Class Meetings:
6:00 PM – 9:00 PM, on Mondays from September 11, 2007 through December 11, 2007.

Location:
WPI
Washburn Shops 229
Directions and maps are linked from http://www.wpi.edu/About/Visitors/directions.html

Instructor:
Jamie N. Contonio
Adjunct Professor
Worcester Polytechnic Institute
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Worcester, MA 01609
Phone: 508.XXX.XXXX
Email: contonio@alum.wpi.edu

INTRODUCTION TO COURSE

The need for business leaders and engineering managers to manage programs is evident today. Technology managers will find much higher competency in the workplace with an understanding of methods of completing projects on schedule and on budget. This course presents the specific concepts, techniques and tools for managing projects effectively. The role of the project manager as team leader is examined, together with important techniques for controlling cost, schedules and performance parameters. Lectures, case studies and projects are combined to develop skills needed by project managers in today's environment. Topics include project leadership, project lifecycle methodology, business process development, best practice benchmarking, business requirements and benefits, business justification, project planning, execution and control, procurement, communications, organizational change, customer acceptance, performance metrics and project closure. Project types covered include software applications, hardware and systems development. Concepts covered in this course can be applied to any project.
**COURSE OBJECTIVES**

At the successful completion of this course, students will demonstrate mastery of the following course objectives:

01. Discuss and differentiate the role of project management.
02. Discuss meaning and purposes of planning and managing an project.
03. Demonstrate the ability to write accurate, measurable project requirements.
04. Demonstrate decision-making techniques for project work breakdown structures.
05. Identify and generate project components - activities, diagrams, computations.
06. Explain and apply Critical Path and Critical Chain Project Measurement and Control Methods.
07. Communicate project details to various levels of management.
08. Discuss the effect of project delays and constraints on project duration.
09. Apply commercial project scheduling software to replace manual calculations.
10. Explain project scheduling with activities of uncertain durations.
11. Display understanding of the burdens/responsibilities associated with project closure.

**COURSE MEETINGS**

The course will consist of weekly classroom meetings (“face-to-face” or “F2F”) and an asynchronous web-based learning component. F2F meetings will take place on Mondays from 6:00-9:00 p.m. On-line instruction will also be included throughout the course. The final due date for all course projects is Friday, December 14, 2007.

**REQUIRED TEXTS**


**OPTIONAL TEXTS**


Supplemental articles related to course content may be distributed in class.

Books may be purchased new or used through the WPI bookstore: [http://wpi.bkstore.com/bkstore/content](http://wpi.bkstore.com/bkstore/content)
OTHER COURSE MATERIALS

Course materials will be posted and assignments will be submitted via the MIS 576 Blackboard website at: http://my.wpi.edu/. If you are registered for the course, you will have access to the site shortly; follow the directions on the login page.

GRADING PROCEDURES

During the course, you must complete a total of three assignments. You are expected to hand in each of the assignments by the posted due dates; I will return them with comments and a grade. Assignments may be returned as a hard copy or electronically.

Grade allocation is as follows.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-Term Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>In-Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>myWPI Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Team Project/Presentation</td>
<td>30%</td>
</tr>
</tbody>
</table>

Assignments will be graded with number grades. Your final course grade will be determined as follows: 90-100%=A; 80-89.9=B; 70-79.9=C; below 70% is an NR. I reserve the right to lower these grade cutoffs, but I will not raise them.

ACADEMIC HONESTY POLICY

Individual integrity is vital to the academic environment because education involves the search for and acquisition of knowledge and understanding, which are, in themselves, intangible. Evaluation of each student’s level of knowledge and understanding is a vital part of the teaching process, and requires tangible measures such as reports, examinations, and homework. Any act that interferes with the process of evaluation by misrepresentation of the relation between the work being evaluated (or the resulting evaluation) and the student’s actual state of knowledge is an act of academic dishonesty. The following acts are examples of academic dishonesty at WPI:

- Fabrication
  - Examples:
    - Altering grades or other official records
    - Changing exam solutions after the fact
    - Inventing or changing laboratory data
    - Falsifying research
    - Inventing sources
    - Sabotage of another student’s work or academic record
Plagiarism

Examples:
- Misrepresenting the work of another as one’s own
- Inaccurately or inadequately citing sources including those from the Internet

Cheating

Examples:
- Use of purchased term papers
- Copying on exams, homework, or take-home exams
- Use of unauthorized materials or sources of information such as "cheat sheet," pre-programmed calculator
- Assistance of another person in cases where prohibited

Facilitation

Examples:
- Sharing test questions or answers from an exam with another student
- Letting another student copy a solution to a homework problem, exam, or lab
- Taking an exam for another student
- Assistance in any act of academic dishonesty of another student

Details about WPI’s Academic Honesty Policy can be found at the following address:
http://www.wpi.edu/Pubs/Policies/Honesty/policy.html

STUDENTS WITH DISABILITIES

WPI is committed to ensuring the full participation of all students in its programs. If you have a documented disability (or you think you may have a disability) and, as a result, need a reasonable accommodation to participate in class, complete course requirements, or benefit from WPI’s programs or services, then you should contact the Student Disabilities Office Coordinator, JoAnn Van Dyke (mailto:sdo@wpi.edu), as soon as possible to request such accommodations. If you need course adaptations or accommodations because of a disability, or if you have medical information to share with me, please make an appointment with me as soon as possible. You can also find more information from WPI Student Disability Services Office online:
http://www.wpi.edu/Admin/Disabilities/Services/

CELL PHONES AND PAGERS

The use of cellular phones and pagers is common. However, the operation of a cell phone and pager during a class is likely to disrupt the class. Therefore, all cell phones and pagers must either be turned off or set to a silent mode of operation (e.g., vibrating rather than beeping) during class. If you must answer a call, please quietly leave the classroom. Students whose phones disrupt the course will be required to leave the class for the remainder of that session. The class instructor may approve an exception for special circumstances, based on a student request prior to class session.
REQUIRED ACTIVITIES

1. **Midterm Exam - October 9**

   This activity demonstrates achievement of course objectives #1 through #6. We will review the exam requirements in the class prior to the exam.

   Evaluation:
   - The Mid-Term Exam is worth 25% of your course grade.

2. **Final Exam – December 04**

   This activity demonstrates achievement of all course objectives. We will review the exam requirements in the class prior to the exam.

   Evaluation:
   - In-class participation is worth 25% of your course grade.

3. **In-Class Participation – Throughout Course**

   This requirement will be met by the following activities:
   - participating thoughtfully in class
   - displaying reasonable understanding of the required readings

   Evaluation:
   - In-class participation is worth 10% of your course grade.

4. **myWPI Participation – Throughout Course**

   This requirement will be met by the following activities:
   - participating thoughtfully in online discussions

   Evaluation:
   - Online participation is worth 10% of your course grade.

5. **Team Project/Presentation – December 11**

   This activity demonstrates achievement of a number of course objectives.

   For this activity, you will present a project to the course. This may be a project you are working on in real life, a project completed by another party or a fictional project you dream up. Your goal is discuss a number of the issues discussed in the course and display a good understanding
of the course objectives as they apply to your project. Teams will be established at the beginning of the semester. At a minimum, you will be required to

- Create a project Charter with customer requirements
- Create a WBS for your Project and Create a MS Project File for your project with resource loading and clear milestones
- Prepare a presentation of your project to the class.

**Evaluation:**

This activity will be evaluated using Rubric 1 in Appendix B. This activity is worth 30% of your course grade.
COURSE SCHEDULE

Tuesday, September 04  Meredith Chapters1,2,3: Project Methodology & Initiation
Project Management Introduction; People, Processes, Technology; Stakeholders and Customers; Information Technology “Products”; Project Management Methodology; Project Management Foundation; Project Selection & Approval

Tuesday, September 11  Meredith Chapter 5: Project Management Plan/ the Human Side of Project Management
Lifecycle Management; Developing the project charter and baseline project; Project teams; Project roles and responsibilities; Soft skills; Project Scope Management Process; Project Planning Process; Scope Management, Process & Tools; Strategic Planning

Tuesday, September 18  Meredith Chapters 7,8: Project Time Management and Project Cost Management
Work Breakdown Structure (WBS); Project Estimation; Schedule Development; Project Management Software Tools; Time Tracking System; Project Cost Management Importance; Project Budget Development; Cost Estimation; Total Cost of Ownership; Project Management Plan

Tuesday, September 25  Meredith Chapter 9, The Goal Entire Book: Critical Path; Resource Allocation Problem; Resource Loading, Resource Leveling, Constrained Resource Scheduling, Multiple project scheduling, Labor Planning

Tuesday, October 02  Critical Chain Entire Book: Critical Chain Plan; Critical Chain Measurement and Control; Implementing Change, TOC approach to Project Management

Tuesday, October 09  MID-TERM

Tuesday, October 16  Handout: Risk Management
Risk Management Planning Process; Importance of Risk Management; Risk Planning; Identifying Risks; Risk Analysis & Assessment; Risk Assessment Matrix; Risk Strategies; Risk Monitoring & Control; Risk Response & Evaluation

Tuesday, October 23  Meredith Chapter 6: Project Communications and Project Quality
Importance of Communications Planning and Management; Monitoring & Controlling the Project; The Project Communications Plan; Project Metrics; Performance & Status Progress Reporting; Importance of Project Quality Planning; Conflict and Negotiation

Tuesday, October 30  Meredith Chapter 10: Monitoring and Information Systems
Planning-Monitoring-Controlling Cycle; Information needs and the reporting process, Computerized PMIS (Project Management Information Systems); Types of Control Processes, Design of Control Systems, Control of Creative Activities; Earned Value Measurement Systems

Tuesday, November 06  Meredith Chapter 11: Project Control; Project Quality (cont) and Change Management
PMBOK – Major Processes; Project Quality Management; Quality Systems; IT Project Quality Plan; Customer Relationship Management (CRM); Change Management Plan; Dealing with Resistance & Conflict; Project Leadership & Change Management; Performance Measurement; Developing the Core Team; Providing Information; Change Management (Process, Systems, Organizational); Business Commitment & Approvals

Tuesday, November 13  Chapter 4 : Project Organization

Tuesday, November 27  No F2F Class: Happy Thanksgiving!

Tuesday, December 04  FINAL EXAM

Tuesday, December 11  FINAL PRESENTATION
APPENDIX  Grading Rubrics

Rubric 1: Team Presentation

<table>
<thead>
<tr>
<th>Dimension</th>
<th>A (18-20)</th>
<th>B (16-18)</th>
<th>C (14-16)</th>
<th>D/F (below 14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of Course Objectives / Project Relevance</td>
<td>Discussion of at least 8 Course Objectives with regard to Project</td>
<td>Discussion of at least 6 Course Objectives</td>
<td>Discussion of at least 4 Course Objectives</td>
<td>Discussion of less than three of the course objectives with regard to Project</td>
</tr>
<tr>
<td>/60</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Ability to Engage the Class; Creativity of Presentation</td>
<td>Presenters engage the class, encourage participation and involve them in the presentation including some kind of a group activity.</td>
<td>Presenters engage the class and encourage participation</td>
<td>Presenters encourage class participation in presentation</td>
<td>Presenters do not involve the classmates in the presentation</td>
</tr>
<tr>
<td>/40</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total: _____/100