

**MBA 554 Project Management
College of Management
NC State University**

**SUMMER I 2013: Monday/Thursday 6.00 to 9.45 PM
Course syllabus and policies**

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Office hours: by appointment

Course objectives

A question that is often asked in various guises is: "How many companies does it take to manufacture a light bulb"? Although it is possible for just one company to manufacture the bulb, it will be rather expensive. Clearly there are specialized activities involved in the manufacture of a light bulb. More often than not such specialized activities can be undertaken in an efficient and cost effective manner by other companies. In such a situation the light bulb manufacturer has to coordinate and control the activities of the other manufacturers so that the product can be brought to the market in a timely manner. There are issues related to the procurement of the right tungsten wires and glass. The production process needs to be tightly controlled. The final product needs to be packed, stored in a warehouse, distributed. Inventory needs to be adequately managed. The pricing structure and quality of the product needs to be managed. Strategies of other manufacturers also need to be understood. Clearly the production of a light bulb is far more a complex task than it might appear to be. The various processes can however be streamlined and managed effectively by the use of various technologies. Interfaces with suppliers and distributors can be established, such that the flow of materials and finished goods takes place unhindered.

A good understanding of the various facets of Project Management is essential if businesses are to survive and seek economic advantage in today's commercial world.

The purpose of this course, therefore, is to sensitize participants to various issues related to Project Management, including an understanding of the business processes, supply chains, coordination, trust, security etc. Such an insight will help in distilling success and failure factors related to Project Management in modern day organizations. The particular objectives of the course are as follows:

- a) First, the course aims to present the innovative nature of Project Management and an appreciation of the range of issues employed in the area of Project Management. The notion of disruptive technologies is introduced and discussed.
- b) Second, the course considers the means by which the relative success and failure of Project Management can be assessed/measured and a detailed discussion on the concept of risk.

c) Third, a number of emergent issues related to Project Management (*viz.* ERP, CASE, Function Point Analysis, etc) are discussed.

The MBA 554 course is conducted as with a seminar approach. Interest, motivation, and participation are assumed and required. A strong technical background as a systems professional is not an adequate substitute for this course. The focus of the course is on ***how to manage the different aspects of Project Management.***

Class format

This course relies heavily on case studies and in-class discussions to bring home key Project Management principles. The class meets on Monday/Thursday evenings between 6.00 and 9.45 PM at the RTP Campus. Discussion sessions and lectures will focus on drawing general lessons from the case studies and 'hot topics' (lessons having ramifications for all companies, not just one case). You are expected to lead the discussions. A list of study questions will be supplied.

Grades

My aim is to encourage you to keep up with the readings; to contribute to and to listen to others during class discussions; and to accumulate (and write down) the lessons and general principles that you learn. I am confident that the case studies and the lectures will prove beneficial in accomplishing this aim. Since each seminar session represents a significant portion of the course, being absent for three or more classes will result in a lower course work grade.

<u>Component</u>	<u>Marks</u>
Case Study Analyses Reports (6 @ 50 pts ea), Discussions, Project (100 pts)	400
Exam #1 (individual activity)	200
Exam #2 (individual activity)	250
Class participation	<u>150</u>
Total	1000

Note 1: Tardiness in arriving to class will have significant affects on your grade in class.

Note 2: If you miss more than three classes, you will automatically have your grade lowered to the next level. If you are otherwise getting an A grade, more than two absences will result in your grade being lowered to an A-; an A- to a B+, and so on.

Grading Scale:

98 through 100%	A+
93 through 97%	A
90 through 92%	A-
87 through 89%	B+
82 through 86%	B
79 through 81%	B-
76 through 78%	C+
71 through 75%	C
68 through 70%	C-
65 through 67%	D+
60 through 64%	D
57 through 59%	D-
Below 57%	F

Office hours - TBA

It is best to email me to fix a meeting at brian.m.ashford.civ@mail.mil

Reading materials

Materials for the course will be drawn from the following three sources:

1) The prescribed text books:

Project Management. 11th Edition. Harold Kerzner, Ph.D. 2013 (REQUIRED TEXT)

CMMI: Guidelines for Process Integration and Product Improvement, 2nd Edition, Addison-Wesley Professional, 2006. (optional)

2) A collection of case studies and all other teaching notes and cases will be presented in class.

This syllabus is to be treated as a guide, not a contract. I reserve the right to modify/change it if it seems to be in the best interest of the class. In case any changes are made, students will be notified promptly.

Note: Online class evaluations will be available for students to complete during the last two weeks of class (X-X). Students will receive an email message directing them to a website where they can login using their Unity ID and complete evaluations. All evaluations are confidential; instructors will never know how any one student responded to any question, and students will never know the ratings for any particular instructors.

Evaluation website: <https://classeval.ncsu.edu>

Student help desk: classeval@ncsu.edu

More information about ClassEval: <http://www2.acs.ncsu.edu/UPA/classeval/index.htm>

MBA 554 - Project Management (schedule and lecture material)

Week	Description
Wk 1	<u>May 20</u> Chapt 1 – Overview, Chapt 2 – Concepts/Definitions, Chapt 19 – Contracts
Wk 1	<u>May 23</u> Case 1 (Starts on p.264), Chapt 12 – Scheduling (GANNT/PERT), Microsoft Project Assignment (Discussion) Due Jun 17
Wk 2	<u>May 27</u> <u>HOLIDAY / NO CLASS</u>
Wk 2	<u>May 30</u> Scheduling – Follow-up, Chapt 3 – Organizational Structure, Chapt 4 – Organization & Staff, CASE 2 (HANDOUT)
Wk 3	<u>Jun 03</u> Chapt 5 – Management Functions, Case 3 (HANDOUT), REVIEW
Wk 3	<u>Jun 06</u> EXAM #1
Wk 4	<u>Jun 10</u> Chapt 6 – Management of Time/Stress, Is It Fraud
Wk 4	<u>Jun 13</u> Chapt 8 – Performance/Rewards, Chapt 14 – Estimating (Pitfalls/Risks), Chapt 11 – Planning, Case 4 (HANDOUT)
Wk 5	<u>Jun 17</u> “MOVIE”, Discussion, Case 5 (HANDOUT), Project is Due, Chapt 15 – Cost Control
Wk 5	<u>Jun 20</u> Chapt 17 – Risk Management (CMM)< Function Point Analysis, Chapt 20 – QM, Mission to Mars Case Discussion, Case 6 (HANDOUT), REVIEW
Wk 6	<u>Jun 24</u> EXAM #2