

# EDMONDS COMMUNITY COLLEGE PROJECT MANAGEMENT SYLLABUS MGMT 270 – SUMMER 2010

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This is a **Hybrid** course – having both in-class and online components

## COURSE INFORMATION

Summer 2010

Project Management 1, MGMT 270, 5 credits

Location:

Class Meets: Tuesdays, 6:00 – 9:00 PM

## INSTRUCTOR INFORMATION

Instructor: Carl Adams, MBA

Email: [carl.adams@edcc.edu](mailto:carl.adams@edcc.edu)

## **Textbook**

Required Text: Contemporary Project Management, 2009. Author: Timothy J. Kloppenborg.

Publisher: South-Western. ISBN: 978-0-324-38238-9.

<http://bookstore.edcc.edu/>

## **Course Description**

This class focuses on skills, tools and techniques needed to successfully plan, execute and evaluate projects. Students learn to identify objectives, prepare proposals, select and manage people, and to plan, budget, schedule and control projects.

## **COURSE OBJECTIVES-OUTCOMES**

Upon successful completion of this course, a student will be able to:

- Describe the role of project management in a variety of contemporary organizational structures.
- Identify skills and attributes required to be a successful project manager.
- Initiate a project and manage it to successful completion, using concepts learned throughout the course.
- Demonstrate ability to lead a project team and be a productive project team member.
- Create planning documents: write a scope statement, identify project constraints, determine customer requirements, evaluate stakeholders and identify risks.
- Use project management tools including Work Breakdown Structure, Action Plan, Linear Responsibility Diagram and a basic Network Diagram.

## **Computer expectations**

Access to a computer and internet connection is required for this course. If access to a computer is unavailable, you are expected to use the computers in one of the EdCC computer labs that have the needed programs installed. Access to EdCC's Distance Learning site is required.

- Instructions for access to BlackBoard may be located online at the following address: [http://online.edcc.edu/study/Bb\\_login.html](http://online.edcc.edu/study/Bb_login.html)
- Toll-free technical support (24/7 service) at <http://blackboard.edcc.edu> (Click on the HELP button located on the top of the page)

## COURSE POLICIES

**Attendance:** If you don't come to class every single scheduled session—you're missing a learning opportunity that will affect your grade in later assignments, AND affect your ability to USE the information from this class to meet your personal and career goals. During group projects, points are given for class participation and they are a significant part of your final grade.

**Academic Integrity:** All forms of education assume a high level of trust between the instructor and students. You will be expected to communicate with class members and the instructor in a professional and respectful manner. I trust that all work is the product of your own efforts and that if you are referencing outside sources, you site those sources in your work. Assignments that are plagiarized will count for zero points.

**Accommodation for disability:** If you require an accommodation for a disability, please contact Services for Students with Disabilities at MLT 159, 425.640.1320, [ssdmail@edcc.edu](mailto:ssdmail@edcc.edu)

## GRADING

The following will make up the course grade, with assignments and point values subject to change:

Item / Assignment	Points	Comments
See the information below, and Course Schedule for instructions and due-dates		
<u>Quizzes</u>		
6 Quizzes @ 5 points / Quiz	30 points	Submitted Online
<u>Individual Assignments</u>		
Informational Interview	15 points	Submitted Online
Presentation		
Individual Project – Part 1	15 points	Submitted Online
Individual Project – Final	15 points	Submitted In-class
Presentation		
<u>Group Projects</u>		
5 Group Assignments @ 5 points / Project	25 points	Submitted Online & In-class
<b>Total</b>	<b>100 points</b>	

**Grading Scale:**

<u>Decimal Grade</u>	<u>%</u>	<u>Decimal Grade</u>	<u>%</u>	<u>Decimal Grade</u>	<u>%</u>
4.0	97-100	2.9	84	1.8	73
3.9	95-96	2.8	83	1.7	72
3.8	93-94	2.7	82	1.6	71
3.7	92	2.6	81	1.5	70
3.6	91	2.5	80	1.4	67-69
3.5	90	2.4	79	1.3	66
3.4	89	2.3	78	1.2	65
3.3	88	2.2	77	1.1	64
3.2	87	2.1	76	1.0	63
3.1	86	2.0	75	0.9	62
3.0	85	1.9	74	0.8	61
				0.7	60
				0.6-0.0	No Credit

## Directions for online Quizzes

### Quiz “how-to”

Each week there is a quiz worth 10 points. The quiz will appear on the Blackboard site in the Quizzes folder under Course Material. The quiz is basically a review of the assigned text material. It’s always multiple-choice. You may only take it once, and you only have 30 minutes to take it. (Exception: the last quiz is worth 20 points, and you have 45 minutes to complete it.) You will earn 1/2 point for every correct answer. The Quizzes can be taken at anytime over the assigned week, but must be completed by the start of the next weeks in-class session. Specific due dates are on the course schedule. The quiz will not be available to take after the deadline, and **there are no make-up quizzes**.

Click “Take Quiz” (It will ask “are you sure”—if you’re ready, say yes.) Select the **best** answer for each question and click it. Then click “submit” at the bottom of the page. It will give you your score. Quiz grades will also be reflected in the grade book. **DO NOT STOP halfway through the quiz**—it won’t let you take it again!

## GROUP PROJECT INSTRUCTIONS

### Group Project - Part One: Initiating a Project Plan

You are working on a project for your company: The director of human resources has asked you to create a development program for employees. The goal of the program is to prepare employees to take on the role of project manager.

As you begin the planning of this project, you will need to complete the steps below. This will be your initial proposal. You do not have enough information to create a formal plan, so this will be a first draft, a sketch of what your later plan will look like. You will present this information to the class. Allow 10 minutes for your presentation. You will also want to keep a written record of this information for your group, since you will be building on it in later assignments.

Your presentation should include the following:

1. **SCOPE:** Describe the scope of your project in one paragraph. Clearly state what is included in the project and what is not.

2. **CONSTRAINTS:** State the project constraints under the categories: budget, deadline, and quality specifications. Explain which of these constraints is the **least** flexible, and **why**.
3. **STAKEHOLDERS (Environment):** List at least 5 stakeholders in this project. Identify each person's role. Explain what motivates each stakeholder in relation to this project. (Remember, the role is *different* than the motivation.)
4. **RISK FORECAST:** Identify and describe three potential pitfalls, or problems that are likely to come up during this project. The risks must be **specific** to this project and must be related to the process of completing the project. This section will answer the question "what is likely to go wrong that will keep our team from successfully completing this project?" You may wish to consider: the organizational context in your company, the information you have about what the customer needs, your relationship to the stakeholders, the constraints and the strengths and weaknesses of your own team.

The deliverable for this assignment will be a copy of your presentation. Submit this copy through the link located in the Course Material section of the Blackboard site.

### **Group Project – Part 2: Customer Needs and Requirements**

The goal of this project is to learn and practice the process of identifying customer requirements. These become the third constraint (after budget and deadline). Sometimes project managers call them specifications, or quality, but they should be specific, measurable standards the project deliverable (product, service, report) must meet to be successful.

Your group has been chosen to create a list of requirements for creating a project manager development program that a company would use to develop its own employees. *Do not yet develop a plan for implementing the program*—just the requirements that must be met.

First, complete these steps:

1. Revisit your scope. Using my feedback and what you've learned in class, finalize the scope statement you created for group project 1.
2. Identify and describe your primary customer for this project. You may use the list of stakeholders you made in group project 1 and discuss who is the key stakeholder or customer. List any other groups who may also be perceived as customer (either internal or external).
3. Make a list of research questions that you need to have answered in order to complete the specifications. Be specific, and limit your questions to four or five if possible. When you 'meet' your customer, what will you ask them? How will you get the information you need to create requirements?
4. Conduct research to answer the questions identified in #3. Your research field is limited to one source: The informational interviews posted in the discussion board. When you're done, identify any additional information you would need to create realistic specifications.
5. Based on your research, make a list of specific 'requirements' that your program must meet to be effective. The list should be limited to five or six requirements. Be sure all customer 'needs' are translated into specific, measurable requirements. Use my PowerPoint instructions for this process.

Then write a report using the information you gained from completing the above steps. The report should be no longer than three pages and include only the following:

- a. Scope,
- b. A list of stakeholders, with primary customer identified,

- c. Specific, measurable requirements you have identified that a successful project must achieve,
- d. A justification summary that explains why, based on your research, you think these should be the requirements,
- e. Identification of additional information you'd need to move forward.

I will base the grade for this assignment on the following criteria:

**Usability/Realism:** If your customers read this report, would they find this report to their satisfaction? Would it be useful for the company, and meet its information needs for this project?

**Requirements Identification:** Did you show that your requirements are based directly on your research? Are they specific, and measurable?

**Communication:** Did your paper clearly communicate the work that you did and the conclusions you came to on this project?

The deliverable for this assignment will be a copy of your report. Submit this copy through the link located in the Course Material section of the Blackboard site.

### **Group Project - Part Three: Initiating a Project Plan**

For group project #3, you will do the second draft of your initial project plan (group project #1). This plan should be in writing, and should be influenced by the work you did and the information you learned in group project #2.

1. **SCOPE.** Describe the scope of your project in one paragraph.
2. **CONSTRAINTS.** State the project constraints under the categories: budget, deadline, and quality specifications. Explain which of these constraints is the **least** flexible, and **why**.
3. **STAKEHOLDERS (Environment):** List at least 5 stakeholders in this project. Identify each person's **role**. Explain what motivates each stakeholder. (Remember, the role is *different* than the motivation.)
4. **RISK FORECAST:** Identify and describe three potential pitfalls, or problems that are likely to come up during this project. The risks must be specific to this project and must be related to the process of completing the project. You may wish to start by asking this question: "given the organizational context of this project, the information we have about what the customer really needs, the constraints, and the strengths/weaknesses of the PM and team, what is **LIKELY** to go wrong?" Explain briefly what you might do to mitigate the negative impact of each risk.

The deliverable for this assignment will be a copy of your plan. Submit this copy through the link located in the Course Material section of the Blackboard site.

I will base the grade for this assignment on the following criteria:

**Usability/Realism-** If your customers read this report, would they find it to their satisfaction? Would it be useful for the company, and meet its information needs for this project?

**Requirements Identification** - Did you show that your requirements are based directly on your research? Are they specific, and measurable?

**Communication** - Did your paper clearly communicate the work that you did and the conclusions you came to on this project?

## **Group Project - Part 4: WBS and Scope Statement**

Your goal for this project is to build a WBS, and an action plan. Caution: Please don't dive right into building the WBS, remember your project management training, and take time to plan your process together first.

This is based on the same project you used for the first 3 group assignments. If you have a large project, please choose a smaller part of it to focus on.

1. WBS - Draw or build a WBS for your project. Please present it with boxes. (A reasonable-sized project for this assignment will have 25-35 boxes total in this chart).
2. Scope Statement – Write a draft Scope Statement (aka: baseline Statement of Work (SOW)) Use the process described in text Exhibit 6.1.

Points based on:

- Clarity: Are your charts neat, well laid out, and easy to read?
- Organizational logic: Are your tasks and relationships organized in a logical way?
- Correctness: Do your charts follow a correct format for numbering, and structure

The deliverable for this assignment will be a copy of your WBS and Scope Statement. Submit this copy through the link located in the Course Material section of the Blackboard site. Hand-drawn work may be delivered directly to your instructor.

## **Group Project - Part 5: Linear Responsibility Chart and Network Diagram**

This is based on the same project you used for the first 4 group assignments.

3. Linear Responsibility Chart - Create a responsibility chart which shows your stakeholders (as identified in group project #1) and how you will keep them updated on your project. (See text Figure 5-7 and 5-8.)
4. Create a network diagram - Create a network diagram for your project identifying the critical path, and its length.

Points based on:

- Clarity: Are your charts neat, well laid out, and easy to read?
- Organizational logic: Are your tasks and relationships organized in a logical way?
- Correctness: Do your charts follow a correct format for numbering, and structure? Do they meet the requirements laid out in the text?

The deliverable for this assignment will be a copy of your chart and Diagram. Submit these copies through the link located in the Course Material section of the Blackboard site. Hand-drawn work may be delivered directly to your instructor.

## **INDIVIDUAL ASSIGNMENT INSTRUCTIONS**

### **Informational Interview**

- Think toward your future and identify an organization in your industry of choice.
- Identify and contact a project management professional or an employee with project management responsibilities in this organization or agency. Please choose someone you are not related to, and do not know well. The assignment is to make a NEW contact.

- Conduct an **in-person** informational interview, using your own questions, or the questions on the next page. Your interview must focus on project management specifically. If the interviewee is not forthcoming, ask more specific questions or (if worse comes to worse) identify an additional person to interview.
- Create a Powerpoint presentation that illustrates your interview **highlights**. The presentation should focus on project management, not other aspects of the business. The title page should include: the name of the person you interviewed, her/his title, organization, and number of employees at organization, and interview date. Post this presentation on the discussion board.

Please send a thank you note to your interviewee!

Grade based on:

- Depth of information. You are expected to thoroughly explore the questions. If your interviewee gives yes or no answers, be prepared to probe to get the information you need.
- Connection to course. Your presentation will show that you learned from this interview and can connect it to class and text learning about project management terms and concepts.
- Appropriate source. If you did the work to track down someone who carries out project management activities as a substantial portion of their job.

The deliverable for this assignment will be a copy of your interview report. Submit this copy through the link located in the Course Material section of the Blackboard site.

### **Individual Project - Part One: Initiating a Project Plan**

This is the first of two individual projects you will do during the quarter. To complete this, you must pick a project—you'll use the same one for both assignments. You may pick a project you are currently working on, one you have already completed, or a pretend project. It must, however, be short-term, unique, and involve different people and activities that need to be coordinated. It must be a work-related project, rather than a personal project.

1. **SCOPE.** Describe the scope of your project in one paragraph.
2. **OBJECTIVES.** State the project objectives or constraints under the categories: budget, deadline, and quality specifications. Explain which of these objectives is the **least** flexible, and **why**.
3. **STAKEHOLDERS (Environment).** List at least 5 stakeholders in this project. Identify each person's **role**, including at least 3 of the following categories: top management, boss, team members (including colleagues and/or staff), managers controlling resources, customers (internal or external) and vendors/suppliers. Explain what each stakeholder's goal is, what they care about, what motivates them. (Remember, the role is *different* than the motivation.)
4. **RISK ANALYSIS.** Identify and describe (a paragraph for each risk) three potential pitfalls, or problems that are likely to come up during this project. Explain what you might do to mitigate the negative impact of each risk. The risks must be specific to this project and must be related to the process of completing the project. You may wish to start by asking this question: "given the organizational context of this project, the information/relationship we have about what the customer really needs, the constraints, and the strengths/weaknesses of the PM and team, what is LIKELY to go wrong?"

The deliverable for this assignment will be a copy of your plan. Submit this copy through the link located in the Course Material section of the Blackboard site.

## **Individual Project - Part Two: Final Presentation**

Using the individual project that you developed in Part 1, pick ONE stakeholder group, and prepare a presentation telling them about the project. The goal of the presentation is to explain the basics of the project to this stakeholder group, explain what it will mean for them, and get them excited about it. You have just two minutes to present it. Please do not take any longer than two hours to work on it. Include time to practice the presentation to meet the 2-minute limit.

This presentation will include:

- a) Identify the stakeholder you choose to present to, and what their motivation/concerns may be. This should be in the third person (talking about the stakeholder as 'he' or 'they'). The rest of the presentation will be in the second person (addressing the stakeholder directly, using 'you').
- b) Present the SCOPE of Project: What IS and IS NOT included in this project.
- c) Briefly identify CONSTRAINTS (or objectives): budget, time, and specifications and which is the least flexible.
- d) Explain why this project is important, and how it meets customer needs.
- e) Explain what the role of this particular stakeholder group is, and why they should be excited about it!

Grading will be based on the following criteria:

**Meeting Requirements** Did you thoroughly complete every step of the entire assignment as required?

**Using project management terms and concepts** Did you use the textbook as a guide to develop the answers to these questions? If an experienced PMP read this, would he/she understand the terminology?

**Motivation** Did you address the group in a way that would motivate them about participating in the project? Did you address their specific interests and concerns?

\*\*\*You must be present during all of the final presentations to earn full points

### **Late Work Policy:**

- **Assignments:** Written assignments may be turned in up to one week late with 20% penalty. After one week, no assignments will be accepted.
- **Quizzes:** As detailed above, you will have approximately one week to complete each quiz, available on the internet 24 hours a day. Quizzes are not available after the deadline.
- **Group Participation:** You will earn a significant amount of points through group participation in the second half of this course. If you do not attend classes on the specified days, you will not earn any group points. There will be one extra credit opportunity to make up missed participation points.

Please feel free to contact me with any questions.

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