OM 337.5 : Project Management (Spring 2013)

(Last updated on January 7, 2013)

#04220 : M-W 11:00pm-12:30pm in GSB 5.142A

Instructor : Mary Ann Anderson
Office : CBA 3.428
Mailbox : CBA 5.202
Office Hours : by appointment and TBD

E-Mail : Maryann.Anderson@McCombs.utexas.edu
When sending email please start subject line with OM337

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.

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.

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%
Simulation	10%
Periodic Project Submissions	15%
Case assignments	10%
Class Participation	10%
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.

Case Assignments

You may work in a team of two or alone on the case assignments. The team only needs to submit one copy but make sure that both names are clearly identified. Case 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.

All case assignments must be turned in in class at the beginning of the class session listed on the schedule. 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 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.

OM 337 Schedule				
	Date	Topic	Readings	HWs
1	Jan 14 M	Introduction to Project Management		
2	Jan 16 W	Project Definition	FFMBA Chap 1-4	
	Jan 21 M	MLK Day—No Class		
3	Jan 23 W	Project Basics	Airbus A3XX in packet	Airbus Case Questions Project Team Selection (GA1)
4	Jan 28 M	Identifying Risks	CSP Case on BB FFMBA Chap 5	CSP Case
5	Jan 30 W	Managing Risk		Project Proposal (GA2)
6	Feb 4 M	Task Definition (WBS and Estimation)	FFMBA Chap 6 and 7	
7	Feb 6 W	Task Definition (WBS and Estimation)	FFMBA Chap 8	
8	Feb 11 M	Critical Path Identification		GA3 Due
9	Feb 13 W	PERT Analysis	FFMBA Chap 9	
10	Feb 18 M	Monitoring and Controlling Projects	FFMBA Chap 12	
11	Feb 20 W	When things go Wrong	PCNet Case in packet FFMBA Chap 14	GA4 Due PC Net Case
12	Feb 25 M	Outsourcing	Siemens Case in packet FFMBA Chap 10 and 11	Siemens Case
13	Feb 27 W	Contracting and Incentives		
14	Mar 4 M	Review for Exam		
15	Mar 6 W	Midterm Exam		GA5 Due
	Mar 11 M	[Spring Break]		
	Mar 13 W			
16	Mar 18 M	The Dynamics of Project Management		
17	Mar 20 W	Resource Allocation		
18	Mar 25 M	Resource Allocation Simulation		GA6 Due
19	Mar 27 W	Simulation Summary		Simulation Results Summary
20	Apr 1 M	New Product Development	Teradyne Case in Packet FFMBA Chap 13	Teradyne Case
21	Apr 3 W	PM Tools		GA7 Due
22	Apr 8 M	Managing Multiple Projects	*Critical Chain*	Critical Chain
23	Apr 10 W	Managing Multiple Projects		
24	Apr 15 M	Managing Multiple Projects	XYZ Pharma Case	XYZ Pharma Case
25	Apr 17 W	Guest Speaker		
26	Apr 22 M	Project Day		
27	Apr 24 W	Project Presentation		Project Presentation Due (GA8)
28	Apr 29 M	Project Presentations		
29	May 1 W	Course Summary		Individual Assessment