Project Management

Class Syllabus

MGT 444

INSTRUCTOR
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Room 403E
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Class Time 3.30 pm- 4.45 pm in room 167

OFFICE HOURS
Office Hours: Tuesday/Thursday 12.00 pm-3.30 pm Wednesday 12.00 pm-02.30 pm and 3.45 pm- 4.15 pm, Friday by appointment. Questions may be asked by e-mail at any time.

COURSE DESCRIPTION
This course studies the concepts, issues and approaches important in effectively managing projects. Topics include project selection, project planning, negotiation, budgeting, scheduling, resource allocation, project control, project auditing, and project termination. Topics are viewed from a managerial perspective.

LEARNING OBJECTIVES

- Appreciate the variety of concepts and issues involved in project management.
- Understand the types of decisions a project manager must make to effectively complete a project on time and on budget. Understand the conflicting demands from different parties on the manager.
- Be able to use popular project management software such as Microsoft Project.
- Be able to apply concepts from this course to a real project management environment.

STUDENT LEARNING OUTCOMES

Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness You may access the program learning outcomes for your major and particular courses in the Curriculum Management Handbook at http://www.sfasu.edu/academics/colleges/business/welcome/faculty-resources
Based on readings, class discussions, case analyses, practice problems, and term project, students will be able to:

- Evaluate and select the most desirable projects.
- Identify desirable characteristics of effective project managers.
- Apply appropriate approaches to plan a new project.
- Apply appropriate methodologies to develop a project schedule.
- Develop a suitable budget for a new project.
- Identify important risks facing a new project.
- Apply appropriate techniques to assess ongoing project performance.

**COURSE MATERIALS**


*Software:* Students will need a copy of Microsoft Project.

*Powerpoint:* PowerPoint slides for each class can be downloaded from the d2L webpage.

*Handouts:* several short cases will be distributed during class for group analysis

**GRADING**

- 10% Attendance/classwork/homework
- 25% Midterm Exam
- 30% Final exam
- 35% Group project
- 100%

This course will involve more group activities and team decision making than most courses do. That is why it is important to attend every class and to arrive on time. Quizzes will be based on the material covered the previous day. Quizzes will be given at the beginning of class each day, so make every effort to arrive at class on time (no makeup quizzes). The group project requirements are given below.

**NECESSARY CONDITIONS**

You are expected to be able to create Excel spreadsheets that use formulas and graphs. You should also have a working knowledge of probability and statistics, as well as algebra.
GROUP PROJECT

Your group project for the course will be to develop a plan for starting a new small or mid-sized business of your choice. The purpose of the group project is to give you the opportunity to plan all aspects of a new project, and to organize and coordinate all the necessary activities within your group to accomplish this group project (e.g., which tasks are needed, how to divide up the tasks, who in your group will do each task, etc.). Your group must decide what type of business to start, develop performance objectives/goals, determine personnel needs, determine resource requirements, develop budgets (for startup activities and for annual ongoing operations), develop an implementation schedule, develop annual revenue and profit projections for 5 years, and conduct a risk analysis.

This project will require a substantial amount of research effort in planning for the new business. You will need to develop cost estimates for personnel, facilities/equipment/other resources, and any services needed. You will need to determine realistic time frames and duration estimates for the various startup activities. Some of this information may be available from the Internet, while you may need to contact vendors, industry associations, or other organizations for other information. (Best guess estimates may be used for some costs if no other cost information is easily obtainable, but these estimates should be as realistic as possible.)

After your group has decided what type of new business to plan for, you will need to decide what tasks will be needed to accomplish your group project and then decide how to allocate the tasks to the group members. In the appendix of your project report, you should include a Gantt chart showing your group’s different tasks required accomplishing the project, a schedule for these tasks, and who was responsible for each task.

The target reader for your project report will be potential investors in your new company. Your project report should address the following areas.

**Objectives:** Develop a mission statement for the new business, and establish performance goals for the new business implementation and also during the first 5 years of operation (i.e., implementation time frame to get the business up and running, and annual revenue and profit objectives).

**Personnel:** Determine what personnel would be needed to implement and run the new business.

**Resources:** Determine what resources would be needed to implement and run the new business (facilities, equipment, vendor services, etc.).

**Budget:** Develop a budget for implementing the new business and one for annual operations for 5 years (including revenue and profit projections).

**Schedule:** Develop a time schedule of activities needed to start the new business operations.

**Risks:** Conduct a risk analysis of important potential factors/events that might negatively affect the implementation and operation of the new business.
Your grade on this group project will be based on the quality of your analysis and plan (as evidenced in your final project report), and the assessment of your individual performance by other members in your group (through a confidential peer evaluation). Your group report should include an executive summary, table of contents, and relevant exhibits.

**CHEATING**
Cheat on a quiz or plagiarize on a project or case study and you, yes you, will win an all expense paid trip to the dean of student’s office. There you will present your side of the story. If found innocent, great. Come on back and nothing else will be said. If found guilty, I will attempt to have you flunk the **COURSE** (not the quiz or project) and do my best to have you thrown out of school. Ethical behavior is necessary for success in the business world. Your actions have consequences.

Also, please note that I also consider referring to work done by previous students in previous classes as cheating. You CANNOT, repeat CANNOT use or refer to work done by previous students. ALL work and reasoning should be your own.

**CLASS ISSUES**

- There are NO EXCUSES for late work and missed quizzes, presentations, or project deadlines. Either you are a direct family member should be dead or in ICU if you miss a quiz, presentation or project deadlines. If you do believe you have a good reason for missing a test or assignment, please refer to the Eagles last album "Hell Freezes Over". On it is a song called "Get Over It". Read through the lyrics of the song. Read through them again. If you still think you have a good reason, call me, otherwise save yourself the trouble.

- If SFA is closed for any reason all assignments and due dates will be shifted to the next class period. You should be prepared to take the quizzes or present your project during the next class session actually held. The quizzes will cover only material that has been covered in class up to that time.

**NOTE**
1. The course syllabus provides a general plan for the course; deviations may (and probably will) be necessary. Always check the web site for changes in schedule and due dates.

2. Students are responsible for the information contained in the Academic Honesty policy found in the SFA website.

**UNIVERSITY and COLLEGE POLICIES**

**Student Conduct (University Policy 10.4):** Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf.) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This
prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

**TUITION:**

Students who have not paid by the census date and are dropped for non-payment cannot receive a grade for the course in any circumstances. Therefore, a student dropped for non-payment who continues to attend the course will not receive a grade for the course.

**ATTENDANCE AND DROP POLICY:**

Students are required to read and be prepared to discuss the assigned textbook chapters and workbook exercises on the scheduled class days. Class attendance and lateness policies will be discussed during the first week of class. Those policies include by reference all provision for grade adjustment or drop policies included in the applicable Graduate or Undergraduate Catalog in effect at the start of the semester. **NO STUDENT WILL BE DROPPED FROM THE CLASS ROLLS FOR NEVER ATTENDING OR EXCESSIVE ABSENCES.**

A student dropping a course after the Census Date but on or before the appropriate final drop date will receive a grade of "W" **only** if at the time of dropping, the student is passing the course (has a grade of A, B, C, or D); otherwise an F will be received.

**Student Academic Dishonesty (University Policy 4.1)** Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

**Definition of Academic Dishonesty**

Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one’s own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one’s paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/student_academic_dishonesty.pdf](http://www.sfasu.edu/policies/student_academic_dishonesty.pdf) Incidents will be dealt with per the university policy. Unless otherwise directed, students may collaborate on homework only with group members and not other groups. As indicated above, a student who aids a cheater (including failure to take reasonable steps to prevent copying) is as guilty as the cheater is. **Incidents of academic misconduct are reported to the dean.**
Students with disabilities: To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Course Grades (University Policy 5.5): At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at http://www.sfasu.edu/policies/course-grades.pdf.

Student responsibility and time requirements: The students should come to class prepared. Students have significant graded and ungraded weekly assignments. These activities average at a minimum of 6 hours of work each week to prepare outside of the classroom hours.

Chapters

1. Projects in contemporary organization
2. Strategic Management and project selection
3. The project manager
4. Project organization
5. Project planning
6. Conflict and negotiation
7. Budgeting and cost estimation
8. Scheduling
9. Resource Allocation
10. Monitoring and information systems
11. Project control
12. Project auditing
13. Project Termination

The contents of the course as listed as follows.
THE INSTRUCTOR RESERVES THE RIGHT TO MAKE CHANGES TO THE SYLLABUS AS NECESSARY; IT IS THE STUDENT’S RESPONSIBILITY TO BE AWARE OF THESE CHANGES.