ADGR 7708, Project Management
Fall 2014  3 Credits

Instructor: Professor Charles (Chuck) Coakley  email: chuck.coakley@gmail.com
Office:
Office Hours: Schedule after class.  Telephone: 617-680-4794 (cell)
Schedule: Tuesdays 4:30 PM to 6:50 PM, eff 9/2/14  Room: Lyons 208

Boston College Mission Statement
Strengthened by more than a century and a half of dedication to academic excellence, Boston College commits itself to the highest standards of teaching and research in undergraduate, graduate and professional programs and to the pursuit of a just society through its own accomplishments, the work of its faculty and staff, and the achievements of its graduates. It seeks both to advance its place among the nation's finest universities and to bring to the company of its distinguished peers and to contemporary society the richness of the Catholic intellectual ideal of a mutually illuminating relationship between religious faith and free intellectual inquiry.

Boston College draws inspiration for its academic societal mission from its distinctive religious tradition. As a Catholic and Jesuit university, it is rooted in a world view that encounters God in all creation and through all human activity, especially in the search for truth in every discipline, in the desire to learn, and in the call to live justly together. In this spirit, the University regards the contribution of different religious traditions and value systems as essential to the fullness of its intellectual life and to the continuous development of its distinctive intellectual heritage.

Course Description
This course introduces students to the basic tenets and components involved in project management. The primary objective is to provide frameworks that make it possible to track and measure project performance, overcome challenges, and adapt to changes in a variety of professional environments. Specific topics covered in the course include project scope, time, cost, quality, human resources, communications, risk and stakeholder management and a variety of other operational issues that emerge during project planning, initiation, monitoring, and execution.

Course Objectives
1. Identify and address the critical management issues associated with initiating and managing projects in terms of scope, structure, timelines, tasks, risks, and rewards.
2. Conduct time, cost and resource analyses.
3. Examine the strategic perspectives of project management in terms of implementing firm strategy and balancing tensions across project portfolios. This involves examining the processes, methods and technologies utilized by project managers and Project Management Offices (PMOs).

4. Students will have the opportunity to demonstrate what they have learned through group projects and class presentations. Group projects or business case reviews are designed to highlight specific aspects of the class material (e.g., Critical Path, Risk Analysis, Work Breakdown Structure, etc).

5. Students will demonstrate their knowledge of ethical behavior as we review business cases and determine acceptable business practices and behaviors.

Grading
Exam 30%
Written Case Analyses 20%
Integrative Project 30%
Participation & Contribution 20%

Exam
There will be one exam at the end of the semester. Test questions will include short analytical answers, multiple choice, and analytical problems to solve and interpret.

Written Case Analysis
Each student will prepare 2 written case analyses during the semester (sign up will be available on “Canvas” after the first class meeting) as well as a Project Flip analysis. Case “starter” questions and the Project Flip analysis framework are posted on Canvas. These are due, in hard copy, at the beginning of class (if you wish to use your write up during class, bring an extra copy). Any work you turn in should be in an appropriate format for business communications and should be focused, concise, and brief; a well-constructed ‘memo’ that is at most 2 pages (and possibly only 1 page) plus well referenced appendices.

Integrative Project: Living Case Analysis
The course will include a team-based project designed to apply the concepts and principles of project management to a specific project of your choice. For the exercise, you will work in teams of four to
develop and plan the initial phases of a project. You may use primary or secondary data for the project, the topic can be a real project one of your team is involved in, a project you have observed unfolding, or a project you would like to get off the ground. The project assignment details are posted on Canvas.

Class Participation & Contribution
Your thoughtful insights into the cases, readings and assignments are key elements of class participation. Engaging in discussions of the readings and cases, clarifying concepts and ideas, participating in exercises and simulations, asking questions that help the entire class better understand a concept, working an in-class problem, and sharing relevant professional experiences constitute superior class participation. Class participation helps in learning the material, and attendance is a prerequisite to participation. Missing 2 or more classes for any reason will have a negative impact on your grade.

WCAS Grading System
The undergraduate grading system consists of twelve categories: A (4.00), A- (3.67), excellent; B+ (3.33), B (3.00), B- (2.67), good; C+ (2.33), C (2.00), C- (1.67), satisfactory; D+ (1.33), D (1.00), D- (.67), passing but unsatisfactory; F (.00), failure; I (.00), incomplete; F (.00), course dropped without notifying office; W (.00), official withdrawal from course. The graduate grading system is A (4.00), A- (3.67), Excellent; B+ (3.33), B (3.00), good; B- (2.67), C (2.00), passing but not for degree credit; F (.00), failure.

Grade Reports. All students are required to log into the web through Agora to access their semester grades. Students must utilize their BC username and password to log on. If your username or password is not known the HELP Desk located in the Campus Technology Resource Center (CTRC) in O’Neill Library will issue a new one. The CTRC requires a valid picture ID (a BC ID, driver’s license or passport) to obtain your password.

Course Materials
Materials include a custom text, course packet (abbreviated as packet), MS Project software, and supplemental readings as needed.

A custom text has been ordered for this course, using materials from Managing Projects: A Team-Based Approach by Karen Brown and Nancy Hyer (Abbreviated as BH) and Project Management: The Managerial Process by Erik Larson and Clifford Gray (Abbreviated as LG).

Use of Microsoft Project 2010 will be required to complete a variety of coursework. You can purchase MS Project from various software stores using your student discount or download a trial version direct from Microsoft. Note that the trial version is only good for 60 days – so the course is structured to accommodate that limitation!

Other readings/articles/cases will be provided via the course web site (Canvas) or you will need to download from the library (library e-resource).

**Important Policies**

http://www.bc.edu/content/bc/schools/advstudies/guide/academicinteg.html

I. **Written Work**

Graduate and undergraduate students are expected to prepare professional, polished written work. Written materials must be typed in the format required by your instructor. Strive for a thorough, yet concise style. Cite literature appropriately, using APA, MLA, CLA format per instructors decision. Develop your thoughts fully, clearly, logically and specifically. Proofread all materials to ensure the use of proper grammar, punctuation, and spelling. You are encouraged to make use of campus resources for refining writing skills as needed [http://www.bc.edu/libraries/help/tutoring.html].

II. **Scholarship and Academic Integrity**

It is expected that students will produce original work and cite references appropriately. Failure to reference properly is plagiarism. Scholastic dishonesty includes, but is not necessarily limited to, plagiarism, fabrication, facilitating academic dishonesty, cheating on examinations or assignments, and submitting the same paper or substantially similar papers to meet the requirements of more than one course without seeking permission of all instructors concerned. Scholastic misconduct may also involve, but is not necessarily limited to, acts that violate the rights of other students, such as depriving another student of course materials or interfering with another student’s work.

III. **Request for Accommodations**

If you have a disability and will be requesting accommodations for this course, please register with either Dr. Kathy Duggan (dugganka@bc.edu), Associate Director, Connors Family Learning Center (learning disabilities or AHD) or Dean Paulette Durrett, (paulette.durrett@bc.edu), Assistant Dean for students with disabilities, (all other disabilities). Advance notice and appropriate documentation are required for accommodations. For further information, you can locate the disability resources on the web at http://www.bc.edu/content/bc/libraries/help/tutoring/specialservices.html.

IV. **Attendance**

Class attendance is an important component of learning. Students are expected to attend all classes and to arrive by the beginning of and remain for the entire class period. When an occasion occurs that prevents a student from attending class, it is the student’s obligation to inform the instructor of the conflict before the class meets. The student is still expected to meet all assignment deadlines. If a student knows that he or
she will be absent on a particular day, the student is responsible for seeing the instructor beforehand to obtain the assignments for that day. If a student misses a class, he or she is responsible for making up the work by obtaining a classmate's notes and handouts and turning in any assignments due. Furthermore, many instructors give points for participation in class. If you miss class, you cannot make up participation points associated with that class. Types of absences that are not typically excused include weddings, showers, vacations, birthday parties, graduations, etc. Additional assignments, penalties and correctives are at the discretion of the instructor. If circumstances necessitate excessive absence from class, the student should consider withdrawing from the class. In all cases, students are expected to accept the decision of the instructor regarding attendance policies specific to the class.

Consistent with our commitment of creating an academic community that is respectful of and welcoming to persons of differing backgrounds, we believe that every reasonable effort should be made to allow members of the university community to observe their religious holidays without jeopardizing the fulfillment of their academic obligations. It is the responsibility of students to review course syllabi as soon as they are distributed and to consult the faculty member promptly regarding any possible conflicts with observed religious holidays. If asked, the student should provide accurate information about the obligations entailed in the observance of that particular holiday. However, it is the responsibility of the student to complete any and all class requirements for days that are missed due to conflicts due to religious holidays.

There may be circumstances that necessitate a departure from this policy. Feel free to contact the WCAS at 617-552-3900 for consultation.

V. Deadlines
Assignments are due at the beginning of the class period on the specified dates. Late assignments will be graded accordingly. Students are expected to participate equally in team assignments.

Course Assignments (readings, exercises and/or experiences)
It is expected that students will spend an average 8-10 hours per week outside of class reading, preparing or participating in team projects. Some weeks may involve a bit more time, other weeks perhaps less time. The purpose for this work is to allow students the opportunities to see how applications for project management vary from business to business, learn to work together as a team and experience perspectives from different people.
Final Comments...

This syllabus is subject to change as we progress through the semester; please ensure you stay abreast of any modifications to the assignments and other deliverables. Changes will be discussed in class and posted on Canvas. In particular, dates may shift as we progress through the course and work to incorporate guest lecturers.
I will make myself available regularly which is why I list my cell phone and personal email on the syllabus. Like all of us, I have a busy schedule; therefore, we will be working out contact times.

I am looking forward to working with all of you.
<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Read</th>
<th>Prepare</th>
</tr>
</thead>
</table>
| 1     | Sept 2   | A. Course Introduction- What is Project Management?  
B. Project Management Process: Eyes on Success | A. The syllabus;  
BH: Chapter 1  
B. Case: Fate of the Vasa (packet) |                                                                       |
| 2     | Sept 9   | A. Project Leadership  
B. Project Leadership in Practice | A. BH: Chapter 2  
B. “How Successful Leaders Think” (packet) | A. Reading  
B. Online assessment: http://www.keirsey.com/sorter/instruments2.aspx?partid=0 (no need to buy the full report, just the free mini)  
HW 1: Memo – what parts of your orientation will be helpful – or harmful – for you as a project manager? |
| 3     | Sept 16  | A. Project Ideas: Selection  
B. Project Ideas: Portfolios | A. BH: Chapter 3  
B. “They Bought In, Now They Want to Bail Out” (packet) | Think about the paradox Barry describes in the CRM project...is it real or imagined? How should he manage the CRM project? |
| 4     | Sept 23  | Project Initiation & Planning | A. BH: Chapter 4  
B. Case: Palouse Ice Rink (BB) | Palouse Ice Rink Case discussion questions. |
| 5     | Sept 30  | Defining the Project: Work Breakdown Structure | A. BH: Chapter 5  
B. Case: Red River (BB) | Red River discussion questions. |
| 6     | Oct 7    | Managing Risk and Uncertainty. | A. BH: Chapter 6  
B. “Managing Project Uncertainty: From Variation to Chaos” (packet) | PCNet case discussion questions. |
| 7     | Oct 14   | Scheduling & Integrative Project Intro | A. BH Chapter 7  
B. BH Appendix 7B Project Outline & Deliverables (Canvas) | Sign Up for Project Groups |
| 8     | Oct 21   | Managing Within Constraints | BH Chapter 8  
Delusions of Success (packet)  
MusikFest exercise (Canvas) | Load MS Project onto your computer (NA Mac users) |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading and Discussion</th>
<th>Other Notes</th>
</tr>
</thead>
</table>
| 9    | Oct 28 | A. MS Project Tutorial                                                | A. Review (or even just print) MS Project Slides (BB)                                   | A. Load MS Project onto your computer (NA for Mac users); if it is loaded to laptop, bring to class.  
|      |        |                                                                      | B. BH Chapter 9                                                                       | B. BAE Automated Systems case discussion questions.                        |
|      |        |                                                                      | C. If the Pharaoh had Only Used an Earned Value System...(Canvas )                      |                                                                            |
|      |        |                                                                      | D. BAE Automated Systems (packet)                                                      |                                                                            |
| 10   | Nov 4  | A. PM in Action: Flip                                                | A. Project Flip, LG Chapter 12                                                         | A. Have the spreadsheet and MS project flip file downloaded and ready to go on your laptops.  
|      |        | B. Organization Issues: Outsourcing & Global Issues                  | B. Case: Siemens (packet)                                                              | B. Siemens case discussion questions.                                       |
| 11   | Nov 11 | **No Class**                                                         |                                                                                        |                                                                            |
| 12   | Nov 18 | Organizational Issues: Teams Near and Far                            | A. LG: Chapter 11 & 15                                                                 | A. Flip Analysis – write analysis of Project Flip  
|      |        |                                                                      | B. Why Project Networks Beat Project Teams(packet)                                     | B. Teaming for Time case discussion questions                                |
|      |        |                                                                      | C. Case: Teaming for Time: Boston Globe (packet)                                       |                                                                            |
| 13   | Nov 25 | Project Presentations                                                | Why Good Projects Fail Anyway (packet)                                                 | Review Case; Discuss Exam                                                  |
| 14   | Dec 2  | A. Performing a Post Mortem (packet)                                  | A. Case                                                                             |                                                                            |
|      |        | B. Exam                                                              | B. Exam                                                                             |                                                                            |