**OPMA 5364:** Project Management

Fall 2014

**Instructor(s):** Sridhar Nerur

**Office Number: 518 Business Building**

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**Office Hours:** Wednesday 5:15 to 6:45 p.m.

**Section Information:** OPMA 5364-001, 80892

**Time and Place of Class Meetings:** Wednesday 7:00-9:50 p.m., COBA 241

**Description of Course Content:** This course studies the concepts, issues and approaches important in effectively managing projects. Topics include project selection, organizational structures, project planning, estimation, scheduling, resource allocation, risk management, crashing, earned value analysis and agile project management. Topics are viewed from a managerial perspective.

**Student Learning Outcomes:**

1. The student will be able to describe the key competencies of a project manager.
2. The student will be able to identify the key components of a project and elaborate these in plan documentation.
3. The student will be able to discuss available cost and effort estimation techniques and their appropriate application.
4. The student will be able to develop a work breakdown structure, project schedule, and identify key milestones.
5. The student will be able to describe risk management activities and define the components of a risk management plan.
6. The student will be able to track project progress by monitoring compliance of the team and software metrics.
7. The student will be able to apply the key decisions in selecting a development life cycle and define the accompanying documentation.
8. The student will be able to discuss the issues facing software development project success and suggest management techniques to address these issues.

**Required Textbooks and Other Course Materials:** Project Management: the managerial process, 5th edition, Erik W. Larson and Clifford F. Gray, McGraw-Hill Irwin, 2010, ISBN: 978-0-07-340334-2

Software: Students will need a copy of Microsoft Project. Instructions for downloading Microsoft Project will be provided in class.

Access to SAP’s Project System will be provided as well.

**Descriptions of major assignments and examinations:**

Your grades will be based on your performance on three exams (two plus a final), three quizzes, a tutorial on SAP’s Project System, and a group project that will require Microsoft Project. Details of the group project will be given in class.

**Attendance:** At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students’ academic performance, which includes establishing course-specific policies on attendance. As the instructor of this course, I have decided that attendance is not mandatory; however, you are strongly encouraged to attend class. Please note that you are responsible for all the materials that are covered in class.

**GROUP PROJECT**

Your group, consisting of you and two of your classmates, will use Microsoft Project to complete a set of exercises. The primary purpose of the project is to acquaint you with the features of Microsoft Project while reinforcing concepts related to planning, scheduling, leveling, and monitoring a project. You may form your own groups.

**Grading**:

The distribution of points is as follows.

|  |  |
| --- | --- |
| 15%  | 3 quizzes |
| 20% | Exam 1 |
| 20% | Exam 2 |
| 25% | Comprehensive Finals |
| 15% | Group Project |
|  5% | SAP-Project System |

**The following criteria will be used to determine your final grade:**

>= 90 A

>= 80 B

>= 70 C

>= 60 D

< 60 F

**Make-up Exams**: Only under extenuating circumstances (e.g., medical emergency, work-related travel) would make-up exams be given.

**Expectations for Out-of-Class Study**: Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional 9 hours per week of their own time in course-related activities, including reading required materials, completing assignments, and preparing for exams/quizzes.

**Grade Grievances**: Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current University Catalog.

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://wweb.uta.edu/aao/fao/>).

**Americans with Disabilities Act:** The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

**Title IX:** The University of Texas at Arlington is committed to upholding U.S. Federal Law “Title IX” such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX).

**Academic Integrity:** Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule* 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University.

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

**Student Feedback Survey:** At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

**Final Review Week:** A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Emergency Exit Procedures:** Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

[https://www.uta.edu/policy/procedure/7-6)](https://www.uta.edu/policy/procedure/7-6%29)

**Student Support Services**:UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

**Course Schedule**

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| --- | --- | --- |
| **DATE** | **Topic** | **Reading** |
| **8/27/2014** | Introduction; Modern Project Management | C-1 |
| **9/03/2014** | Organization Strategy and Project Selection; Organization: Structure and Culture | C-2; C-3 |
| **9/10/2014** | Organization: Structure and Culture; Defining the Project | C-3; C-4Quiz 1 |
| **9/17/2014** | Defining the Project; Estimating Project Times & Costs | C-4; C-5EXAM 1 (C 1-3) |
| **9/24/2014** | Estimating Project Times & Costs; Developing a project plan | C-5; C-6 |
| **10/01/2014** | Developing a project plan; Risk Management | C-6; C-7Quiz 2 |
| **10/08/2014** | Risk Management ; Scheduling Resources and Costs | C-7, C-8 |
| **10/15/2014** | Scheduling Resources and Costs; Reducing Project Duration | C-8Exam 2 (ch. 4-7) |
| **10/22/2014** | Progress and Performance Measurement & Evaluation | C-13SAP Project deadline |
| **10/29/2014** | Agile Project Management | C-17 |
| **11/05/2014** | Leadership; Managing Teams | C-11; C-12 |
| **11/12/2014** | Outsourcing | C-12 |
| **11/19/2014** | Miscellaneous Topics | Quiz 3 |
| **11/26/2014** | Project Day |  |
| **12/03/2014** | Review for finals | Projects are due |
| **FINALS** | Wednesday, December 10 8:15 to 10:45 p.m. |  |

NOTE: *As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – SridharP Nerur*

Kindly check the Academic Calendar for important dates.

**Emergency Phone Numbers**: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911.