San Jose State University

Lucas Graduate School of Business
Organization and Management

BUS. 146 - Project Management – Section: 01
Spring 2016

Instructor: Dr. Sharon Qi
Office: BT 450D
Office Telephone: 408-924-6880
E-mail: sharon.qi@sjsu.edu
Office Hours: TH 1:00 – 1:30 PM, or by appointment
Class Days/Time: TU/TH: 4:30-5:45pm
Location: BBC 103

Course Description
Today’s world across various industries are demanding more and more project management talents. Mastery of project management framework, key process concepts, and implementation techniques may give you a significant competitive advantage in the job marketplace. This course focuses on a holistic approach to project management: The leadership role as a project manager, the relationship between project management and product/service management, and many project implementation level techniques. The tactics will cover project scope defining, activity level time planning, progress monitoring, quality control, budget control, human resource allocation, change management, risk management, and team building and communication skills enhancement. Project Management Insitititution required PMP taining modules will also be integrated.

Course Goals and Student Learning Objectives
1. To gain an understanding of the framework and major principles of project management;
2. To develop skills in defining project scope, handling work breakdown structures and networks to planning, and controlling projects;
3. To be able to apply many tactics discussed in the class into case analysis and the small group projects;
4. To become a more confident leader, a more efficient communicator, a more strong team player, and a more accountable project manager on daily basis.

GE/SJSU Student Learning Outcomes (LO), if applicable
Upon successful completion of this course, students will be able to:
1. Explain what are the major principals and the framework of project management processes;
2. Define project scope, set up work breakdown structures, and calculate networks for planning and tracking a project
3. Apply strategies discussed in the class to resolve issues in handling changes and risks, as well we the triple constraint of cost, time and scope.
4. Be more ready to lead projects at various situations

Required Textbooks/Readings

Textbook:
*Project Management: The Managerial Process*

Other Readings:
May have 1-2 case study outside of the textbook scope. To be updated.

Reference Book:
*Project Management Body of Knowledge* (*which should be free for download*)
http://www.pmi.org/PMBOK-Guide-and-Standards.aspx, or
https://www.projectsmart.co.uk/pmbok.php

Connect System Access:
It is strongly recommended to access the Connect system provided by McGraw-Hill Publisher. Please read the instruction from the publisher and access it accordingly. There are some fee associated. You may consider to buy a package that has Connect access code including eBook, or a package that has the hard copy textbook including the access code to the Connect system. The benefit of accessing to the Connect system is to practice chapter reading comprehension so that to prepare you for the required quizzes. Many real test questions are from these practice questions.

Classroom Protocol

Classroom Conduct:
Active student participation is encouraged and highly expected. Students are responsible for attending all classes except very special reasons, and reading assignment prior to the class.

Homework/Examination:
There will be one case reflection (plus case presentation) around the middle of the course, one group project (plus presentation) at the end of the course, and two closed-book quizzes (mid-term and final) covering reading assignments, cases and lectures.

Dropping and Adding
Students are responsible for understanding the policies and procedures about add/drops, academic renewal, etc. Information on add/drops are available at http://www.sjsu.edu/advising/faq/index.htm#add
Information about late drop is available at http://www.sjsu.edu/aars/policies/latedrops/. Students should be aware of the current deadlines and penalties for adding and dropping classes.
Assignments & Grading Policy:

Quizzes (3) 30% (10% for quiz 1, 10% for quiz 2, 10% for quiz 3)
Group Project 30% (10% for presentation, + peer group evaluation & internal project member anonymous review)
Weekly Assignment 20%
Individual Case Analysis 10%
In-Class Group Discussion 10% (Including iClick game participation. *See the posted instruction.)
Total 100% (*Extra credits are available, including accessing Connect system)

Both curve-based and score-based grading systems will be used for semester grades (whichever comes better for you will be your grade).

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>94% and above</td>
<td>A</td>
</tr>
<tr>
<td>93.99% - 90%</td>
<td>A-</td>
</tr>
<tr>
<td>89.99% - 87%</td>
<td>B+</td>
</tr>
<tr>
<td>86.99% - 84%</td>
<td>B</td>
</tr>
<tr>
<td>83.99% - 80%</td>
<td>B-</td>
</tr>
<tr>
<td>79.99% - 77%</td>
<td>C+</td>
</tr>
<tr>
<td>76.99% - 74%</td>
<td>C</td>
</tr>
<tr>
<td>73.99% - 70%</td>
<td>C-</td>
</tr>
<tr>
<td>69.99% - 67%</td>
<td>D+</td>
</tr>
<tr>
<td>66.99% - 64%</td>
<td>D</td>
</tr>
<tr>
<td>63.99% - 60%</td>
<td>D-</td>
</tr>
<tr>
<td>below 60%</td>
<td>F</td>
</tr>
</tbody>
</table>

Class Participation

Class participation will be evaluated based on preparation for the day's class materials and involvement in class discussion. You are encouraged to participate in class discussion positively.

Cases

Case study assignment will be a short case reflection writing, and may be presented in small groups if time is allowed, which will address one project management issue discussed in the class. The alternate assignment can be a project manager interview report including reflection on the Interview content.

Group Project

Students will form project groups to design a project plan. The techniques and principals of project management discussed in the class should be applied into the group project plan. At the end, each project group will present their project plan and share their results to other students.

Assignment Policy

Assignments must be submitted on their due dates. **50% late penalty per day** will be applied to the late homework. Homework can be typed, or hand-written, but should be legible.
Examination
You must take the exam on the designated exam days as there will be absolutely no make-up exam except under very special circumstances. There will be no excuse for not taking the exams or coming to the class late. **If there is any emergency related to your exam, you MUST immediately contact me in person, by phone, or e-mail.** Although the emergency is different case by case, you must use all your efforts to reach me and discuss your situation. If you fail to do your due diligence in trying to contact me, any excuse regarding the exam will not be accepted. In other words, if you fail to contact me and discuss your emergency case immediately, or within a reasonable amount of time, but before the next class time, you will get a Fail grade for that exam. In addition, all evidences and documents supporting or verifying your emergency MUST be submitted. Otherwise, your emergency case will be denied, resulting in your getting a Fail grade. You must use your own calculator for the exam, and headphones are not allowed to use.

Computer
In the classroom, you are allowed to use computers only for class-related activities. Students who use their computers for any other purpose, at a minimum, will be asked to leave the class and will lose class participation points, if any, for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the class. (Such referral can lead to suspension from the University.)

COB Policy
Please refer to the college of business policy from the school website, or below.
University, College, or Department Policy Information

a) Academic integrity statement (from Office of Judicial Affairs):
“Your own commitment to learning, as evidenced by your enrollment at San José State University and the University’s Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at http://www2.sjsu.edu/senate/S04-12.pdf

b) Campus policy in compliance with the Americans with Disabilities Act:
“If you need course adaptations or accommodations because of a disability, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities register with DRC to establish a record of their disability.”

c) College of Business Policies and Procedures:
Please check the url at http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm

To ensure that every student, current and future, who takes courses in the Boccardo Business Center, has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

Eating:
Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

Cell Phones:
Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

Computer Use:
In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting
the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

**Academic Honesty:**
Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by [Academic Senate Policy S04-12](#).

**Mission**

*The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.*
## Course Schedule (*Subject to change with fair notice and how the notice will be made available.*)

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topics</th>
<th>Assigned Readings and HW due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/28/2016 (TH) 4:30 – 5:45 pm</td>
<td><em>Course Overview</em> +Instruction to access Connect system (<em>Check final exam date together</em>)</td>
<td>Self Introduction (Individual)</td>
</tr>
<tr>
<td>2</td>
<td>2/2/2016 (TU) 4:30 – 5:45 pm</td>
<td>Instruction to iClick &amp; practice walk-through +Project Team Forming</td>
<td>In-Class: Team Sheet is due (hard copy) (Group)</td>
</tr>
<tr>
<td>3</td>
<td>2/4/2016 (TH) 4:30 – 5:45 pm</td>
<td><em>Major PM Concepts Introduction</em>: Ch 1, 3, 16 <em>Project Management Basics</em>: Framework &amp; Major Principals Team verification</td>
<td>Team Sheet is due (soft copy)</td>
</tr>
<tr>
<td>4</td>
<td>2/9/2016 (TU) 4:30 – 5:45 pm</td>
<td><em>Major PM Techniques Introduction</em>: Ch 2 <em>Project Selection</em> In-Class activity: Project idea brainstorming</td>
<td>Project Idea due</td>
</tr>
<tr>
<td>5</td>
<td>2/11/2016 (TH) 4:30 – 5:45 pm</td>
<td><em>Major PM Techniques Introduction</em>: Ch 2 (Con’t) <em>Project Integration Management</em> In-class activity: Project assignment to each team member</td>
<td>Project team member role due</td>
</tr>
<tr>
<td>6</td>
<td>2/16/2016 (TU) 4:30 – 5:45 pm</td>
<td><em>Major PM Techniques Introduction</em>: Ch 4 <em>Define Project - Project Management Scope</em> In-Class activity: Develop your project scope statement</td>
<td>Project Scope Statement due</td>
</tr>
<tr>
<td>7</td>
<td>2/18/2016 (TH) 4:30 – 5:45 pm</td>
<td>Quiz 1 Q&amp;A</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>2/23/2016 (TU) 4:30 – 5:45 pm</td>
<td><em>Quiz 1</em></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>2/25/2016 (TH) 4:30 – 5:45 pm</td>
<td><em>Major PM Techniques Introduction</em>: Ch 5, 6, 9 <em>Project Time Management</em> In-Class Activity: Develop your project WBS</td>
<td>Project Activity List &amp; WBS due</td>
</tr>
<tr>
<td></td>
<td>Date</td>
<td>Time</td>
<td>Activity Description</td>
</tr>
<tr>
<td>----</td>
<td>------------</td>
<td>---------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 10 | 3/1/2016   | (TU) 4:30 – 5:45 pm | **Major PM Techniques Introduction**: Ch 5, 6, 9 (Con’t)  
**Project Network**  
**Reduce project Duration**  
In-Class Activity: Develop your project Network                                                                                     | Project Major Milestones, Network, and Critical Path due |
| 11 | 3/3/2016   | (TH) 4:30 – 5:45 pm | Individual Case Study Walk-through  
Look at some sample case studies                                                                                                                                                                                   |                                        |
| 12 | 3/8/2016   | (TU) 4:30 – 5:45 pm | **Major PM Techniques Introduction**: Ch 8, 13  
**Project Costs**  
In-Class Activity: Develop your material cost sheet                                                                                      | Project Material Cost by Items due     |
| 13 | 3/10/2016  | (TH) 4:30 – 5:45 pm  | **Major PM Techniques Introduction**: Ch 11  
**Human Resource Management (Cost)**  
In-Class Activity: Develop your labor cost sheet                                                                                       | Project Labor Cost by Items & indirect Cost due |
| 14 | 3/15/2016  | (TU) 4:30 – 5:45 pm | Live Guest Speaker Talk (or recorded talk):  
**PM Resources Simulation by Peter Tag**                                                                                                             | Project Total Cost Estimation due      |
| 15 | 3/17/2016  | (TH) 4:30 – 5:45 pm | **Major PM Techniques Introduction**:  
**Performance Measurement (Project Monitoring & Quality Control)**  
In-Class Activity: Develop your quality control strategies                                                                                   | Quality Control Strategies due        |
| 16 | 3/22/2016  | (TU) 4:30 – 5:45 pm | Quiz 2 Q&A                                                                                                                                                                                                          |                                        |
| 17 | 3/24/2016  | (TH) 4:30 – 5:45 pm | **Quiz 2**                                                                                                                                                                                                           |                                        |
|    | 3/28/2016-  |              | **Spring Break**                                                                                                                                                                                             |                                        |
|    | 4/1/2016   |               |                                                                                                                                                    |                                        |
| 18 | 4/5/2016   | (TU) 4:30 – 5:45 pm | **Further PM Concepts and Techniques**: Ch 10, 11  
**Human Resource Management (Teaming)**  
In-Class Activity: develop your team rules and Communication methods                                                                             | Team Ground Rules & Communication Methods due |
<p>| 19 |             |               | <strong>Further PM Concepts and Techniques</strong>: Ch 10, 11 (Con’t)                                                                                           | Stakeholder                           |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Topics</th>
<th>In-Class Activities</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/7/2016</td>
<td>(TH) 4:30 – 5:45 pm</td>
<td>Communication Management (Stakeholder Relationship)</td>
<td>Develop your stakeholder communication strategies</td>
<td>Communication Strategies due</td>
</tr>
<tr>
<td>4/12/2016</td>
<td>(TU) 4:30 – 5:45 pm</td>
<td>Further PM Concepts and Techniques: Ch 7, 12, 15 Risk Management</td>
<td>Develop your risk management strategies</td>
<td>Project Risk Management Strategies due</td>
</tr>
<tr>
<td>4/14/2016</td>
<td>(TH) 4:30 – 5:45 pm</td>
<td>Further PM Concepts and Techniques: Ch 7, 12, 15 Outsourcing and Challenge of International Projects</td>
<td>Outsourcing and Interorganization Relationship</td>
<td>Outsourcing Strategies due</td>
</tr>
<tr>
<td>4/19/2016</td>
<td>(TU) 4:30 – 5:45 pm</td>
<td>Recorded Talk: Supply Chain Resilience, by Bindiya Vaki</td>
<td>Reflection on Bindiya’s talk</td>
<td>Reflection On Bindiya’s talk</td>
</tr>
<tr>
<td>4/21/2016</td>
<td>(TH) 4:30 – 5:45 pm</td>
<td>Further PM Concepts and Techniques: Ch 14, 17 Procurement and Contract Management</td>
<td>Develop your contract strategy</td>
<td>Project Contract Decision due</td>
</tr>
<tr>
<td>4/26/2016</td>
<td>(TU) 4:30 – 5:45 pm</td>
<td>Further PM Concepts and Techniques: Ch 14, 17 Project Closure vs Contract Closure</td>
<td>Develop your project closure plan</td>
<td>Project Closure Plan due</td>
</tr>
<tr>
<td>4/28/2016</td>
<td>(TH) 4:30 – 5:45 pm</td>
<td>Further PM Concepts and Techniques: Agile Project Management</td>
<td>Individual Case Study</td>
<td>Individual Case Study due</td>
</tr>
<tr>
<td>5/3/2016</td>
<td>(TU) 4:30 – 5:45 pm</td>
<td>Jharna Case Study Discussion</td>
<td>InClass HW: Reflection on Jharna Case Study</td>
<td></td>
</tr>
<tr>
<td>5/5/2016</td>
<td>(TH) 4:30 – 5:45 pm</td>
<td>Quiz 3 Q&amp;A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5/10/2016</td>
<td>(TU) 4:30 – 5:45 pm</td>
<td>Quiz 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5/12/2016</td>
<td>(TH) 4:30 – 5:45 pm</td>
<td>Group Project/Presentation Q&amp;A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 30 | 5/20/2016 2:45 – 5:00 PM (Fri) | **Final Report Presentation** | These assignments are due:  
- Final Report (Group)  
- Internal Team Review (Individual)  
- Presentation (Group)  
- Presentation Review (Group)  
- All extra credits due |