Syllabus

EMEN 5030, Project Management

Prerequisite: Graduate standing, and at least one year of business or industry experience, or prior department approval.

Course Objectives.
• Discuss leadership challenges of managing projects and various solutions.
• Introduce the fundamentals of Project Management (PM) through an in-depth examination of key Knowledge Areas.
• Examine the characteristics, techniques, and challenges associated with initiating, planning, executing, controlling and closeout of projects.
• Develop a personal project management perspective and philosophy.

Lesson Schedule.

Class 1  Introduction (Jan 11)
Introduction to the class and Project Management
Importance of Project Management
Reading Assignments: PM for Profit Introduction, Larson Chapter 1

Class 2  Project Management & Strategic Planning (Jan 25, no class 1/18)
Project selection criteria
Alignment of the project with the strategic goals of the organization
Reading Assignments: Larson Chapter 2, HBR Guide Chapter 2

Class 3  The Project Manager (Feb 1)
The role of the project manager
Characteristics and attributes of successful project managers
Challenges of managing projects in a multicultural, global environment
Reading Assignments: Larson Chapter 10, PM for Profit Chapter 3, HBR Guide Chapter 2

Class 4  Project Organization and Project Teams (Feb 8)
Understanding various organization types and how project teams fit into those organizations.
Discovering structure, nature of team environment, success factors and problems with project teams.
Identify project team members and stakeholders
Developing definition of team member roles and organization of project
teams, focusing on qualifications, critical skills, and team chemistry.
Define a common goal for team(s) to achieve
Reading Assignments: Larson Chapters 3 & 11,
HBR Guide Chapter 3, 7, and 12

**Class 5 Communication and Stakeholder Management (Feb 15)**
The processes required to ensure timely and appropriate generation,
collection, and distribution, storage of project information.
Develop strategies for configuration management, conflict resolution and
team communication
Means to identify stakeholders, negotiate and clarify objectives, and
achieve project completion with stakeholders.
How to influence stakeholders and manage expectations.
Reading Assignments: Larson pg. 340-44, 510-520, Chapter 16
PM For Profit Chapter 9, HBR Guide Chapter 13

**Class 6 Conflict and Negotiation (Feb 22)**
Completion of Class 5 as required
Means to identify and resolve conflict within project teams.
Reading Assignments: Larson pg. 394-398, HBR Guide
Chapter 17, 18

**Class 7 Integration Management (Feb 29)**
Processes and activities needed to identify, define, combine, unify, and
coordinate the various processes and PM activities within Process
Groups Reading Assignments: Larson pg. 100-107, HBR Guide Chapter
11, PM for Profit Chapter 4
Mid-Term Journal check-in is due by end of this class

**Class 8 Scope Management (Mar 7)**
Processes required to ensure that the project includes all the work required
(and only the work required) to complete the project successfully.
Identify aspects of scope management, including: requirements
management, project definition, and scope creep
*Midterm Exam (take-home exam).*
Reading Assignments: Larson Chapter 4, pg 108-end, HBR Guide Chapter
6, 16

**Class 9 Cost Management (Mar 14, no class 3/21 for Spring Break)**
The processes involved in estimating, budgeting, and controlling costs so
that the project can be completed within the approved budget.
Identify resources required to complete tasks
*Midterm Exam due by class start time.*
Reading Assignments: Larson Chapter 5, PM for Profit Chapter 6, HBR
Guide Chapter 19
Class 10 Time Management (Mar 28)
The processes required for timely completion of the project. Reading Assignments: Larson Chapter 6, 8-9
PM for Profit Chapter 5, HBR Guide Chapter 8-9

Class 11 Human Resource Management (Apr 4)
The processes that organize, staff, manage, and lead the project team. Reading Assignments: Larson pg. 517-22

Class 12 Risk Management (Apr 11)
Discussion of how project risks are identified, prioritized and mitigated
The process for optimizing a risk management plan, and risk management processes and methodologies.
Develop strategies for managing project uncertainty
Reading Assignments: Larson Chapter 7
HBR Guide Chapter 4, 15

Class 13 Quality Management (Apr 18)
Processes and activities that determine quality policies, objectives, and responsibilities so the project will satisfy the original objectives.
Identify opportunities for corrective action and continuous improvement
Reading Assignments: HBR Guide Chapter 10

Class 14 Procurement Management (Apr 25)
The processes necessary to purchase or acquire products, services, or results needed from outside the project team.
Reading Assignments: Larson Chapter 12
PM for Profit Chapter 8, 11
Final Journals are due by end of class

Class 15 Project Presentations (May 1)
Teams present their Project Plans. Project Plans and Presentations are due prior to class start time.

Textbooks Required.
- The following texts are required. Students who elect to use electronic versions (or different editions) are responsible for determining correct page numbers or changes / updates due to alternate editions. In addition, we will be using a Harvard project simulation tool (student cost $15) this semester.
- The following text is optional for the Spring 2016 semester:
Grading.

- **General.** Grades are earned by the student, not given by the instructor. Additional points will not be awarded at the end of the semester to reach a higher letter grade.

- **Criteria.** Student effort and knowledge retention are evaluated in five areas: class participation, quizzes, journal, midterm exam, and team project.

  - **Points.** There are a total of 700 points.
    - 130 points Participation (10 pts. per Lesson 2-14)
    - 130 points Quizzes (10 pts. per class)
    - 120 points Journal
    - 120 points Midterm Exam
    - 200 points Team Project

  - **Scale.** Final individual grade is a percentage based on total points earned versus total points possible.
    - A 94-100
    - A- 90-93
    - B+ 86-89
    - B 81-85
    - B- 79-80
    - C 70-78

Course Policies and Procedures.

- **Preparation for class.** As members of a graduate-level course, students must achieve a detailed understanding of the class topic by studying and attempting to master the assigned readings. Material that is unclear should be researched on the internet and within other texts to achieve understanding before arriving at class. Please bring your texts to each class.

- **Analysis versus Synthesis.** As graduate students, I expect you to assemble and present opinions on what you’re learning. Therefore, please take time to understand these two terms. **Analysis** is the disassembly of a concept into its
elemental components so that it may be more easily considered and understood. This is the process used when examining a case study or listening to a guest lecturer. In contrast, Webster defines *synthesis* as “the combining of often diverse [concepts] into a coherent whole”. Throughout this course, using analysis, various Project Management tactics, techniques, and procedures may be revealed. Combining these, it’s expected that each student will *synthesize* his/her personal Project Management style and philosophy. The results of this synthesis is to be demonstrated as part of each of the graded elements.

**Class Participation.**

- **General.** At each class meeting, students are graded on their analyses of the class topic, synthesized conclusions, and application of those conclusions to their current or past work experience. The instructor may ask students to describe major topics from the text. Maximum grade is 10 points per lesson; average grade is 6 points.

- **Attending class through video recordings.** Students participating by video will participate in class discussion through the "Threaded Discussion" in each D2L lesson. Remote Student comments (no less than 250 words per lesson) must be posted to D2L by 3:30 pm MT on the day of class so that they may be included as part of the in-class discussion. When attending by this method, watching the class video is mandatory, and is monitored by the instructor through the D2L system.

- **Attending class in person.** It’s expected that in-class students will further understanding of the course material by actively participating in the class discussion. Though the instructor is the discussion moderator, please direct your comments to the class. Additionally, in the same way that distance students are required to watch the class video, in-class students are expected to read through, and post comments on, distance-student postings before coming to class. In-class student participation grade is divided between class engagement and on-line responses on a weekly basis. Lastly, class attendance by itself receives no credit; minimal participation receives partial credit; several high-quality engagements receive higher credit.

- **Attending class through Zoom.** We are offering distance students synchronous participation in lectures using Zoom. This software will allow you to: a) view what is on screen as I present the lecture, b) see me, and c) participate 'live' in class. Using a webcam with a built-in microphone, you will be able to participate in class sessions without using a telephone bridge of any kind (although that capability will still be present).

I have set up a recurring meeting schedule with Zoom. Details are posted on the EMEN 5030 D2L website News folder. Please try to log into the meeting and audio at least 5 minutes before each session you intend to join as a synchronous participant.
• **Quizzes.** All students must complete a Lesson Quiz for the previous class, starting with class 3 (for class 2 material) prior to class start time (5:30 pm MT). Each Lesson Quiz is listed in the D2L lesson area. No quiz will be given the week of the Mid-Term exam; therefore, class 9 material may be covered in the quiz for class 10.

• **Written Submissions.** As members of a graduate-level class, it is expected that your written submissions will be readable. Problems in this area include failure to follow the rules of grammar; improper punctuation; use of colloquialisms; improper word choice, paragraph formation, or formatting; lack of intro-body-closing infrastructure, and improper citation. Errors in these areas on D2L submissions, mid-term exam, and the end of semester project will result in a reduction in grade proportional to the difficulty in understanding what has been written. In addition, there is a minimum 10% reduction in grade for both improper page limit, and for late, unexcused delivery of assigned items. The file format for all written submissions is PDF, unless approved by the instructor in advance. Final project team presentations may be delivered in PowerPoint only if the submission is less than 8 MB.

• **Journal.** Keeping a journal allows one to record Project Management tactics, techniques, methodologies, processes, procedures, epiphanies, and lessons learned. The journal is graded in order to gauge student effort and knowledge retention. The journal must be at least 15 pages in length, double spaced, 1” margins, 12 point font. Recommended practice is to document thoughts on readings ahead of class time, record lessons learned during class, and post-class thoughts for each class. Specific items noted by the student during D2L discussion threads may be copied into the Journal; however, the Journal shall not be based solely on these items. The Journal will be submitted for final grading by start of class time on Week 14.

• **Project Plan.** Please see instructions for the Project Plan in the D2L entry labeled “Project Plan”. The instructor will select the teams; each team will select its leader. Team Leaders receive extra credit for the additional time and effort required to organize and lead their teams.

• **Guest Speakers.** Guest speakers provide a glimpse of current, real-world experience that reinforces the fundamentals we learn in class. From time to time, guest lecturers may be invited to address the class because of their expertise in certain aspects of Project Management. There is no guarantee of the number of guest lecturers who may be invited to speak, the dates on which they may speak, or of the topics they may address. Maximum class presence and participation is appreciated; etiquette dictates that everyone have at least one question or comment during the presentation.

• **Multitasking in Class.** Digital devices may be brought to class. As in all your
activities, please use good judgment, courtesy, and decorum. I would ask that
work conducted on these devices be related to the class topic under discussion.
Activities such as taking notes, accessing D2L, and the like are encouraged.
Activities such as email, texting, instant messaging, Internet access, and other
activities not related to class are discouraged as they disconnect you from the
topic discussion and may disturb those around you.

• **Attendance.** Students enrolled in the on-campus section of the class are required
to attend class including the final presentations. If you must miss class, provide
an email to the instructor. Adequate reasons to miss class include weddings,
accidents, extreme weather, business trips and the like. Inadequate reasons
include but are not limited to vacation, family in town, decided to sleep in. If you
receive permission to miss class, you may make up missed material by viewing
the class video (see additional instructions in the D2L entry labeled “Participating
Remotely”). Unexcused absences are likely to result in a penalty against the
student’s final grade. In situations the instructor deems extreme, the student
may be allowed to miss graded Participation or Quiz assignments. Attendance
policies for the College of Engineering and Applied Science may be found at
http://www.colorado.edu/engineering/academics/policies/academic-policies

• **Class Cancellation.** If the University is closed due to weather or other external
constraints and a class must be cancelled, missed class content will be folded
into subsequent classes.

• **Copyrighted Materials.** The Engineering Management Program (EMP) has a large
distance learning population and, as such, many copyrighted materials are
offered electronically to students. EMP has the responsibility to comply with the
copyright law regulating distance education for a non-profit, state institution; i.e.,
the Technology, Education and Copyright Harmonization (TEACH) Act of
2002. It remains the student’s responsibility to comply with U.S. copyright law
with respect to the use and sharing of the electronic materials (including videos
of class lectures) provided within the program. TurnItIn.com will be used to
randomly check the originality of student submissions, to include both discussion
topics posted to D2L as well as official submissions in the syllabus.

• **Syllabus Addendum.** Additional instructions for special topics are posted under the
Syllabus folder in Course content on the D2L website.

• **Instructor Contact.** I’m happy to meet with you during office hours - 3:30 to 5 PM,
Monday and Thursday of each week during the term – or at other times by
appointment as needed. Please communicate using your colorado.edu email
address and email me at my colorado.edu address.
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