OM 386.5 : Managing Projects (Spring 2014)

(Last updated on January 7, 2014)
SYLLABUS

#**04445**	: M-W 8am-9:30am	in UTC 1.116
Professor	: Edward Anderson	E-Mail : Edward.Anderson@McCombs.utexas.edu
Office	: CBA 3.434	When sending email please start subject line with OM386
Mailbox	: CBA 5.202	
Office Hours	: by appointment and TBD	TA: TBD

COURSE DESCRIPTION:

Project management has been identified as a critical skill set for any organization, large or small. This course aims to build relevant management skills by exploring tactical and strategic decisions across three modules: (1) Effective management of tasks and risks within individual projects, (2) Aggregate linkages across a portfolio of projects, (3) Cross-firm coordination (the project supply chain). The course will be taught using a combination of cases, simulations, managerial readings and a team based term project. The course is designed for students interested in the intersection of following roles: business/operations/risk analyst, entrepreneur, product manager, product line manager, process consultant, and supply chain integrators.

COURSE MATERIALS:

1. Required Readings

- Course Packet: Available at the University Coop. It contains a set of readings and cases we will discuss in class.
- Book: "The Critical Chain" by Goldratt. Great Barrington, MA: North River Press, Inc. Any Edition is fine.
- Book: "The Fast Forward MBA in Project Management" by Eric Verzuh. Page numbers listed on schedule refer to the Second Edition. Please see instructor if you have a different Edition for corresponding pages.
- Software: Forio simulation "Project Leadership in Action" software to be downloaded. There is an additional charge. Details will be provided in class.

2. Course Website: This course will use Blackboard substantially. A UT EID is required for accessing the web site. You will find the following on Blackboard:

(a) Course Notes: Before each lecture, the slides will be posted under "Course Documents". Most of the time, these slides will be incomplete and you will be expected to fill in the blanks in class.

(b) Grades: Grades on the midterm exam and assignments will be posted on Blackboard. Please check that the grade posted matches the grade on your paper copy and notify the instructor as soon as possible in case of a discrepancy.

(c) **Communication:** I will post all class communications and updates under announcements on Blackboard. When direct communication is needed I will use your email provided Blackboard. Make sure that your email listed on Blackboard is current as I will frequently use it.

PERFORMANCE EVALUATION:

Your grade will be assessed through case assignments, a midterm exam, a simulation project, a group project and class participation. Below is a description of how the various types of assignments and tests contribute to your grade, as well as a description of each type of graded work.

	Grade
Midterm Exam	30%
Periodic Project Submissions (Group Assigments)	20%
Individual assignments	20%
Class Participation	5%
Final Project and Presentation	25%

Extra credit work will not be given under any circumstance.

Exam

A Midterm exam will be given and may consist of true/false, multiple choice, short answer, essay, or analytical problem solving questions. The exam is closed book and closed notes. Do remember to bring two (2) calculators (You will not be allowed to use any programmable functions on the calculator) as well as at least 2 pencils and a pen for writing short answers and essays. A formula sheet will be provided during the exam.

Offering a make-up exam for a missed exam is entirely at the discretion of the instructor. Students with legitimate reasons and letters of proof can request to take make-up exams.

A solution set will be made available after the graded exams are returned. Students must read this file before coming to the instructor to discuss their grade. Any concern regarding the grading of exams should be addressed directly to the instructor, no later than two weeks after the graded exam was returned in class.

Individual Assignments

You may work alone or in teams alone on the case assignments. However, you may not submit photocopies of each other's work. Individual assignments should be typed, doubled spaced in an easy to read font. If equations are involved in your answers you are allowed to neatly hand write these in to your document. You will be graded on the quality of your answers not the quantity so be brief and to the point.

Each individual assignment will have a different number of points based on the number of questions. 2 points is given for each question completed with reasonable effort; 1 point for each question with minimal effort; 0 points for each question unanswered. At the end of the semester all individual assignments will be normalized prior to being averaged together. In other words, if you obtain a 22 out of 24 possible points, the normalized score will be 91.7%. Note that the lowest individual assignment will be dropped.

Also note that the individual assignment for the write-up of the simulation results is weighted double with respect to the other individual assignments and cannot be dropped.

All individual assignments must be turned in in class at the beginning of the class session listed on the schedule. Turning in hard copies of your assignments is strongly preferred. If you must miss class on the day an

assignment is due send by email as one PDF, DOC or DOCX file (no JPG or XLS please!) to the instructor (and cc the TA) within 5 minutes of the starting time of the class session. No late assignments will be accepted.

Class Participation
Regular attendance at all class sessions is expected. Students are expected to be prepared for class especially for case discussions. Participation in class, in the form of answering questions and/or commenting on the material is strongly encouraged. Attendance during the presentations is mandatory

Students may not disturb classmates, surf the web, read newspapers or use their cell phones in class. Doing so will result in you being asked to leave the classroom and you will receive a zero for your participation grade.

Simulation
A simulation project will be completed. You will work with a partner and while most of the assignment will be done in class some outside work may be required. Details will be provided during the first weeks of the class.

Group Project

Students will form groups of four students and complete a project of their choosing based on criteria provided in class. If you need to be assigned to a group please let the instructor know during the first week of class.

Each group will complete a series of assignments throughout the course. See class schedule for the due dates. A presentation will be required during the last few class sessions and a copy of your presentation along with notes will be due on the first day of the presentations even if you are not presenting on that day. Details for the presentation as well as the assignments will be handed out in class.

SCHOLASTIC DISHONESTY

I take honesty and integrity very seriously. I will follow up on issues according to university rules. You can refer to the website at http://deanofstudents.utexas.edu/sjs/ for more information. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the university. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

STUDENTS WITH SPECIAL NEEDS

The University of Texas at Austin provides upon request appropriate accommodations for qualified students with disabilities. For more information contact the Office of the Dean of Students at 471-6259 or 471-4641 TTY.

If for some reason you need special assistance to take an exam or complete an assignment please notify me ahead of time so that special arrangements can be made in a timely fashion.

SCHEDULE

The following is a tentative schedule of meetings, readings, and deliverables for the semester. This is subject to change. When there are major changes, you will be notified by email; a current schedule will always be available on the Blackboard course website.

SCHEDULE (NOTE THIS IS SUBJECT TO CHANGE PER THE SYLLABUS.

OM 386.5 Schedule				
	Date	Topic	Readings	HWs
1	Jan 13 M	Introduction to Project Management		
2	Jan 15 W	Project Definition	FFMBA Chap 1-4	
	Jan 20 M	MLK Day – No Class		
3	Jan 22 W	Project Basics	Airbus A3XX	Airbus Case Questions (IA1) GA1
4	Jan 27 M	Identifying Risks	CSP Case FFMBA Chap 5	CSP Case Questions (IA2)
5	Jan 29 W	Managing Risk	"Responding to Risks that Threaten Your Project"	GA2
6	Jan 29 M	Task Definition (WBS and Estimation)	FFMBA Chap 6, 7	
7	Feb 3 M	Critical Path Identification	FFMBA Ch. 8	
8	Feb 5 W	3-point Estimation & PERT Analysis	"Estimating and Scheduling Projects"	GA3
9	Feb 10 M	Monte Carlo Scheduling Analysis, Monitoring and Controlling Projects	FFMBA Chap 12 "Tracking Project Progress"	
10	Feb 12 W	Agile Primer		
11	Feb 17 M	Guest Speaker-Rob Hirschfeld (tentative)	Robhirschfeld.com	GA4
12	Feb 19 W	Outsourcing, Contracting & Incentives	Siemens Case FFMBA Chap 10, 11	Siemens Case Questions (IA3)
13	Feb 24 M	Outsourcing (cont.), Platform Economics Effects	MS Xbox Case "Putting It Together: How to Succeed in Distributed Product Development."	MS Xbox 360 Case Questions (IA4)
14	Feb 26 W	Review for Exam		
15	Mar 3 M	Midterm Exam		
16	Mar 5 W	TBD		
	Mar 10 M	[Spring Break]		
	Mar 12 W			
17	Mar 17 M	Guest Speaker-Greg Ritzen (tentative)		GA5
18	Mar 19 W	The Dynamics of Project Management	PCNet Case	PC Net Case Questions (IA5)
19	Mar 24 M	Resource Allocation Simulation		
20	Mar 26 W	Resource Allocation Simulation (cont.)		GA6
21	Mar 31 M	Simulation Debrief		Simulation Results Assignment (IA6, IA6 is *double-weighted & Un-droppable*)
22	Apr 2 W	Managing Multiple Projects	*Critical Chain*	Critical Chain Questions (IA7)
23	Apr 7 M	Guest Speaker-Igor Frolow (tentative)	FFMBA Ch. 18	
24	Apr 9 W	Managing Project Portfolios	Teradyne Case in Packet FFMBA Chap 13	Teradyne Case Questions (IA8) GA7
25	Apr 14 M	New Product Development	XYZ Pharma Case	XYZ Pharma Questions (IA9)
26	Apr 16 W	Continuing Innovation in Projects—The Innovation Butterfly	"Innovation Butterfly"	Innovation Butterfly Questions (IA10)
27	Apr 21 M	Project Day		
28	Apr 23 W	Project Presentations		Project Presentation Due (GA8)
29	Apr 28 M	Project Presentations (cont.)		
30	Apr 30 W	Course Summary		Individual Assessments (GA9, *Completed by individuals, not as teams*)

Note: FFMBA = Fast Forward MBA in Project Mgt.; GA = Group Assignment; IA = Individual Assignment.