Syllabus

Implementing Project Management
OPNS-917

Northwestern University
Kellogg School of Management

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Course Overview
You have been given an assignment. It requires making sure several tasks are completed —
perhaps by you, perhaps by someone else — in a timely manner. Like it or not, you have just
become a project manager. Project management is about using any means necessary to increase
the probability and speed of positive outcomes.

This course introduces a variety of best-practice project management tools and has you apply
them to real-world problems. It also explores strategies to deal with common / typical project
management roadblocks. The skills and tools that you will learn in this course are sought after
by many organizations, particularly consulting firms.

This class is grounded in the practical application of Project Management. Other areas touched
are Change Management and various process improvement methodologies (such as Six Sigma
and Lean).

Please note that this is NOT a certification course, and completion of this course will not
necessarily lead to certification.

Approach
The basic structure of each class will be:
- ~60 minutes of lecture
- ~120 minutes class discussion on assigned problems
- Application of project management tools on your real-world problems

As such, to help with the understanding of the material, there is an emphasis on student
participation.

Prerequisites
OPNS-430 and a working knowledge of Excel, PowerPoint, and Word.

Course Materials
<mark>Required</mark> Textbooks:
1. Making Things Happen: Mastering Project Management
    Scott Berkun
    ISBN-13: 978-0596517717

2. Project Pain Reliever: A Just-In-Time Handbook for Anyone Managing Projects
    Dave Garrett
    ISBN-13: 978-1604270396

Optional Textbooks:
1. A Guide to the Project Management Body of Knowledge (PMBOK)
    Project Management Institute (PMI)
    ISBN-13: 978-1935589679

2. Be a Brilliant Business Writer: Write Well, Write Fast, and Whip the Competition
    Jane Curry and Diana Young
    ISBN-13: 978- 1580082228

<mark>Required</mark> Project Management Software Simulation
1. SimProject
    http://www.simulationpoweredlearning.com/available-simulations.html

Attendance
Students are expected to attend all classes. An attendance sheet may be circulated to check attendance. *Students who miss more than one class may lose a letter grade.*

Grading
- 45%   Class Participation & Attendance
- 45%   Homework
- 10%   Exam

<u>Homework</u>
I will gauge / evaluate homework using the method outlined below.
- 0 = Not turned in.
- 0 = Turned in but with numerous errors and/or omissions.
- 1 = Turned in but with several errors and/or omissions.
- 2 = Sound submission but with a small number of errors and/or omissions.
- 3 = Insightful submission with no errors and/or omissions.
    At my discretion, I may award an additional ½ point if I consider your work to be a model for the other students. Under such circumstances, I may ask you to present your solution to the rest of the class.

Further, I am looking for breadth & depth in the responses (i.e., not just a few words). When using personal examples (drawn from your work experience), I am also looking for reflection / insight.

Business writing skills (aka "presentation") is also considered. Please refer to the "*Hit List of Editing Tips*" for some suggestions. Ideas presented as one long paragraph will get less consideration than those laid out in a manner where the main point "pops out". In short, please make it easy for the reader (me) to understand your main points and the flow of your logic / assessment. If it helps, pretend you are presenting this to your boss's boss.

Note – there may be homework assignments (i.e., case studies) that are worth more points. In those cases, the same scale will be used, but a multiplier used to determine the final score.

Homework is <u>due</u> at the start of class. Points will be deducted on a sliding scale for late turn-ins.

Homework Format Guidelines
- Both Paper & Electronic
    - 12-pt, Times New Roman font
    - Single-space acceptable
    - If a multiple part assignment (e.g., answer questions 2, 5, and 9), then have them in that order when you submit your response

- Paper
    - Cover Page - with (a) the name of the assignment and (b) your name
    - Stapled in the upper-left hand corner (unless indicated otherwise)

- Electronic
    - One file - PDF format

Late Submissions – Homework
Points are deducted on a sliding scale for late submissions.
> Submissions that are more than48 hours late will receive a zero (0).

Class Participation

Class participation / discussion is a very important part of the learning process in this course. That said, grading class participation is necessarily subjective. You are evaluated on the quality of the contributions that you make to class discussion and not on the amount of "air time" you take up.

Please note that you will not be evaluated on questions that you ask to clarify lecture or course material. If you have a question, chances are that the same question is on the minds of some of your classmates as well. Thus, you are doing the class a favor by asking it.

Again, I am assuming that this material is new to most of you. So, please, ask questions. **And yes, cold-calling is a possibility.**

I will gauge / evaluate participation by class using the method outlined below.
- 0 = Not in attendance.
- 1 = In attendance, but little-to-no participation in the discussion.
- 2 = In attendance and moderate participation in the discussion.
- 3 = In attendance and active participation in the discussion.

Again, I understand that this scale is subjective.

A score of 2 is NOT bad. Your final grade is on a relative scale, not an absolute one.
- For example, if you receive a 2, that is "good" if the average class participation score for that class is a 1.625.
- Alternatively, if you receive a 2, that is "OK" if the average class participation score for that class is a 2.125.

At the start of class, everyone starts with a 2 – as I expect everyone to participate in some manner. If I deem your participation to be "active", you will likely be awarded a 3. Expect points to be deducted for:
- Arriving Late
- Nodding Off (or worse, sleeping) – if tired, I would prefer that you stand in the back of the room
- **Smartphone use (e.g., texting or surfing the web)**
    If caught using a cell phone during class, expect to be called out and receive a zero (0) as your participation grade for that class
- Use of your laptops / notebooks for non-class reasons (e.g., e-mail or surfing the web)
- Disruptive Behavior
- Behavior not consistent with the Kellogg Code of Classroom Etiquette

Exam

The in-class exam (Class 10) will be closed book, closed notes.

However, you will be allowed to use notes on both sides of one sheet of paper during the exam. This one sheet of paper will be turned in along with your exam. Since the exam is an individual effort, it is expected that the creation of this one sheet will be an individual effort, too.

Week 11
There is no final exam. Class 11 is optional and will only be held if there are special topics submitted by the students.

Classroom Etiquette
Students will abide by the Kellogg Code of Classroom Etiquette in interaction with their fellow students and with the instructor.

Nameplates – please bring & display them (thank you).

Cell phones – please turn them off or on vibrate.
>   **And no texting, please.**

Laptops – please leave them off unless we are using them in an exercise.

"Vegas Rules" – class discussion stays in class, please.

Honor Code
The student experience at the Kellogg School is unique because, among other reasons, students trust that their classmates will behave with honesty, integrity, and respect in all academic, professional, and social matters.

Kellogg's Honor Code plays a critical role in engendering this trust. The Honor Code requires that a student not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements; to truthfully represent fact and self at all times; and to respect the property and personal rights of all members of the Kellogg community.

Students' willingness to abide by this Code serves as the lubricant that allows faculty and students at the Kellogg School to interact with a minimum of rules, regulations, and bureaucracy, which in turn allows all of us to focus on creating an engaging and challenging academic environment.

For each formal course requirement, I will attempt to be clear about my expectations and standards. If you have questions about whether behavior is within the bounds of honorable behavior, please ask. Your mantra should be: when it doubt, ask!

One final word / request – students will not disseminate course materials or their course notes beyond other members of the course.

Sanity Check
This course is grounded in published "best practices".
>   Please be wary of anyone pushing (selling) proprietary approaches to project
>   management.

Course Outline - Summary

MTH = Making Things Happen
PPR = Project Pain Reliever

MTH Chapter	MTH Part	MTH	Class	PPR Chapter	PRR
1		A brief history of project management	1		
2	Plan	The truth about schedules	2	1	Focusing Your Efforts
3		How to figure out what to do			
4		Writing the good vision	3	5	Dealing with Constraints, Assumptions, & Scope
5		Where ideas come from		7	Planning
6		What to do with ideas once you have them	4	6	Building & Delivering on Requirements
7	Skills	Writing good specifications			
8		How to make good decisions	5	3	Effectively Communicating
9		Communication & relationships			
10		How not to annoy people: process e-mail, & meetings	6	9	Managing Risks
11		What to do when things go wrong			
12	Management	Why leadership is based on trust	7	8	Managing People Day-to-Day
13		Making things happen			
14		Middle-game strategy	8	2	Motivating People
15		End-game strategy			
16		Power & politics	9	4	Navigating People Challenges
		Guest Speakers			
		Lessons Learned	10		
		Exam?			

And there will be a simulation incorporated into the class