

Introduction to Project Management

Online, Thursday 11:00-12:40

2020 Fall Term

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Course Description

A project is any temporary endeavor undertaken to create a unique product, service, or result. Project management is the application of knowledge, skills, tools, and techniques to a project to ensure its successful completion. Projects can be anything – a new car, a report, the development of a database, a humanitarian field station, a policy brief, an academic paper, and more. Because of this, understanding the basics of managing a project is essential in the modern world. This class is designed to prepare students to undertake a basic project, and see it through the stages of a project including initiation, planning, execution, monitoring, and closing.

Course Texts

All course texts will be posted on the class website. Students are strongly encouraged to print out the readings instead of reading from their computers. Reading a physical copy contributes to superior comprehension.

Course Structure

This course is designed as a student-centric graduate seminar and workshop. There is no hand-holding. What you get out of this class will be precisely what you put into it.

Assignments - Please note that all papers will be submitted through the TurnItIn system!

Discussion & Forum Participation

This course has a strong participation component, and you are expected to discuss the readings, films, lectures, and class comments at every class meeting. If you are uncomfortable doing this, please consider dropping the course as it is an important component of your grade.

An important part of the course grade consists of weekly class web forum participation. Students must post at minimum one question or comment per week related to the readings or news events related to the class. Ideally this will be something you are interested in discussing during class. These must be posted to the forums by 12 PM the day before class. Posts which are late will be marked as a zero.

Project Initiation & Planning Paper (1,250 words)

An important part of project management is the initiation and planning phase. A strong foundation makes for a stronger and more successful project. To emphasize this and support you in building strong project foundations, you will be expected to develop project initiation and planning paper which will incorporate phases 1 and 2 of the project management process. More information will be shared in class.

Project Management Presentations

At the end of the term your group will be expected to present the results of the project they have worked on throughout the term. This presentation will include the results of your Project Initiation & Planning Paper and will present an entire project management approach based on the project you have been working on throughout the term. Details on the presentation will be offered in class.

Class Policies

- All university policies relating to plagiarism, cheating, harassment, etc. will be fully enforced.
- Late papers without a valid written excuse lose 10% of their grade per day after the deadline.
- SPP policy is to fail students with more than one unexcused absence for a 2-credit course and more than two unexcused absences for a 4-credit course. Alternatively, final grades may be lowered in proportion to unexcused absences.
- Be respectful to other students and to yourself.
- I am an understanding individual. If there are things happening in your life which may prevent you from being successful in class, please come speak with me. I am on your side.
- The instructor reserves the right to change this syllabus at any time.

Breakdown of final grade:

Project Initiation & Planning Paper =	35%
Project Management Presentation =	30%
Class Discussion =	20%
Forum Participation =	15%

Class Schedule

The following reading and course schedule is subject to change. Students are responsible only for those readings posted on the class website.

Session 1 (October 1): Introduction & Movie

Class introductions, course outline. Overview of topic. Relevant film and discussion.

Session 2 (October 8): Introduction to project management: discussion & Stage 1: Project Initiation

Heagney, Joseph. 2011. "An Overview of Project Management." In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Heerkens, Gary R. 2013. "About Projects and Project Management." In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Selections from: Furman, Jeff. 2014. *The Project Management Answer Book*. 2nd Edition. Berrett-Koehler Publishers.

Exercise: Developing a Project Charter & Tactical Mapping for Stakeholders

Session 3 (October 15): Continue Stage 1: Project Initiation

Aligica, Paul Dragos. 2006. "Institutional and Stakeholder Mapping: Frameworks for Policy Analysis and Institutional Change." *Public Organization Review* 6 (1): 79–90.

Derakhshan, Roya, Rodney Turner, and Mauro Mancini. "Project governance and stakeholders: a literature review." *International Journal of Project Management* 37, no. 1 (2019): 98-116.

Johnson, Douglas A., and Nancy L. Pearson. 2009. "Tactical Mapping: How Nonprofits Can Identify the Levers of Change." *The Nonprofit Quarterly* 16 (2): 92–99.

Kováč, Imre, and Eva Kučerová. "The project class in Central Europe: the Czech and Hungarian cases." *Sociologia ruralis* 46, no. 1 (2006): 3-21.

Exercise: Developing a Project Charter & Tactical Mapping for Stakeholders for your Term Project

Session 4 (October 22): Stage 2: Project Planning

Dvir, Dov, Tzvi Raz, and Aaron J. Shenhar. 2003. "An Empirical Analysis of the Relationship between Project Planning and Project Success." *International Journal of Project Management* 21 (2): 89–95. [https://doi.org/10.1016/S0263-7863\(02\)00012-1](https://doi.org/10.1016/S0263-7863(02)00012-1).

Heerkens, Gary R. 2013. "Preparing a Detailed Project Plan: Step by Step." In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Chapters 1-2 in Portny, Stanley E. 2017. *Project Management For Dummies*. 5th Edition. Hoboken, NJ: For Dummies.

Exercise: Developing a Project Plan

Session 5 (October 29): Stage 2: Project Planning, continued

Chapter 2 in Furman, Jeff. 2014. *The Project Management Answer Book*. 2nd Edition. Berrett-Koehler Publishers.

Heerkens, Gary R. 2013. "Dealing with Risk and Uncertainty." In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Petersen, Christine. 2013. "Project Planning." In *The Practical Guide to Project Management*. BookBoon.

Exercise: Developing a Project Plan

Session 6 (November 5): Stage 2: Project Planning, continued

Heagney, Joseph. 2011. “Developing a Mission, Vision, Goals, and Objectives for the Project.” In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Heagney, Joseph. 2011. “Creating the Project Risk Plan.” In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Heagney, Joseph. 2011. “Using the Work Breakdown Structure to Plan a Project.” In *Fundamentals of Project Management*, 4th Edition. New York: AMACOM.

Marker, Andy. 2017. “Ultimate Guide to Project Cost Estimating | Smartsheet.” 2017. <https://www.smartsheet.com/ultimate-guide-project-cost-estimating>.

“All About Work Breakdown Structures (WBS) | Smartsheet.” n.d. Accessed September 15, 2020. <https://www.smartsheet.com/getting-started-work-breakdown-structures-wbs>.

Exercise: Developing a Project Plan

Session 7 (November 12): Initiation & Planning Presentations

Session 8 (November 19): Stage 3: Project Execution

Heerkens, Gary R. 2013. “Maintaining Control During Project Execution.” In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Petersen, Christine. 2013. “Execution.” In *The Practical Guide to Project Management*. BookBoon.

Söderholm, Anders. 2008. “Project Management of Unexpected Events.” *International Journal of Project Management* 26 (1): 80–86. <https://doi.org/10.1016/j.ijproman.2007.08.016>.

“The Complete Guide to Successful Project Execution | Smartsheet.” n.d. Accessed September 16, 2020. <https://www.smartsheet.com/content-center/best-practices/project-management/project-management-guide/project-execution>.

Exercise: Develop contingency plans for project execution

Session 9 (November 26): Stage 4: Project Monitoring

Berkun, Scott. 2008. “Making Things Happen.” In *Making Things Happen: Mastering Project Management*, Revised Edition. Beijing ; Sebastopol CA: O’Reilly Media.

Berkun, Scott. 2008. “Middle-Game Strategy.” In *Making Things Happen: Mastering Project Management*, Revised Edition. Beijing ; Sebastopol CA: O’Reilly Media.

“How to Monitor and Control Your Next Project for Success | Smartsheet.” n.d. Accessed September 16, 2020. <https://www.smartsheet.com/content-center/best-practices/project-management/project-management-guide/project-monitor-control>.

Exercise: Develop monitoring protocols

Session 10 (December 3): Movie & Discussion

Session 11 (December 10): Stage 5: Closing phase

Aziz, E. E. (2015). Project closing: the small process group with big impact. Paper presented at PMI® Global Congress 2015—EMEA, London, England. Newtown Square, PA: Project Management Institute.

Heerkens, Gary R. 2013. “Bringing Your Project to a Successful Conclusion.” In *Project Management, Second Edition*, 2nd Edition. McGraw-Hill Education.

Exercise: Discuss best methods to close out a project, what to abandon and how to document process & work on final project presentations

Session 12 (December 17): Project Management Final Presentations