

MGT 172: Business Project Management

Undergraduate Course, Spring 2021
Version 7 Thursday A00, version 7

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OFFICE HOURS: By appointment

Note: This syllabus may be updated and revised at a later date.

COURSE DESCRIPTION

Projects are becoming more complex and global and the demands placed on the project manager and the project management team are evolving. Whether working for a US Government contractor, a Fortune 500 company, or leading a small volunteer effort, competent project leadership requires the understanding of how to define the scope of the effort, allocate resources (financial, material, time, and human resources), and lead the project team.

Business projects are established for a wide array of purposes from product development, building construction, software installation, process re-engineering, and service deployment to producing a stage play or hosting the Super Bowl. While each of these project examples exhibits unique characteristics, the project manager is required to focus on the same constraints of cost, time, and performance expectations. Each project requires the project manager to motivate and lead the team members and to make appropriate decisions on quality levels, tradeoffs, and risk.

This course examines the theories and practices of the two interrelated areas in project management: methodologies for organizing the effort: quantitative tools for planning and monitoring the project and interpersonal skills for leading and communicating with the various stakeholders of the project. The topics covered in the course include the role of project management, organizational structures and culture, requirements definition, scheduling, estimating, performance measurement and evaluation, risk management, outsourcing, and leadership.

COURSE OBJECTIVES

The primary goal of this course is to provide students with the quantitative tools as well as the leadership insights required to affect the success of both simple and complex projects. Students will study a wide variety of project types, examining both the similarity and important differences among these projects. While this is an introductory course in project management, it will cover all the key topics at the appropriate depth to sufficiently provide the students with an understanding and appreciation of some of the key issues and solutions to organizing and managing different sizes and types of projects.

This course will utilize online lectures, exercises, and homework. This quarter length course is designed for upper division undergraduate students.

COURSE MATERIALS

The text book for this course is:

Project Management, The Managerial Process 7th Edition (6th Edition is also acceptable to use)
Clifford F. Gray and Erik W. Larson
McGraw-Hill/Irwin, New York, New York

The assigned readings, cases, homework and the class schedule are provided in the course outline. Each student is expected to have completed the reading and case preparation (as appropriate) for each class before the class starts. Homework will be due as assigned in the schedule and will be turned in before the class on the due date.

ATTENDANCE

Students are expected to attend every online class, and are responsible for the material covered in the class. This course will be available through Zoom. Each class will be recorded. Further instructions will be provided.

EVALUATION AND GRADING

Students will be evaluated based on their performance along the following dimensions:

Homework and Rady Lab Experiments 10% - There will be reading assignments that are due before the class when we talk about the topic, and homework to be submitted after the class and before the next class after we discuss the topic. You may work by yourself or in groups of two to three on the homework. The Rady Lab, which will be presented in class, is also a requirement.

Quizzes 20% - There will be five quizzes. The lowest quiz grade will be dropped.

Exercises and Videos 20% - There will be videos to watch and questions to respond to and exercises to be submitted after the class where we discuss the topic and before the next class after we discuss the topic. You may work by yourself or in groups of two to three on the exercises.

Students are responsible for reading the chapter(s) covered in each session as defined in the syllabus before the session and uploading any homework assignments, exercises, answers to questions about the videos, and taking the quiz onto Canvas PRIOR to the start of the next session (5:00 PM Pacific Daylight Time [PDT]). In the event of technical difficulties in uploading the homework, exercises, and answers to questions about the videos, it is your responsibility to inform the TA in sufficient time so that you do not miss the deadline. In addition, you are required to participate in the Rady Lab activities which will be discussed early in the course and information will be posted on Canvas.

Midterm 25% - There will be a midterm (see schedule below). It will cover text readings, homework assignments, lectures, videos, and exercises for Chapters 1-6.

Final Exam 25% - There will be a final examination. It will not be cumulative. The exam will cover text readings, cases, homework assignments, videos, lectures, and exercises for Chapters 7-16.

Students are responsible for regularly checking the online course management system, Canvas, to ensure their grades are properly reflected. If there is a discrepancy, students are responsible for bringing the issue to the attention of the TA and/or the instructor by June 3, 2021. No corrections will be considered after **June 3, 2021**.

COURSE OUTLINE

The following is a tentative schedule. In general, even if the specific date of coverage may change slightly, the order of coverage and the associated material should remain as presented below.

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| Apr 1, 2021 | Modern Project Management | Chapter 1 |
| Reading Assignment: <ul style="list-style-type: none"> • None Homework due: <ul style="list-style-type: none"> • None Exercises due: <ul style="list-style-type: none"> • None Video: <ul style="list-style-type: none"> • None | | |

This session will define what is a project, examine the importance of project management, the role of the project manager, and discuss project management in the ever changing and dynamic world in which we live.

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| Apr 8, 2021 | Organization Strategy and Project Selection Organization: Structure and Culture | Chapter 2 Chapter 3 |
| Reading Assignment: <ul style="list-style-type: none"> • Read Chapters 1, 2 & 3 Homework due: <ul style="list-style-type: none"> • None Exercises due: <ul style="list-style-type: none"> • Why Are You Taking the Class • What is a Project Video: <ul style="list-style-type: none"> • Introduction to Project Management | | |

This session will discuss the strategic management process, the outcomes of the process, the need for and definition of an effective project portfolio management system, the application of a selection model, and how to manage a portfolio system. It will also define the three major types of project structures and discuss the advantages and disadvantages of each structure.

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| Apr 15, 2021 | Defining the Project | Chapter 4 |
| Reading Assignment: <ul style="list-style-type: none"> • Read Chapter 4 Homework Due: <ul style="list-style-type: none"> • Complete Exercise #7 (Page 54) Custom Bike Company • Read Case: Moss & McAdams Accounting Firm (Pages 94-96) and answer questions 1-3 Exercises due: <ul style="list-style-type: none"> • Film Prioritization Video: <ul style="list-style-type: none"> • None | | |

This session will discuss the five steps in defining the project: (1) defining the project scope; (2) establishing the project priorities; (3) creating the Work Breakdown Structure (WBS); (4) integrating the

WBS with the organization; and (5) coding the WBS for the information system. This session will also discuss process breakdown structure, responsibility matrices, and the project communication plan.

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| Apr 22, 2021 | Estimating Project Times and Costs | Chapter 5 |
| <p>Quiz #1 (Chapters 1-4) must be completed on Canvas by 5:00pm PDT on 4/22/2021</p> <p>Reading Assignment:</p> <ul style="list-style-type: none"> • Read Chapter 5 <p>Homework due:</p> <ul style="list-style-type: none"> • Read Manchester United Soccer Club Case (Page 125-6) and answer questions 1-4 <p>Exercise due:</p> <ul style="list-style-type: none"> • Wright Brothers Exercise • Work Breakdown Structure for the Flying Machine <p>Video:</p> <ul style="list-style-type: none"> • Wright Brothers Trial Flights | | |

This session will discuss estimating project time and costs, including the factors influencing the quality of estimates, estimating guidelines for times, costs, and resources, top-down versus bottom-up estimating, and the methods for estimating project times and costs.

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| Apr 29, 2021 | Developing a Project Plan | Chapter 6 |
| <p>Reading Assignment:</p> <ul style="list-style-type: none"> • Read Chapter 6 • Read Contract Management section (Pages 451-456) <p>Homework due:</p> <ul style="list-style-type: none"> • Read Case: Sharp Printing, AG (Pages 155-156) and answer questions 1-3. <p>Exercise due:</p> <ul style="list-style-type: none"> • Basis of Estimate <p>Video:</p> <ul style="list-style-type: none"> • Alton Bridge | | |

This session will discuss developing a project plan. This involves constructing the project network, the network computation process, the use of forward and backwards pass methodology, and practical considerations for developing the plan.

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| May 6, 2021 | Quiz #2 | Online |
| <p>Quiz #2 (Chapters 5-6) must be completed on Canvas by 5:00pm PDT on 5/6/2021</p> <ul style="list-style-type: none"> • You will have 15 minutes to take the quiz once you start <p>Reading Assignment:</p> <ul style="list-style-type: none"> • None <p>Homework due:</p> <ul style="list-style-type: none"> • Complete Exercise #4 (Page 191) • Complete Exercise #8 (Page 192) <p>Exercise due:</p> <ul style="list-style-type: none"> • Schedule <p>Video:</p> <ul style="list-style-type: none"> • Four Hour House | | |

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| May 5-7, 2021 | Midterm Examination | Online |
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- There will be a midterm examination that will cover text readings, cases, homework assignments, videos, and class lectures and discussions from Chapter 1 through Chapter 6.
- The exam will be available on Canvas from Wednesday, May 5, 2021 at 5:00 pm PDT to Friday May 7, 2021 at 5:00 pm PDT
- You will have 75 minutes to take the exam once you start
- There will be no class presentation on May 6, 2021

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| May 13, 2021 | Managing Risk Scheduling Resources and Costs Reducing Project Duration | Chapter 7 Chapter 8 Chapter 9 |
| <p>Reading Assignment:</p> <ul style="list-style-type: none"> • Read Chapter 7 in book • Read presentation material for Chapters 8 & 9 prior to class. • Skim Chapters 8 & 9 in the book. • For Chapters 8 & 9, the topics in the <u>class presentation</u> are what <u>will be covered on the final exam</u> <p>Homework due:</p> <ul style="list-style-type: none"> • None <p>Exercise due:</p> <ul style="list-style-type: none"> • None <p>Video:</p> <ul style="list-style-type: none"> • None | | |

This session will discuss managing project risk, describing the four steps of the risk management process: (1) risk identification; (2) risk assessment; (3) risk response development; and (4) risk response control. Change control management will also be discussed. In addition, this session will discuss scheduling resources and costs and reducing the project duration.

| May 20, 2021 | Leadership: Being an Effective Project Manager Managing Project Teams Outsourcing: Managing Inter-organizational Relations | Chapter 10 Chapter 11 Chapter 12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|----------|-------------|----------|---|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----|---|---|-----|---|---|---|---|
| <p>Quiz #3 (Chapters 7-9) must be completed on Canvas by 5:00pm PDT on 5/20/2021</p> <p>Reading Assignment:</p> <ul style="list-style-type: none"> • Read Chapters 10, 11, and 12 <p>Homework due:</p> <ul style="list-style-type: none"> • Read the Alaska Fly Fishing Expedition case on Pages 233-4. Complete questions #1-3 on page 233. • Draw a project network from the following information: <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th style="width: 33%;">Activity</th> <th style="width: 33%;">Predecessor</th> <th style="width: 33%;">Duration</th> </tr> </thead> <tbody> <tr><td>A</td><td>None</td><td>2</td></tr> <tr><td>B</td><td>A</td><td>4</td></tr> <tr><td>C</td><td>A</td><td>3</td></tr> <tr><td>D</td><td>A</td><td>2</td></tr> <tr><td>E</td><td>B</td><td>3</td></tr> <tr><td>F</td><td>C</td><td>6</td></tr> <tr><td>G</td><td>C,D</td><td>5</td></tr> <tr><td>H</td><td>E,F</td><td>6</td></tr> <tr><td>I</td><td>G</td><td>5</td></tr> </tbody> </table> | | | Activity | Predecessor | Duration | A | None | 2 | B | A | 4 | C | A | 3 | D | A | 2 | E | B | 3 | F | C | 6 | G | C,D | 5 | H | E,F | 6 | I | G | 5 |
| Activity | Predecessor | Duration | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A | None | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| B | A | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C | A | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| D | A | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| E | B | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| F | C | 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G | C,D | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| H | E,F | 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| J | H,I | 5 |
| <p>Activities B and H can be shortened to a minimum of 2 weeks. Which activity would you shorten to reduce the project duration by 2 weeks? Why?</p> <p>Exercises due:</p> <ul style="list-style-type: none"> • Risk Exercise <p>Video:</p> <ul style="list-style-type: none"> • Carmageddon | | |

This session will discuss what constitutes an effective project manager. This involves managing and influencing project stakeholders, social network building, ethics, building trust, and influence. This session will also discuss managing project teams, which involves defining the five stage team development model, identifying the situational factors affecting the project team, building high-performance project teams, managing virtual project teams, and identifying project team pitfalls. This session will discuss outsourcing or managing inter-organizational relations, including how to outsource project work, identifying best practices in outsourcing, the art of negotiating, customer relations, and contract management.

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| May 27, 2021 | Progress and Performance Measurement and Evaluation | Chapter 13 |
| <p>Quiz #4 (Chapters 10-12) must be completed on Canvas by 5:00pm PDT on 5/27/2021</p> <p>Reading Assignment:</p> <ul style="list-style-type: none"> • Read Chapter 13 <p>Homework due:</p> <ul style="list-style-type: none"> • Complete Exercise Chapter 10 #6 (Pages 363-365) • Complete Exercise Chapter 11 #2 (Pages 406-407) • Read The Accounting Software Installation Project Case (Pages 446-447) and answer questions 1-3. <p>Exercises due:</p> <ul style="list-style-type: none"> • Appropriate Communications • Managing Conflict Scenario <p>Videos:</p> <ul style="list-style-type: none"> • Normalcy of Deviance • Conference Call | | |

This session will discuss progress and performance measurement and evaluation, including the structure of a project monitoring information system, the project control process, monitoring time performance, the development of an Earned Value system, the development of a status report, performance indices that are used to monitor program performance and forecasting the final project cost.

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| Jun 3, 2021 | Project Closure International Projects Oversight Introduction to Agile Project Management Project Management Career Paths | Chapter 14 Chapter 15 Chapter 16 |
| <p>Reading Assignment:</p> <ul style="list-style-type: none"> • Read Chapters 14, 15, and 16 <p>Homework due:</p> <ul style="list-style-type: none"> • Chapter 13 Pages 487, Complete Exercises #1-3 <p>Exercise due:</p> <ul style="list-style-type: none"> • EV Exercise • A-12 <p>Video:</p> | | |

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| <ul style="list-style-type: none"> Earned Value |
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This session describes the challenges of international projects, including environmental and cross-cultural considerations and selection of training for international projects. This session discusses project oversight, audit and closure, including the project team evaluation process, project management career paths and challenges. The session also introduces the concept of agile project management techniques.

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| Jun 10, 2021 | Quiz #5 | Online |
| <p>Quiz #5 (Chapters 13, 14-16) must be completed on Canvas by 5:00pm PDT on 6/10/21</p> <ul style="list-style-type: none"> You will have 15 minutes to take the quiz once you start <p>Reading Assignment:</p> <ul style="list-style-type: none"> None <p>Homework due:</p> <ul style="list-style-type: none"> Read Amex Hungary Case Chapter 15 (Pages 574-576) and answer questions 1-3. Pages 596-597 Exercise #4 <p>Exercise due:</p> <ul style="list-style-type: none"> Firefighting Assignment <p>Video:</p> <ul style="list-style-type: none"> None | | |

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| Jun 7-10, 2021 | Final Examination | Online |
| <ul style="list-style-type: none"> The final examination will <u>not</u> be comprehensive. The exam will cover text readings (as defined in the syllabus), exercises, homework assignments, videos, and lectures since the midterm (Chapters 7 through 16). The exam will be available on Canvas from Monday, Jun 7 at 5:00 pm to Friday, Jun 10 at 5:00pm PDT You will have 75 minutes to take the exam once you start There will be no class on Jun 10, 2021 | | |

ACADEMIC INTEGRITY

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind.

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<http://academicintegrity.ucsd.edu>

STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member.

The student must send the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation for the presentation, examinations, or other academic program activities. **No accommodations can be implemented retroactively.**

Please visit the [OSD website](http://disabilities.ucsd.edu/about/index.html) for further information or contact the Office for Students with Disabilities at <http://disabilities.ucsd.edu/about/index.html>

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