

OM 337.5: Project Management

Fall 2009

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COURSE DESCRIPTION

It is common for businesses, non-profit operations and government entities to organize groups of related activities as *projects*. Even though many organizations operate in *project environments*, in which all or most of their activities are organized as projects, each project is usually unique in terms of task structure, risk characteristics and objectives. As a consequence, the management of projects presents different challenges from the management of repetitive processes designed to produce a series of similar products or outputs.

Large-scale projects are characterized by a significant commitment of organizational and economic resources coupled with a high degree of uncertainty. Thus, it is imperative for managers to understand what are the main issues and problems in the management of projects and to have a thorough knowledge of the conceptual models and techniques available to deal with them.

The course topics can be classified in the three modules explained below; the sequence in which we will cover them will be along the life-cycle of projects. Thus we will study first project evaluation topics followed by project planning, execution and control topics. The course is completed by a segment on managing portfolios of projects and integrative cases.

COURSE MATERIALS:

Textbook:

Klasterin, T. "*Project Management: Tools and Trade-offs*," Wiley, 2004.

Course Packet:

This packet contains the readings and cases we will use in the course to supplement the textbook.

COURSE EVALUATION:

The final grade will be based on the following items:

Homework	20%
Midterm Exam	30%
Final Exam	30%
Case Presentation	10%
Class Participation	10%

- **Homework.** We will have periodic homework assignments; you can anticipate a homework assignment approximately every week. They will be designated either as team or individual assignment depending on the specific topic at hand and what is best pedagogically.
- **Class Participation.** Class participation will be evaluated on the basis of quality and quantity. Since the nature of the sessions will vary from lectures to case discussions the opportunity to participate (quantity) will vary. However, the quality of participation will be evaluated on the basis of the student preparation of the topic and propensity to ask interesting and useful questions.

Preliminary Course Outline:

Th - Aug. 27	Course Introduction
T - Sep. 1st	Identifying your Target: What is Project Management Success?
Readings:	<ul style="list-style-type: none">• Chapter 1 of TK
	Main Discussion Questions:
	<ul style="list-style-type: none">• How can we define project success/failure? What are the relevant metrics? Are these metrics project specific?
Th - Sep. 3	Understanding Project Differences: Alternative Project Taxonomies
Readings:	<ul style="list-style-type: none">• How projects differ and what to do about it? (CP)
	Main Discussion Questions:
	<ul style="list-style-type: none">• What is the purpose of Wheelwright and Clark (1992) project taxonomy? What project differences does it highlight? When is it useful?• How is Shenhar (2001) project taxonomy different from Wheelwright and Clark's? When is it more useful?• What is the NTCP project taxonomy and what are its advantages?
T -Sep. 8	Understanding Project Differences: A Case Study
Case: (TP)	BAE Automated Systems (A): Denver International Airport Baggage-Handling System
Th - Sep. 10	Project Evaluation and Selection
Readings:	<ul style="list-style-type: none">• Chapter 2 of Textbook pp. 24-40
T. - Sep. 15	Project Evaluation and Selection
Case:	Valuing Capital Investment Projects (Course Packet – CP)
	Group Assignment
Th. – Sep. 17	Project Evaluation and Selection
Case: (TP)	Teradata Data Mart Consolidation Return on Investment at GST

T. – Sep 22	Non-Financial Considerations in Project Evaluation
Th – Sep. 24	Evaluating Project Portfolios
Case: (TP)	MDCM, Inc. (B): Strategic IT Portfolio Management
T. - Sep. 29	Task Definition, Estimation, and Project Organization.
Readings:	<ul style="list-style-type: none"> • Chapter 2 of Textbook pp. 41-53 • Chapter 3 of Textbook pp. 62-69 and 72-80
Th. - Oct. 1	Project Scheduling
Readings:	<ul style="list-style-type: none"> • Chapter 4 of Textbook pp. 83-92
T - Oct. 6	Preparing a Project Proposal
Case:	Christopher Columbus, Inc. (Textbook pp. 59-61)
	Group Assignment
Th - Oct. 8	Guest Speaker: Judd Kuhn CPDEP Consulting – Chevron Project Management at Chevron
T - Oct 13	INFORMS (No Class)
Th. – Oct. 15	Midterm Exam
T. – Oct. 20	Guest Speaker: Frank Koch Decision Analysis Practice Leader Chevron Project Evaluation at Chevron
Th. Oct. 22	Managing the Project Cost-Duration Tradeoff
Readings:	<ul style="list-style-type: none"> • Chapter 5 in Textbook

T. - Oct. 27	Scheduling and Budgeting With Task Uncertainty
Readings:	<ul style="list-style-type: none"> • Chapter 6 in Textbook
Th. - Oct. 29	Resource Management
Readings:	<ul style="list-style-type: none"> • Chapter 8 in Textbook • Are Your Engineers Talking to One Another When They Should? (CP) • Getting the Most Out of Your Product Development Process(CP)
T. – Nov. 3	Microsoft Project Tutorial
Th. – Nov 5	Project Risk Management
Readings:	<ul style="list-style-type: none"> • Chapter 7 in Textbook
Case:	Van Allen Construction Company (textbook)
T. – Nov. 10	Identification, Quantification and Mitigation of Project Schedule Risks
Case:	A&D High Tech (A): Managing Projects for Success
Th. – Nov 12	Addressing Project Schedule Contingencies
Case: (TP)	A&D High Tech (B): Managing Scope Change
T. - Nov. 17	Monitoring Project Budget and Schedule
Readings:	<ul style="list-style-type: none"> • Chapter 9 in Textbook
Th. - Nov. 19	Managing Product Development
Readings:	<ul style="list-style-type: none"> • Chapter 10 of Textbook • Reducing the Risks of New Product Development.(CP)
T. - Nov. 24	Managing Product Development
Case: (TP)	We've Got Rhythm! Medtronic Corp.'s Cardiac Pacemaker Business
Readings:	<ul style="list-style-type: none"> • A More Rational Approach to New Product Development(CP)

Th. Nov. 26

THANKSGIVING HOLIDAY

T. – Dec. 1st

Managing Product Development

Readings:

- Finding the Right Job for Your Product (CP)

Case: (TP)

Hewlett-Packard: The Flight of the Kittyhawk (A)
Business

Th. – Dec. 3

Final Exam Discussion