

## Business Project Management: MGT 172

Undergraduate Course, Spring 2021

Section C00: Tuesdays/Thursdays 12:30 - 1:50 pm (Pre-recorded lectures + Two live review sessions)

INSTRUCTOR: Sina Moghadas Khorasani, PhD

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OFFICE HOURS: Tuesdays 10 - 11 am, or by appointment

Join Zoom Meeting

<https://ucsd.zoom.us/j/91943349216>

Meeting ID: 919 4334 9216

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OFFICE HOURS: Mondays 10 - 11 am

Join Zoom Meeting

<https://ucsd.zoom.us/j/96221488618>

Meeting ID: 962 2148 8618

**Note: The instructor reserves the right to update or modify this syllabus during the course.**

### DESCRIPTION

Project management is a critical skill set in today's world. As projects are becoming more complex and global, the demands placed on the project manager and the project management team are also changing. Whether working for NASA developing a biosensor to detect and measure the impact of space radiation on living organisms, or designing a new car, or leading a small volunteer effort to organize a theater production, competent project management requires the understanding of how to allocate financial, material, time-based, and human resources, and orchestrate the contributions of the project team.

Business projects are established for a wide array of purposes in many sectors and industries, such as construction, manufacturing, software engineering, IT, finance, and government. While each of these applications exhibits unique characteristics, the project management fundamentals are universal and the project leader is required to focus on nearly similar constraints of time, resources, and performance specifications. 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 three inter-related areas in project management: methodologies for organizing the effort, quantitative tools for planning and monitoring the project, and inter-personal 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, planning, scheduling, estimating, performance measurement and evaluation, risk management, outsourcing, and leadership.

### OBJECTIVES

The primary goal of this course is to provide students with both the quantitative tools as well as the leadership insights required to contribute to successful project delivery. At the close of the Business Project Management course you will be able to:

- Understand the importance and dynamics of modern project management

- Evaluate and select projects based on organizational environment
- Develop a plan for the project
- Identify and manage risks associated with a project
- Develop a resource schedule
- Understand the sociocultural side of project management and the importance of leadership skills
- Apply agile project management tools
- Apply project management techniques to real-life cases.

### **MATERIALS**

#### Required

- Larson, Erik W., and Clifford F. Gray. "Project management: The managerial process." (2020). McGraw Hill. 8th Edition. (7th and 6th Editions are acceptable to use)

#### Recommended Reading:

The following is optional and not a requirement for the course. Nonetheless, it will provide insights into several aspects of Project Management.

- Critical Chain: A Business Novel by Eli Goldratt. Publisher: The North River Press, 1997.

The assigned readings, cases, homework, and the class schedule are provided in the attached 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.

### **GRADING**

Each student's final score is based on the following items and weights:

#### **HOMEWORK (15%)**

There will be 10 homework assignments to be completed by the due date specified on the attached course schedule. The completed homework should be in softcopy and should be uploaded on CANVAS. **No email, hard copy, or late submissions will be accepted.**

**Note:** It is your responsibility to make sure that you are able to upload the homework. In case there are any technical difficulties in uploading the homework, it is your responsibility to inform the TA in enough time so that you do not miss the deadline.

#### **QUIZZES (10%)**

There will be 4 online quizzes. Quizzes will not be returned.

### **MIDTERM and FINAM EXAMS (25% each)**

There are two exams (see schedule below). Both are closed book and closed notes. No laptops are allowed. However, you can use a calculator. They will cover class discussions, text readings, homework assignments, and cases.

**Note: If you expect to have a time conflict for the exams, YOU MUST SPEAK TO THE INSTRUCTOR AT LEAST A WEEK IN ADVANCE to set up a make-up exam. However, you need to have a reasonable excuse to take a make-up exam, and whether the excuse is reasonable or not is determined by the instructor.**

### **TEAM PROJECT (20%)**

You need to deliver a project in a project management class to help you apply the concepts you learn to a project that your team will select. Students will work in teams of 4-5 throughout the semester to create a full project management plan. Details of the project and its deliverables will be discussed in more detail during the first week of class.

### **ATTENDANCE (0%)**

Students are responsible for the material covered in the class.

### **PARTICIPATION in RADY LAB EXPERIMENTS (5%)**

5% of your grade is based on participation in two experiments offered by the Rady School Research Participant Pool. Each experiment will take up to one hour. If new to lab participation, to register for an account and to receive additional information about upcoming lab studies, visit: <http://radyclasscredit.sona-systems.com/Default.aspx?ReturnUrl=%2f> and click "New Participant? Request an account here." When you register, you will be assigned a unique ID – you will need to provide this ID each time you participate in a study. Make sure to keep track of it!

If you have served as a participant before, you will need to update which classes you are registered for in order to receive credit. Log in to your account here: <http://radyclasscredit.sona-systems.com/Default.aspx?ReturnUrl=%2f> and go to the "My Profile" page. There is an option near the bottom of the page to "Change Courses."

Questions about lab studies can be directed to [RadyClassCredit@ucsd.edu](mailto:RadyClassCredit@ucsd.edu). Studies will begin during week 2 or 3 of the quarter.

Assignments	Points [or percentage]
HOMEWORK	15
QUIZZES	10
MIDTERM	25
FINAL	25
TEAM PROJECT	20
RADY LAB EXPERIMENTS	5
Total	100

Grades	Points [or percentage]
A	93 and above
A-	90 – below 93
B+	87 – below 90
B	83 – below 87
B-	80 – below 83
C+	77 – below 80
C	73 – below 77
C-	70 – below 73
D	60 – below 70
F	Below 60

All students must abide by the Honor System. This syllabus cannot identify all possible situations which represent honor code violations and is not meant to be comprehensive in that regard. Students are expected to abide by the intent and letter of the honor code and are requested to report any honor code violations that are observed.

### ACADEMIC INTEGRITY

Academic Integrity is expected of everyone at UC San Diego. This means that you must be honest, fair, responsible, respectful, and trustworthy in all of your actions. Lying, cheating, or any other forms of dishonesty will not be tolerated because they undermine learning and the University's ability to certify students' knowledge and abilities. Thus, any attempt to get, or help another get, a grade by cheating, lying, or dishonesty will be reported to the Academic Integrity Office and will result in sanctions. Sanctions can include an F in this class and suspension or dismissal from the University.

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.

You can learn more about academic integrity at <https://academicintegrity.ucsd.edu/>  
 The complete UCSD Policy on Integrity of Scholarship can be viewed at:  
<http://senate.ucsd.edu/Operating-Procedures/Senate-Manual/Appendices/2>

### COURSE OUTLINE and SCHEDULE

S#	Date	Topic and Readings	Homework
1	03/30/21	Introduction to Project Management Syllabus Review Project Teams	None
2	04/01/21	Modern Project Management	Read Chapter 1

3	04/06/21	Organization Strategy and Project Selection	<p>Read Chapter 2</p> <p><b>HW1:</b> Complete Exercise #7 (Chapter 2) Custom Bike Company, parts a,b and c <b>Due before 5<sup>th</sup> session</b></p>
4	04/08/21	Organization: Structure and Culture	<p>Read Chapter 3</p> <p><b>HW2:</b> Read Case: Moss &amp; McAdams Accounting Firm (Chapter 3), answer questions 1,2 and 3 <b>Due before 5<sup>th</sup> session</b></p>
5	04/13/21	Defining the Project	<p>Read Chapter 4</p> <p><b>HW3:</b> Read Case: Celebration of Colors 5K (Chapter 4) – <b>Old editions:</b> Manchester United Soccer Club Case – answer questions 1 and 2 <b>Due before 7<sup>th</sup> session</b></p>
6	04/15/21	Estimating Project Times and Costs	<p>Read Chapter 5</p> <p>Read Case: Sharp Printing, AG (Chapter 5) in preparation for class.</p> <p>Work on Team Projects</p>
7	04/20/21	Developing a Project Schedule	<p><b>Quiz #1</b></p> <p>Read Chapter 6</p> <p><b>HW4:</b> Complete Exercises #4 and #8 (Chapter 6) <b>Due before 9<sup>th</sup> session</b></p> <p>Work on Team Projects</p>
8	04/22/21	Managing Risk	<p>Read Chapter 7</p> <p>Work on Team Projects</p>
9	04/27/21	Scheduling Resources and Costs	<p><b>Quiz #2</b></p> <p>Read Chapter 8</p>

			Work on Team Projects
10	04/29/21	<p>Live Review Session</p> <p>Join Zoom Meeting  <a href="https://ucsd.zoom.us/j/99898779559">https://ucsd.zoom.us/j/99898779559</a>            Meeting ID: 998 9877 9559</p>	Work on Practice Problems for Midterm and Team Projects
11	05/04/21	<p>Reducing Project Duration</p> <p><b>Midterm (Chapters 1-8)</b></p>	<p>Read Chapter 9</p> <p><b>Project Progress Report (One per Group)</b></p>
12	05/06/21	Being an Effective Project Manager	<p>Read Chapter 10</p> <p><b>HW5: Complete Exercise #6 (Chapter 10)</b>  <b>Due before 13<sup>th</sup> session</b></p>
13	05/11/21	Managing Project Teams	<p>Read Chapter 11</p> <p><b>HW6: Complete Exercise #2 (Chapter 11)</b>  <b>Due before 15<sup>th</sup> session</b></p>
14	05/13/21	Outsourcing	<p>Read Chapter 12</p> <p><b>HW7: Read Case: The Accounting Software Installation Project (Chapter 12), answer questions 1,2 and 3</b>  <b>Due before 15<sup>th</sup> session</b></p>
15	05/18/21	Progress and Performance Measurement and Evaluation	<p>Read Chapter 13</p> <p><b>HW8: Complete Exercises #1,2 and 3 (Chapter 13)</b>  <b>Due before 17<sup>th</sup> session</b></p>
16	05/20/21	Project Closure	<p><b>Quiz #3</b></p> <p>Read Chapter 14</p> <p>Work on Team Projects</p>
17	05/25/21	Agile Project Management	<p>Read Chapter 15 (Chapter 16 in old editions)</p>

			<p><b>HW9:</b> Read Case: Introducing Scrum at P2P (Chapter 15), answer questions 1,2 and 3  <b>Due before 19<sup>th</sup> session</b></p>
18	05/27/21	International Projects	<p>Read Chapter 16 (Chapter 15 in old editions)</p> <p><b>HW10:</b> Read Case: AMEX, Hungary (Chapter 16), answer questions 1,2 and 3  <b>Due before 20<sup>th</sup> session</b></p>
19	06/01/21	<p>Live Review Session</p> <p>Join Zoom Meeting  <a href="https://ucsd.zoom.us/j/97546212309">https://ucsd.zoom.us/j/97546212309</a>            Meeting ID: 975 4621 2309</p>	<p><b>Quiz #4</b></p> <p>Work on Practice Problems for Final and Team Projects</p>
20	06/03/21	Group Project Presentations	
21	<p>Final.            06/07/21            Time:            11:30am-            2:30pm</p>	Final Exam	Chapters 9-16

### STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom 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 instructor and OSD liaison.

Students requesting accommodations for this course due to a disability must provide a current Authorization for Accommodation (AFA) letter (paper or electronic) issued by the Office for Students with Disabilities (<https://osd.ucsd.edu/students/registering.html>) Students are required to discuss accommodation arrangements with instructors and OSD liaisons in the department **in advance** of any exams or assignments. **No accommodations can be implemented retroactively.**

Please visit the [OSD website](#) for further information or contact the Office for Students with Disabilities at (858) 534-4382 or [osd@ucsd.edu](mailto:osd@ucsd.edu).

### Nondiscrimination Policy Statement

The University of California, in accordance with applicable Federal and State law and University policy, does not discriminate on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer related or genetic characteristics), ancestry,

marital status, age, sexual orientation, citizenship, or service in the uniformed services. The University also prohibits sexual harassment. This nondiscrimination policy covers admission, access, and treatment in University programs and activities.

The Office for the Prevention of Harassment & Discrimination (OPHD) provides assistance to students, faculty, and staff regarding reports of bias, harassment, and discrimination. OPHD is the UC San Diego Title IX office. Title IX of the Education Amendments of 1972 is the federal law that prohibits sex discrimination in educational institutions that are recipients of federal funds. Rady students have the right to an educational environment that is free from harassment and discrimination.

You can make a complaint of harassment or discrimination — or simply make an appointment to find out more information — by contacting OPHD.

- (858) 534-8298
- [ophd@ucsd.edu](mailto:ophd@ucsd.edu)
- [Overview for Students](#) webpage

Students may feel more comfortable discussing their particular concern with a trusted employee. This may be a Rady student affairs staff member, a department Chair, a faculty member or other University official. These individuals have an obligation to report incidents of sexual violence and sexual harassment to OPHD. This does not necessarily mean that a formal complaint will be filed.

If you find yourself in an uncomfortable situation, ask for help. The Rady School of Management is committed to upholding University policies regarding nondiscrimination, sexual violence and sexual harassment.