

INSTRUCTOR: Associate Professor Kathy Schwalbe, 314B Memorial
OFFICE HOURS: 9:30-11 A.M. Tuesdays and Thursdays. Also available before and after class and by e-mail and appointment.
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NOTE: See page 3 about volunteering to give a presentation and proposing real projects.

TEXT: Kathy Schwalbe, *Introduction to Project Management, Second Edition*, Course Technology, 2008. This new edition is coming out in mid January, and we should be able to get copies to the bookstore by Jan. 12. You can read the first chapter online from my home page (www.kathyschwalbe.com) by Jan. 1, and if needed, I'll put further chapters in my AugNet public folder. Lecture notes, templates, and other materials are also available in my public AugNet folder. You also get a CD with Project 2007 with the text that you can use for some assignments.

OBJECTIVES: The student who successfully completes this course:

1. Understands the genesis of project, program, and portfolio management and their importance to enterprise success
2. Describes the various approaches for selecting projects, programs, and portfolios
3. Explains the main tasks involved in and outputs of initiating, planning, executing, monitoring and controlling, and closing projects
4. Demonstrates knowledge of project management terms and techniques such as
 - The triple constraint of project management
 - The project management knowledge areas
 - Tools and techniques of project management such as
 - Selection methods
 - Work breakdown structures
 - Gantt charts, network diagrams, critical path analysis
 - Cost estimates
 - Earned value management
 - Motivation theory and team building
 - Etc.
5. Applies project management concepts by working on a team project as project manager or active team member. **Note: If the project is done for a group outside of Augsburg, students completing that project can get credit for the Augsburg Experience.**
6. Uses Microsoft Project 2007 and other software to help plan and manage a project
7. Demonstrates good oral presentation skills (Note: This course meets Augsburg's speaking skill requirement)
8. Appreciates the importance of good project management by sharing examples of good and bad project management and using knowledge and skills developed in this class in other settings

APPROACH: Lecture, homework, in-class exercises, group discussion, presentations, and team projects will be used to aid in understanding and application of project management.

EVALUATION:	1. Team project	20%
	2. Individual presentation	10%
	3. Homework	20%
	4. Exam 1, Chapters 1-4 , App B	25%
	5. Exam 2, Chapters 5-8 , App A	25%

Final grades will be based on overall percentages with about 94% required for a 4.0, 90% for a 3.5, 85% for a 3.0, 80% for a 2.5, 75% for a 2.0, etc. You must earn at least a 2.0 to earn the speaking skill component of this course.

POLICIES:

Homework Assignments:

Students will volunteer or be asked to discuss homework due that class period. **Late homework will not be accepted.** If you have a special circumstance, let me know in advance. I prefer hard copies of homework, but you can email your homework to me if you have to miss class. There is also one extra credit homework that you can do to make up for lost points.

Participation:

Students are expected to actively participate in class by asking questions, working on in-class exercises, giving presentations as individuals or as part of their team projects, and sharing personal experiences and opinions related to the topics discussed. Students who do not participate in class or miss more than 4 in-class hours without a pre-approved excuse will have their final grades reduced by one grade (i.e. 4.0 to 3.5). Be sure to contact me **BEFORE** you miss a class, if possible. Let me know about last minute emergencies via email or phone as soon as you can.

Makeup Tests:

Requests for makeup tests *must* be made in advance with the instructor or the student will get no credit for that item. Either leave a phone message or send an e-mail message in case of a last minute emergency and we'll try to work things out.

Honesty:

In accordance with Augsburg's academic honesty policy, students will sign a statement at the beginning of the course and write the word "pledged" on each assignment and test to reaffirm student honesty. Be sure to cite references properly and do your own work.

Presentations:

All college graduates need to develop good speaking skills, and this course meets Augsburg's speaking skill requirement. Each student will give one individual presentation and part of a team project presentation. The individual presentation should be a **10-15 minute** presentation related to project management and include visual aids like a handout, PowerPoint slides, or use of other software and cite at least three related articles or books (besides our textbook). Include a reference page/slide at the end of the presentation or on the handout. Also note references, such as quotes, statistics, etc. on specific slides. Provide a hard copy to me before your presentation and make it available electronically in your AugNet public folder for easy retrieval in class and in case other students would like a copy. Presentations will be evaluated based on content, delivery, and response. A copy of the evaluation sheet is provided on the last page of this syllabus. I will determine presentation grades right after you present, and two of your classmates will also provide written feedback. Be sure to include three

outside references and plan some engagement as part of your presentation or your grade will automatically be reduced. We'll discuss presentation guidelines and evaluations more during the first class. Most individual presentations will be based on your team projects. **There are a few other topics I would like students to volunteer for, as listed below. Note that I'd like the first two to be given the first day of class. Please email me if you are interested.**

- How to give great presentations (1st class, if possible)
- Suggestions for building effective project teams (1st class, if possible)
- Understanding the Myers-Briggs Type Indicator and how it relates to project teams (2nd class)
- Project Management Professional (PMP) certification (3rd class)

MIS 376 Team Projects:

The purpose of the team project is to use a structured approach to project management in a team setting (3-5 students/team). I normally let teams self select and assign people to teams as needed. One person could take the lead on each task, but other team members should provide inputs and edit the work so it is consistent and of high quality and reflects a team effort. Each team member should plan to spend 15-30 hours total on the team project. If the project is done for someone outside of Augsburg, students can earn the Augsburg Experience credit. If you do not choose to work on a real project, teams will work on the Project Management Videos Case Study where I will be the sponsor, as described below:

Project Management Videos Case Study

This case should be interesting to anyone interested in movies, television shows, youtube.com, or creating videos. It involves research, creativity, and technology. The main purpose of this and other cases presented here, however, is to help you practice some of the project management skills you are developing as part of your course.

Part 1: Initiating

Background Scenario

You and several of your classmates are taking a project management class, and your instructor suggested a project to find and/or create good video clips to help illustrate various concepts related to the class. For example, the Oceans 11, 12, and 13 movies all include great planning and execution clips. Apollo 13 provides a great example of scope management and creative problem solving when the team has to figure out how to keep the astronauts alive. The Office television show includes many examples of poor motivation techniques. In addition to providing the clips on DVD, you will write a summary of them, introductions for each clip, discussion questions that you can pose before and after each clip, and suggested answers to those questions. Your instructor has suggested that teams find at least two good clips per team member. If several teams in your class work on this project, you will have to coordinate with them to avoid duplicating clips and to share resources.

Part 1: Initiating

Tasks

1. To become more familiar with finding short video clips, do some preliminary research. Go to sites like youtube.com and search for videos related to project management concepts. Also search for articles related to project management in the movies, and visit sites like imdb.com to see movie trailers. Find other sites that have legitimate movie and television

- clips. Also discuss movies or television shows that you and your teammates are familiar with that could be used for this project. Write a two to three-page paper (double-spaced) with your findings, citing all references.
2. To become familiar with creating short video clips, research how to take short segments of an existing DVD and put it on a computer. Also research devices/software needed to create, edit, and post your own videos (such as the Flip Video and youtube.com). Summarize at least three options, including price information. Write a two to three-page paper (double-spaced) with your findings, citing all references.
 3. Prepare a team contract for this project. Use the template provided on the companion Web site, and review the sample in the text.
 4. Prepare a draft project charter for the Project Management Videos Project. Assume the project will be completed by the last day of class, and costs will include an estimate of hours (unpaid) your team will work on this project plus the cost of any necessary hardware/software you would like for the project (such as DVDs, a camcorder, video editing software, etc.). Use the template provided on the companion Web site, and review the sample in the text.
 5. Prepare a draft schedule for completing all of the tasks for this project. Include columns that list each task by process group, estimated start and end dates for each task, who has the main responsibility for each task, estimated hours for each task by person, and actual hours for each task by person that you'll complete as you have the information.
 6. Write a brief summary of your team's MBTI types and how they might affect your team dynamics. You can take a version of the test from www.humanmetrics.com.
 7. Prepare a 10-minute presentation that summarizes results from the above initiating tasks. Assume the presentation is for a review with your class and instructor. Be sure to document notes of any feedback received during the presentation and hand in hard copies of everything you produced.

Part 2: Planning

Tasks

1. Develop a scope statement for the project. Use the template provided on the companion Web site, and review the sample in the text. Be as specific as possible in describing product characteristics and requirements, as well as key deliverables. Determine which video clips your team will provide and what resources you think you will need (DVDs, camcorders, etc.). Be sure to coordinate the clips with your instructor and other teams and get feedback before handing in your scope statement.
2. Develop a work breakdown structure (WBS) for the project. Use the template provided on the companion Web site, and review the samples in the text. Print the WBS in list form as a Word file. Be sure the WBS is based on the project charter, scope statement, and other relevant information.
3. Create a milestone list for this project, and include at least ten milestones and estimated completion dates for them.
4. Develop a cost estimate for the project. Estimate hours needed to complete each task (including those already completed) and the costs of any items you would like to purchase for the project.
5. Use the WBS and milestone list you developed in numbers 2 and 3 above to create a Gantt chart and network diagram in Project 2007 for the project. Estimate task durations and enter dependencies, as appropriate. Print the Gantt chart and network diagram.

6. Create a quality checklist for ensuring that the project is completed successfully. Also define at least two quality metrics for the project. Use the templates and samples provided.
7. Create a RACI chart for the main tasks and deliverables for the project. Use the template and sample provided.
8. Develop a communications management plan for the project. Use the template and sample provided.
9. Create a probability/impact matrix and list of prioritized risks for the project. Include at least ten risks. Use the template and sample provided.
10. Prepare a 10- minute presentation that you would give to summarize results from the above planning tasks. Assume the presentation is for a review with your class and instructor. Be sure to document notes of any feedback received during the presentation and hand in hard copies of everything you produced. If you have any video clips ready to show, discuss that and show one of them, time permitting.

Part 3: Executing Tasks

1. Find or create your video clips and put them on one CD, if possible.
2. Write the clip summaries, introductions, discussion questions, and suggested answers to those questions.
3. Document any change requests you have during project execution and get sponsor approval, if needed.

Part 4: Controlling Tasks

1. Review the Seven Basic Tools of Quality. Pick one of these tools and create a chart/diagram to help you solve problems you are facing. Use the templates and samples provided.
2. Create and update, as required, an issue log. Use the templates and sample provided.
3. As described in the last task for the initiating and planning sections, be ready to show progress you have made as part of a project review. Also be sure to document actual hours on each task in the draft schedule you created for Task 5 under Initiating.

Part 5: Closing Tasks

1. Prepare a 20-minute final project presentation to summarize the results of the project. Describe the initial project goals, planned versus actual scope, time, and cost information, challenges faced, lessons-learned, and key products produced. Be sure to list all of the clips your team found and show at least two of them.
2. Prepare a final project report. Include a cover page and detailed table of contents, getting feedback from your instructor on information required. Be sure to include all of the documents and products you have prepared as appendices.
3. Get feedback from your sponsor in the form of a customer acceptance/project completion form or in some other fashion.

Note: If you have a “real” project that you think could be done as part of this class, be ready to propose it at our first class. Discuss the need for the project, who the sponsor would be, what the team would deliver, etc. You can use the Word file on my Web site, www.kathyschwalbe.com, under My Classes, MIS376, as a template for preparing your real project proposal.

Examples of “real” class projects: Two examples are included on the book’s companion Web site under Sample Documents and on my Web site under My Classes, MIS376, called the Tempting Templates Project Web Site (which I sponsored, and which was all done virtually), and the Theatre Past Productions Web Site (which the head of Augsburg’s theatre department sponsored.). Other examples of recent class projects include the following, and more are listed on my Web site:

- Organizing and running a fundraising event, like a game night for LifeWorks at Grand Slam or a 5K race for the Make a Wish foundation. Both of these projects raised over \$800 for the charitable organizations
- Creating/updating a Web site for a small business or non-profit organization
- Helping a new pizza shop market its products to college students
- Researching graduate programs in project management
- Making baby blankets for a non-profit organizations
- Redesigning one or more rooms of someone's home or rental property, similar to Trading Spaces

Team Progress Reports:

If you are working on the running case, I’ll provide instructions on which tasks you should have completed by the progress report dates and which ones to present. In general, you should have the initiating tasks done for the first progress report and the planning tasks done for the second one. Below are instructions for what is needed for progress reports for the “real” projects:

1. Initiate and begin planning how your team will do all of the work required for the project. Present the bulleted items below for your first progress report (about 10 minutes for the presentation, given by the project manager), and track progress as the course progresses. **Give me a hard copy of the documents you present before your presentation**, and have the data available on your team Web site or in a team member’s public folder. Type all team members’ names on the status report and the location of all of these files as well. Items to include:
 - a one-page progress report (using the template called performance report)
 - a project charter (using template)
 - a preliminary scope statement (using template)
 - a team contract, emphasizing the communications section (using template)
 - some type of communication from your project sponsor (email, minutes of a meeting or phone call, etc.)
 - a draft schedule (using the template in my public folder for this class). It include columns that list each major task by process group, estimated start and end dates for each task, who has the main responsibility for each task, estimated hours for each task by person, and actual hours for each task by person that you’ll complete as you have the information.
 - a brief summary of your team’s MBTI types and how they might affect your team dynamics
2. Prepare a second progress report (about 5 minutes for the presentation, given by someone other than the PM). Include the following information, and have copies available electronically:

- a one-page progress report (using the template called performance report)
- a Gantt chart created in Microsoft Project
- a detailed scope statement
- a comparison and explanation of estimated versus actual hours to date
- a summary/preview of completed deliverables
- feedback from your sponsor

Final Project Notebooks

By the last day of class, each team will present a **final presentation** and hand in a **project notebook** (stapled pages are fine) that includes the following information. Note: Each team member must give part of the 20-30 minute final presentation.

- Cover page and detailed table of contents. List the project name, team members, and date on the cover page of the notebook. Be sure to number all pages (by hand is fine), which should match the table of contents. You may include tabs or dividers between major sections of the notebook, too.
- A double-spaced 3-4-page project report. Address the following questions in your report, which should be in the front of your notebook after the table of contents: What did your team produce? Was the project a success or not, and what was your criteria for determining success? (Remember that should be defined in your scope statement early in the project). What project management tools/documents did you use, and did they help? How close was your draft schedule and estimate of hours to the actual schedule and actual hours worked on the project? What went right on the project? What went wrong? What did your team learn by working on this project? How did you select the project manager? Did he/she do a good job at leading your team? Did you work well as a team? What was your project sponsor's final assessment of the project? Include some written feedback from the sponsor in your final report and presentation. See the sample customer acceptance form in your text for an example. **Discuss this information in your final project presentation** and show/summarize the main products produced. If your project involves some type of event, be sure to show pictures of the event.
- Hard copies of all of the products your team produced. Include the project management documents you created (charter, Gantt chart, etc.) and product-related items.

Part of the grade for the team project will be based on the team's final presentation and progress reports, and part of grade will be based on the quality of the project and its notebook (one notebook per team, due the last day of class). Team project managers will earn a small amount of extra credit for successfully leading their project teams.

Homework Assignments

HW1: Summary of Project Management Web Sites and Articles (100 points)

The purpose of this assignment is to help familiarize you with the world of project management. Review PMI's Web site (www.pmi.org) and some of the links to project management sites from my site (www.kathyschwalbe.com) under Project Management Information on the main page. Visit at least five sites related to project management and read at least two articles from any of these sites or other sites you find. Make sure the articles have an author and date. You can also search for articles from www.augsburg.edu/library. Write a one- to two-page single-spaced paper summarizing:

- what you learned about project management in general
- what you thought of PMI's site
- what you thought of the other sites you visited
- the articles you read

Be sure to cite references using either footnotes or the endnote format from Chapter 1 of your text.

HW2: MBTI (100 points)

Take the MBTI test and research information on this tool, especially as it applies to team-building and individual work styles. (We'll discuss it more in Chapter 6.) There are several Web sites that have different versions of the test and information on it, such as www.humanmetrics.com (the one I'd suggest taking the test on), www.personalitytype.com, myersbriggs.com, and www.keirsey.com. Write a one- to two-page single-spaced paper describing your MBTI type and what you think about this test as a team-building tool. Include footnotes or endnotes, and use at least three references. Also be sure to let your project manager know the four letters of your type for your first progress report.

HW3: Project 2007, Part 1 (100 points, 25 points for each item)

See points for each item listed below. Note: Your text includes an evaluation copy of Project 2007, or you can download a free trial from www.microsoft.com.

Read and follow the hands-on instructions from the *Guide to Using Project 2007*, found in Appendix A of the text. Read the first several pages of the appendix, and do all the steps starting under the Overview of Project 2007 heading (p. 5) and stop after you finish the steps right before the heading called Baseline Plan, Actual Costs, and Actual Times (p. 53). The files mentioned are in the public folder for this class and on the companion Web site. On p. 22, it lists the first task as Initiating. **After the word Initiating, enter your first and last name.** Continue doing all of the steps, and print out only the items described below.

1. Your formatted Gantt chart, Figure A-33 on p. 40 (50 points). Be sure it fits on one page before printing and that all the columns shown are visible.
2. The schedule table view, Figure A-37 on p. 43.
3. The Split Screen View for Entering Resource Information, figure A-43 on p. 50. Note: Press the print screen (PrtScrn on your keyboard) and paste it into Word to print. (50 points)
4. Also do the following: Create a new Project file that shows the WBS for **your team project**. You can do this on your own or use information your team creates together, but everyone must hand this in for homework. Also include at least 5 milestones. Enter 0 for the duration of the milestones, but do not enter any durations for the other tasks. Be sure to indent tasks and show the outline numbers before printing. Make the process groups

(initiating, planning, etc.) the level 1 of your WBS. You can use the draft schedule your team presented for your first progress report if you are doing a real project, but add more detail, especially under the executing tasks you will perform.

HW4: Project, Part 2 (100 points, 25 points for each item)

Do all the steps starting on p. 54 under the Baseline Plan, Actual Costs, and Actual Times heading through the end of the appendix. **Again type your first and last name after the first task, Initiating.**

1. Print out the Tracking Gantt Chart View, Figure A-50 on p. 57.
2. Print out the Resource Histogram View, Figure A-57 on p. 65.
3. Use the Copy Picture feature described starting on p. 75 to copy the Leveling Gantt chart, Figure A-61 on p. 69, into PowerPoint and print out that one PowerPoint slide.
4. Write a one to two-page single-spaced paper summarizing what you think about Microsoft Project. What do you like and dislike about it. Do you think it would be useful for managing all projects, or just some? Which ones?

HW5: Lessons Learned/Self Assessment (100 points)

- Prepare your own lessons learned report (1-2-pages, single-spaced) based on personal reflections of what you learned from this class, including the team projects and presentations. Do not use the lessons learned template! (50 points).
- Write a 1-2-page self-assessment based on the team project, answering the following questions (50 points):
 1. If you had to give your team a grade for the project, what would it be? Why?
 2. What were *your* roles and responsibilities on the group project? How well do you think *you* performed on this project?
 3. Briefly assess each team member's performance. If you had to give each person, including yourself, a grade, what would it be? To compare individual contributions, if you had 100 points to allocate to your team, how would you allocate them? If you're an Apprentice fan, what would be the order you would use to fire people from your team?

Extra Credit Homework: For an extra 100 points, summarize an article that describes a recently completed large project done in another country. Write a two to three-page single-spaced paper summarizing the project, if it was a success or not, what challenges the team faced, etc. Include footnotes with reference information. Hand in this assignment by the last day of class. The extra points will be applied to your homework score. 100% is the maximum homework percentage.

DRAFT CLASS SCHEDULE

Students should do the readings and homework before class. We'll add individual presentations to the schedule as soon as possible, and I'll post updated schedules in moodle. We'll try to spread presentations out and have them fit in with lecture topics, as possible. Note that I would like two people to volunteer to give presentations on our first day of class! Email me at schwalbe@augsborg.edu if you are interested.

Date	Topic	Readings (before class)	Homework Due	Presentations
Jan 12	Introduction to Project, Program, and Portfolio Management, How to give a great presentation, Suggestions for building effective project teams Determine project teams	Chapter 1	HW1, Summary of PM Web sites and articles	Volunteer 1? Volunteer 2? All
Jan 26	Project, Program, and Portfolio Selection, Initiating Projects, Understanding the MBTI	Chapters 2-3	HW2, MBTI	 Volunteer 3?
Feb 2	Planning Projects (Part I) Team progress report #1 PMP Certification Individual presentations	Chapter 4		All team PMs Volunteer 4?
Feb 16	Exam 1 (Chapters 1-4, Planning Projects (Part II) Individual presentations Note: Classes start at 1:40 due to convocation	Chapter 5	HW3, Project 2007 Part I	 Volunteers?
Mar 1	Executing Projects Team progress report #2 Individual presentations	Chapter 6		Team member Volunteers?
Mar 15	Monitoring and Controlling Projects, Closing Projects and Best Practices Individual presentations (last chance to do it)	Chapter 7-8	HW4, Project 2007 Part II	 Volunteers?
Mar 29	Exam 2 (Chaps. 5-8 and App A) Team Final Project Presentations		HW5 Lessons Learned/ Self Assessment, Extra Credit HW	All team members

PRESENTATION FEEDBACK FORM

Presenter(s): _____ **Date:** _____
Topic: _____

Please circle a score (1-5) for each main area (shaded in gray) and provide comments as well.

	Poor	Fair	Good	Excellent	Outstanding
	1	2	3	4	5
CONTENT					
Well organized Introduction with overview Body Conclusion Clear thesis Well prepared Good flow Solid examples and relate material to class Good references (noted on slides/handout) Appropriate language/content					
DELIVERY					
Good eye contact (looked at audience most of the time) Good voice No distracting mannerisms Fluent and confident Natural gestures Good audio/visual aids Good use of technology					
RESPONSE					
Listened to audience Aware of audience Built-in engagement Discerned audience's understanding Kept audience interested Responded well to questions Defended or modified position					
OVERALL					

BEST PART OF PRESENTATION:

SUGGESTIONS FOR IMPROVEMENT: