GHz processor
 - 2 GB RAM
 - Graphics card and monitor capable of 1024x768 display
 - Stereo sound card, speakers and/or headset, microphone
 - Webcam may be required in courses in some programs
- Supported Internet Browser (please install all)
 - Windows
 - i. Microsoft Internet Explorer
 - ii. Google Chrome
 - iii. Mozilla Firefox
 - Mac OS
 - iv. Apple Safari
 - v. Google Chrome
 - vi. Mozilla Firefox
- Ability to navigate MyGateway (Blackboard Learning Management System)
- Internet access is required to participate in online components. A broadband connection (LAN, Cable, or DSL) is highly recommended for optimal student experience. Satellite and/or cellular (3G/4G) may also be used.
- Media Plugins Installed:
 - Windows Media Player
 - Flash player <http://get.adobe.com/flashplayer/>
 - Adobe Acrobat to open PDF files:
<http://get.adobe.com/reader/?promoid=HRZAC>
 - Java <http://java.com/en/download/index.jsp>
 - Silverlight <http://www.microsoft.com/silverlight/>

Student Support

Problems with your computer or other technology issues are not an excuse for any delays in meeting expectations and deadlines for the course. So, if you have a problem, get help in solving it immediately. At a minimum, you will need the following software/hardware to participate in this course:

- Computer with an updated operating system (e.g. Windows, Mac, Linux) and to an Internet browser (e.g. Mozilla Firefox, Internet Explorer)
- Ability to navigate MyGateway (Blackboard Learning Management System)
- Minimum Processor Speed of 250 MHz, 400 MHz recommended.
- DSL Internet connection or a connection speed no less than 7 MB/s
- Media player such as Windows Media Player to open course media. Flash player may be required by some aspects of the course and is available as a free download here: <http://get.adobe.com/flashplayer/>
- Adobe Acrobat to open PDF files throughout the course – available as a free download here: <http://get.adobe.com/reader/?promoid=HRZAC>

Technology support is provided through the Technology Support Center

- My Gateway (Blackboard): If you have problems logging into your online course, or an issue within the course site, you may contact the Technology Support Center:
 - Phone: (314) 516-6034
 - Email: helpdesk@umsl.edu
 - Website: <http://www.umsl.edu/technology/tsc/>

Academic support is provided through the center for student success and related organizations

- Academic Support
 - The Online Writing Lab: At our My Gateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access SafeAssign, which identifies quoted material in their essays.
 - Visit the online Writing Lab page on MyGateway to submit drafts online.
 - We try to respond within 48 hours, but it may take longer, so allow ample time.
 - NetTutor: Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in.
- Student Services:
 - The Center for Student Success offers assistance tailored to specific student needs.
 - 225 Millennium Student Center
 - Phone: (314) 516-5300
 - Email: css@umsl.edu
 - Website: <http://www.umsl.edu/services/css/>
 - If you have difficulty communicating in English with the instructor of this course, contact the **Office of International Students and Scholar Services**:
 - Phone: (314) 516-5229
 - Email: iss@umsl.edu
 - Website: <http://www.umsl.edu/~intelstu/index.html>