

Cleveland State University
J. Nance College of Business
OMS 622- Project Management
Progressive-Summer 2007

Faculty: Dr.Oya I. Tukul

Course Section: 980

Prerequisite: OMS 511

E-mail: o.icmeli@csuohio.edu

Office Hours: by appointment

Office: BU 546

Office Phone: 216 687 3792

COURSE OBJECTIVES:

This course is designed to teach you the nature and scope of Project Management (PM). You will learn what the planning of a project involves, what managerial problems are associated with the design, control and scheduling of projects the managers are facing, and finally what techniques and decision tools are used to solve these problems. Several articles from practitioner journals will be discussed to supplement the theory.

In particular, students after completing this course will be able to

- Appreciate the key ingredients of management of projects.
- Understand how effective management of projects can lower cost, increase productivity and improve responsiveness to customer requirements.
- Improve their analytical skills through the use of PERT/CPM method.

TEXTS:

[1] *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, Harold Kerzner, ninth Ed. Wiley, 2006.

[2] *Critical Chain*, Eliyahu Goldratt, North River Press 1997.

PERFORMANCE EXPECTATIONS:

Your course grade will be based on the following items:

Mid-term Exam	30%
Critical Chain Report	20%
Final Exam	30%
MS Project homework	10%
Class Participation	10%

Both exams may include materials from the text book, handouts, reading assignments and class discussions. I expect you to come to class regularly and participate in class discussions. All the exams will be closed notes and closed book.

Reading Assignments: To supplement each topic and to bridge the gap between theory and practice you will receive a set of several reading assignments. They are articles from magazines and newspapers. I expect students to read them before coming to class and participate in class discussion.

Outline

Chapters 1 and 2. Project Management Concepts and Definitions

- Defining Projects, Programs, Work Packages and Tasks
- Project Characteristics
- Project Objectives
- Project Management
- Project Life Cycle
- Project Manager, Champion, Team Members
- Project Sponsor
- History of Project Management
- Excellence in Managing Projects
 - Success Factors
 - Reasons for Failure
- Project Types
 - Product Development
 - Information Systems
- Stage-Gate Processes

Readings:

In Search of Excellence in Project Management, Kerzner

Chapter 3. Organizational Structures

- Project Manager vs. Functional Manager
- Traditional Management Structure
- Line-staff Organization
- Pure Project Organization
- Matrix Organizational Form
- Strategic Business Unit Project Management

Reading: . *Quasar Communications*
. *How Project Performance is Influenced*

Chapter 4. Staffing Project Office and Team

- Selecting the Project Manager
 - Responsibilities
 - Skills
 - Next Generation Project Managers
- Functional Team
- Project Office

Reading: *A Skunkworks Tale*

Chapter 5. Management Functions

- Leadership
- Controlling
- Directing
- Project Review Meetings

Reading: *Project Management Scorecard*

Chapter 7. Conflicts

- Conflict Environment
- Conflict Resolution
- Superior, Subordinate, and Functional Conflicts
- Resolution Modes

Reading: *Handling Conflict in Project Management*

Chapter 11. Planning

- Planning Tools
 - Work Breakdown Structure
 - Statement of Work
 - Project Specifications
- Planning Cycle
- Work Planning Authorization
- Why do Plans Fail?
- Total Project Planning
- Project Charter
- Managing Scope Changes

Reading: *Denver International Airport (DIA)*

Chapter 12. Project Scheduling Techniques

- Network Fundamentals
- Dependencies
- Slack Time, Lag Time
- Estimating Activity Time
- Estimating Total Program Time
- Crash Time
- PERT/CPM Method
- Time/Cost Tradeoff Problems
- Microsoft Project Software
- Resource Constrained Scheduling

Reading: *Crosby Manufacturing Corporation*

Software: *Microsoft Project Standard*

Chapter 14. Pricing and Estimating

- Global Pricing Strategies
- Pricing Process
- Pricing out the Work
- Estimating High Risk Projects
- Project Selection Criteria
 - Payback Period
 - The Time Value of Money
 - Net Present Value

Internal Rate of Return

Chapter 15. Cost Control

- Budgets
- Variance and Earned Value
- Material Costs
- Status Reporting

Chapter 17. Risk Management

- Definition of Risk
- Certainty, Risk, and Uncertainty
- Risk Planning
- Risk Assessment
- Risk Identification
- Risk Analysis

Chapter 21. Contracts and Procurement

- Types of Contracts
- Procurement
- Requirement Cycle
- Requisition Cycle
- Solicitation Cycle
- Award Cycle

Chapter 22. Critical Chain Project Management

- Goldratt's TOC
- Bottlenecks, Task Duration Estimates
- Global vs. Local Improvement
- Buffers and Buffer Sizes
- Critical Chain vs. Critical Path

Book Assignment: *Critical Chain*, Goldratt

MS Project 2003

- Scheduling projects from beginning to end