

## ENGR 3501 – Project Management (Spring, 2016)

Class #	Date	Meta-topic	Topic	Lesson Content	Assignment for Next Class
1	Jan. 21	Groundwork	Introduction;	Texts, syllabus, procedures, and assignments.  What is project management, and why study it?	HBR Guide, Chapter 10 (pp 87-100): <i>A Rush to Failure</i>
2	Jan. 26		Why projects fail.	<b>Discussion (1)</b> of <i>A Rush to Failure</i>  Creation of the report template for all assignments  Vocabulary: portfolio, program, project, phase, lifecycle	HBR Guide, Chapter 1 (pp 3 – 29): <i>The Four Phases of Project Management.</i>  <u>The Martian</u> <b>(read in its entirety by next class)</b>
3	Jan. 28		Overview of project management	<b>Reading Quiz</b> on <u>The Martian</u>  project management: 5 process groups; 10 knowledge areas; 47 process activities; project life cycles	HBR Guide, Chapter 2 (pp 31-37): <i>The Cast of Characters</i>  HBR Guide, Chapter 12 (pp 107-110): <i>The Discipline of Teams</i>
4	Feb. 2		Role of project manager; teamwork	Participants in a project; getting started; people problems and conflict resolution.	HBR Guide, Chapter 3 (pp 41-46): <i>A Written Charter</i>  HBR article: <i>Personal Charter Exercise</i> <b>(report due by beginning of next class)</b>
5	Feb. 4	Planning	Project Integration Management	<b>Discussion (2)</b> of <i>Personal Charter Exercise</i>  Identification of stakeholders;  Why a written project charter?	HBR Guide, Ch 11 (101-106) <i>Getting Your Project Off on the Right Foot</i> <b>project charters due by beginning of next class (charter and stakeholders)</b>
6	Feb. 9		Project Stakeholder Management	<b>Presentation (1)</b> of project (charter and stakeholders)	HBR Guide, Ch 4-8 (pp 47-75)  HBR article: <i>How to Save Good Ideas</i> <b>(report due by beginning of next class)</b>
7	Feb. 11		Project Scope Management	<b>Discussion (3)</b> of <i>How to Save Good Ideas</i>  Collect requirements; define scopes; WBS	<b>project description due by beginning of next class (stakeholder and scope management)</b>

8	Feb. 16		Project Time Management	<b>Presentation (2)</b> of projects (stakeholder and scope management) Define tasks and milestones; sequencing; resources & durations; CPM	HBR Guide, Ch 9 (pp 77-85) <i>Scheduling the Work</i> PERT, Gantt, CPM handouts
9	Feb. 18		Project Cost Management Project Quality Management	More on CPM, PERT, Gantt Planned value, earned value, actual cost Quality terminology, tools, and metrics	Handout for planned value, earned value, and actual cost: ction
10	Feb. 23		Project HR Management Project Communications Management	Org charts Communications equation; project documents Communications equation	HBR article: <i>Cirque du Soleil</i> <b>(report due by beginning of next class)</b>
11	Feb. 25		Project Risk Management	<b>Discussion (4)</b> of <i>Cirque du Soleil</i> Risk matrix; decision trees; risk responses; premortem	<b><u>project update due by beginning of next class</u></b> <b><u>(project plans)</u></b>
12	Mar. 1		Project Procurement Management	<b>Presentation (3)</b> of projects (project plans) Contract types; purchase decision factors; proposals	
13	Mar. 3		Executing the Project Monitoring the Project Monitoring Scope	Directing and managing the project; meetings Monitoring the work; change control Scope creep; traceability; variance	HBR Guide, ch 16 (127-134)
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14	Mar. 15	Execution	Executing Quality Management Monitoring Quality Management	Quality assurance; QA tools; QA audits Quality control; QC terminology	HBR Guide, ch 19 (143-147) HBR article: <i>Measure of Delight—The Pursuit of Quality at Universal Card Services</i> <b>(report due by beginning of next class)</b>
15	Mar. 17		Monitoring Schedule; Monitoring Cost	<b>Discussion (5)</b> of <i>Measure of Delight</i>	

16	Mar. 22		<p>Executing HR Management</p> <p>Executing Communications Management</p> <p>Monitoring Communications Management</p>	<p>Team acquisition; theories of management; stages of team building; performance assessments; conflict management</p> <p>Work performance reports and forecasts</p>	<p>Titanic Lessons for IT Projects</p> <p><b>(report due by beginning of next class)</b></p>
17	Mar. 24		Monitoring and Controlling Risks	<b>Discussion (6)</b> of Titanic Lessons for IT Projects	<b>project update due by beginning of next class (schedule, monitors/controls, communications)</b>
18	Mar. 29		Monitoring and Controlling Procurements	<b>Presentation (4)</b> of projects (schedule, monitors/controls, communications)	
19	Mar. 31		Monitoring and Controlling Stakeholder Management		HBR article: <i>Group Process in the Challenger Launch Decision</i> <b>(report due by beginning of next class)</b>
20	Apr. 5	Closing	Closing the Project	<b>Discussion (7)</b> of <i>Group Process in the Challenger Launch Decision</i> Handing off the project	HBR Guide, ch 20 (151-156)
21	Apr. 7		Closing the Project	Project Post-Mortem	HBR Guide, ch 21 (157-162) <u>Project Lessons from the Great Escape</u> <b>(report due by beginning of next class)</b>
22	Apr. 12		Closing the Project	<b>Discussion (8)</b> of <u>Project Lessons from the Great Escape</u>	HBR article: <i>What Successful Project Managers Do</i>
23	Apr. 14	Advanced PM	Agile Project Management	Scrum development	HBR Guide, ch 14-15 (117-126) HBR article: <i>Team Wikispeed—Developing Hardware the Software Way</i> <b>(report due by beginning of next class)</b>
24	Apr. 19		Agile Project Management	<b>Discussion (9)</b> of <i>Team Wikispeed</i>	HBR Article: <i>Leading Change—Why Transformation Efforts Fail</i> <b>(no report)</b>

25	Apr. 21	Change Management		Change Management (John Kotter)	Leading Change	HBR Guide, ch 18 (139-142) <i>The Tools of Cooperation and Change</i> HBR article: <i>El Sistema</i> <b>(report due by beginning of next class)</b>
26	Apr. 26				<b>Discussion (10)</b> of <i>El Sistema</i>	
27	Apr. 28	Project Presentations		Presentations	<b>Final Presentation (5)</b> of Projects	
28	May 3			Presentations Postmortem	<b>Final Presentation (5)</b> of Projects	
29	May 9	<b>EXAM</b>		<b>FINAL CASE STUDY</b>		