

OM 761: Managing Project Operations, Fall 2008

Prof. Amitabh Raturi, 530 Lindner Hall, 556-7192, amit.raturi@uc.edu, Thu 4-5:30 PM

1. COURSE CONTENT:

This course covers significant issues related to managing projects in organizations. It focuses on both the managerial and quantitative issues in project management and aims to develop your knowledge and skills in the areas related to:

- Project planning and organization, project life cycles, project processes, organizational workflow including the staffing process, and project marketing and leadership; related concepts of organizational forms, conflict resolution, and negotiation will be covered if time permits.
- Advanced concepts of project justification, estimation, scheduling (including WBS, CPM, PERT, simulation), project budgeting and control (earned value analysis), project risk analysis and resource constrained scheduling. This includes setting up projects on Microsoft Excel and Microsoft Project and using the information for budgeting, resource management, tracking and ongoing communication and evaluation of projects.

2. COURSE MATERIALS:

The course simultaneously addresses project management theory, managerial best practices and project management processes (reference model as in PM Body of knowledge. My book chapter and the two chapters from Meredith and Mantel, as well as class notes will be used for PM theory. Eric Verzuh's book gives an inside view of managerial practices. The PMBOK manual provides one PM process reference model, and is useful for the PM certification exam preparation as well.

Required (all on Blackboard)

- Chapter from OM intro course (Project management Raturi.pdf)
- The Fast forward MBA in Project Management, Eric Verzuh
- PMBOK (Project Management Body of Knowledge) from Project Management Institute (PMBOK_2004.pdf)
- 2 Chapters (Chapter 2 and 8) from project management by Meredith and Mantel

Supplemental:

- Supplemental prep can be found on "ebrary" recommended for those of you who are planning to take the PMP exam. To view books on your own computer, you need a one time download of the "Reader". A link to download the reader is on the front page of ebrary. <http://site.ebrary.com/lib/cincinnati>
[Preparing for the Project Management Professional \(PMP\) Certification Exam, Second Edition](#)
Newell, Michael W. (Author)
- Any Microsoft Project 2003 reference book - I will provide handouts on Blackboard so this is not essential.

3. COURSE POLICIES:

Drops and Incompletes are not allowed. Late submissions will not be accepted. Unexcused absence of more than two classes will result in the Instructor filling a 'drop grade of F' form. Students must preserve all submitted materials till the end of the course.

4. COURSE GRADING:

Your grade will be based on your overall performance on the following:

- 2 Quizzes 500 points
- Class participation 25 points
- Assignments (6) 475 points...details below

Quizzes will consist of Project management Institute exam style multiple choice questions, definitions, problems, as well as essay questions. I may give you a situation to analyze or ask you to interpret a Microsoft project printout. Sample quizzes and guidelines for preparing for a quiz will be posted 2 weeks prior on Blackboard.

Class participation will be measured by attendance, participation in case discussions, constructive evaluations of class material, and problem solving.

Assignments are due on the dates shown on the schedule. All individual assignments must be done without assistance from your colleagues. Any violations of the university code of ethics (such as copying assignments or spreadsheets) will result in an immediate grade of 'F'. Late assignments will not be accepted.

Assignment 1: Blue Spider case writeup (individual) 50 points

Assignment 2: Pan Europa case writeup (group) 75 points

Assignment 3: Microsoft Excel problem solving exercises (individual) 100 points

Assignment 4: Planets simulation writeup (group) 50 points

Assignment 5: Microsoft Project problem solving exercises (individual) 100 points

Assignment 6: DU Singer project plan submission (group) 100 points

All group assignments will be done in groups of 5 people. Please form your group in the first week and submit your names to me. All submissions must be neat, legible and parsimonious.

5. COURSE PEDAGOGY and DETAILS:

To prepare for a class, read the book chapters and cases. I will occasionally post additional handouts on Blackboard to support the material. We will typically review a case and/or problems and then cover the material for the next session.

6. COURSE SCHEDULE (Summary):

Week	Topic	Case and Work due	Readings			Details
			Theory	PMBOK	Verzuh	
1 Sep 25	Introduction	Discussion of Blue Spider	Raturi, pp.283-297	2,3	2,3	Body of Knowledge, project management processes, Life cycle, Organization, stakeholders, Critical success factors
2 Oct 2	Project Selection	Assignment 1: Blue Spider case writeup (individual) 50 points	Meredith & Mantel Ch2			Proposal development and justification, Selection models, AHP, Portfolio models, Types of contracts, real options
3 Oct 9	Making the Rules	Assignment 2: Pan Europa case writeup (group) 75 points		4, 5, 10	4, 6, 10	Charter, Scope management, WBS, Responsibility matrix, Communications plan
4 Oct 16	Planning & scheduling		Meredith & Mantel Ch8 Raturi, pp. 297-303	6	7,8	Estimation, Task relationships, Initial schedule, critical path, slack, optimization (crashing), simulation
5 Oct 23		Quiz 1				Microsoft Project walkthrough in class
6 Oct 30	Resource management	Assignment 3: Microsoft Excel problem solving exercises (individual) 100 points	Raturi, pp. 303-307		9	Balancing the project, types of resources/constraints, MS Project options, time versus resource constraints, Brook's Law
7 Nov 6	Project Budgeting	Assignment 4: Planets simulation writeup (group) 50 points	Raturi, pp. 307-311	7	11	Schedule and cost performance, forecasting, cost estimation and budgeting, MS Project options
8 Nov 13	Project control and Risk management	Assignment 5: Microsoft Project problem solving exercises (individual) 100 points		11	5	Configuration management, change control, Risk management
9 Nov 20	Human resources and Strategy			9	12,13	HR planning, Conflicts and resolution, Role of projects in strategy
10 Dec 4	Quiz 2					
11 Dec 11		Assignment 6: DU Singer project plan submission (group) 100 points				

7. INSTRUCTIONS FOR CASE REPORTS AND ASSIGNMENTS

A1: Blue Spider: This is an individual submission. Our discussion of the case in week 1 has pointed out several gaps in the Project management processes in this case. Your 1 page single-spaced report be based on your audit of the situation using the Project Implementation profile (PIP). Attach the graph of the PIP survey instrument using the spreadsheet provided on Blackboard. This graph should validate your recommendations.

A2. Pan Europa: This is a group submission. In a maximum of 3 pages plus appendices, address the question at the end of the case.

Q7. Does your answer to question 6 change with real options thinking?

A4. Planets simulation: This is a group submission. Your report to this submission should be a maximum of 3 pages plus appendices. Download the planets.mpp, planets.pdf and planets.xls files. Read the case (pdf file) and understand the task to be done. Review the simulation (xls file) and understand all the parameters involved. Review the project file (mpp file) to understand critical path and key linkages in the case.

1. Run the simulation and find the best cost schedule for December 2 completion (crash of 16 days). Attach every month's schedule to your results. Justify your activity decisions with analysis AND arguments.
2. If the customer wants the project done by November 20th, what would you say to them based on your analysis? Once again, at a minimum print out the results for the last run of the simulation.

A6: DU Singer submission: This is a group submission. Your report to this submission has no page limits. Answer all the questions at the end of the case. Provide neat addendums from Microsoft project and Excel. Your challenge is to create a comprehensive project planning dossier, which is not too bulky (i.e. it is easy to read).

A3 and A5: These are individual assignments. They will be posted on Blackboard at least 2-3 weeks before they are due. Submissions to Excel assignments must be presented in a thrifty way (yes, I will reward intelligent spreadsheet development). Submissions to Microsoft project assignments must include relevant printouts formatted for easy reading. I will deduct marks if your Gantt charts span multiple 8 ½ by 11 pages or your resource charts are not presented compactly. Presenting data and analysis effectively is part of the challenge here.