**Instructor:** Dr. Michel E. Whittenberg, PMP, Associate Professor in Practice

**Office Number:** COBA 512

**Office Telephone Number:** (817) 272-3521

**Email Address:** [mwhitten@uta.edu](mailto:mwhitten@uta.edu) *(This is the best way to contact me.)*

**Faculty Profile:** <http://www.uta.edu/mentis/profile/?12869>

**Office Hours:** Before class on Mondays and after class on Saturdays

**Section Information:** OPMA 5364-020

**Time and Place of Class Meetings:** Mondays 6pm and Saturdays 8:30am, in UTASF TBD.

**Description of Course Content:** Course covers concepts and issues important in effectively managing projects. Topics include project selection, project planning, negotiation, budgeting, scheduling, resource allocation, project control, project auditing, and project termination.

**Student Learning Outcomes:**

A. To provide experience in using the concepts, techniques, and decision tools available to project managers.

B. To enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.

C. To create an awareness of potential conflicts and problems that can occur on projects.

D. To identify appropriate behavior for successfully managing a project.

E. To provide a framework for a complete computer-based information system for managing projects.

F. **Have fun!!**

**Required Textbooks and Other Course Materials:**

A. Project Management: The Managerial Process, 6th Ed., Larson and Gray, McGraw-Hill-Irwin, ISBN 978-0-07-809659-4.

B. Microsoft Office Project 2010. Link to download provided before start of class through DreamSpark.

**Descriptions of major assignments and examinations:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Component** | **Points** |  | **Grade** | **Grade Scale** |
| **Exams (2 non-comprehensive** | **400** | **A** | **540-600** |
| **Group Project (Comprehensive)** | **200** | **B** | **480-539** |
|  | | | **C** | **420-479** |
| **D** | **360-419** |
| **F** | **0-359** |

**Attendance:** I will not track attendance. You are adults and can make your own decisions as to what is important in your lives. However, with poor decisions there are often painful consequences. If you must miss class, you are still responsible for the material you missed. I will not normally cover presented material via email for a student that has not attended class or asked clarifying questions in class.

### Blackboard Course Portal: Blackboard is the online content management utility for courses at UTA. Course announcements, assignment instructions, and assessments will be available on the Blackboard portal for this class. Each student is responsible establishing access to the Blackboard course portal, and for contacting the UTA Help Desk as needed to resolve any technical issues with Blackboard.

**Other Requirements:** The group project will require substantial out of class group work to complete successfully. The requirements for the group project are published at the conclusion of this document.

### Class Conduct: Disruptive behavior includes but is not limited to, side conversations between two or more students during lecture, texting on your cell phone, unnecessary comments that add no value to class, and any activities that negatively impact the ability of other students to learn and/or listen in class. If you are disruptive, I will ask you to leave.

### Classroom Expectations: My intent is to cover some of the highlights of the assigned chapters using PowerPoint® slides and some material not covered in the textbook. I will not cover all the slides that are available on Blackboard and I may add a few that are not in the Blackboard version. I prefer a discussion format and will lecture only if I cannot get you to discuss the material. I will expect you to ask questions or answer mine during this discussion. About half of my presentation time will be spent working problems of a type similar to those you will be asked to solve on the exams. I will intersperse some personal experiences whenever it can add value.

My primary objective in teaching this course is that you learn something that is beneficial to you in the business world and that we both have some fun in the process. Please ask questions. I may not answer your questions directly or I may ask you a question in return. I will do this, not to embarrass you, but to encourage your thought processes.

I reserve the right to make changes to the syllabus as necessary to meet course requirements. I will announce changes in class. It is your responsibility to adjust to these changes.

**Useful Weblinks:**

Larson/Gray: OLC to accompany Project Management, 6e

<http://www.mhhe.com/larsongray6e>

[Project Management Institute](http://www.pmi.org)

Building professionalism in project management.

[*http://www.pmi.org*](http://www.pmi.org)

**Grading**:

A. Exams will include multiple question formats. You should expect any type question format except true/false. Each exam covers material covered since the last exam. Both exams are closed book, closed notes, and closed neighbor. You should prepare and use one letter sized page (both sides) with whatever you choose to include for reference during the exam. I will not provide any formulae with the exams. I will provide any lookup tables needed for the exam. Electronic calculators may be used during exams *(you may not use the calculator function on your cell phone)*. However, I will expect you to show your work on the exam making the higher calculator functions less helpful. The exam questions will be taken from assigned readings (whether or not discussed in class), case study concepts but not case specific content, exercise problems, and lecture material. The exams will include problems very similar to the exercises assigned for and worked in class. You should not expect me to adjust the grading scale or any grade component (curving). I might, but don’t expect it. Each exam has 200 points. The exams will normally have more than 200 points possible, so it is possible to earn more than 200. I do this to eliminate the necessity of curving and to allow you to have a few memory issues without severe penalty. Cell phones, electronic notebooks, and like devices shall be turned off during exams to preclude their disrupting other class members. The penalty for using these devices in any fashion during an exam is the loss of all points for that exam.

B. Group Project: There are separate instructions for the Group Project at the end of this document that provides more details. Microsoft Project 2010 and other Microsoft Office products are required for the Group Project.

1. The group project will have five interim deliverables throughout the term that will have a total of 50 points. Late deliverables will get no points but must be completed, evaluated, and corrected before the group can make the next required delivery (so that you can fix errors before they are carried forward to the next deliverable).

2. There will be a presentation required in professional business attire on Finals day. All group members must participate in the presentation. There will be point reductions for presentations exceeding the 10 minute allotted time.

3. A paper will be delivered at the Finals time. Zero points will be awarded for late papers. The paper and presentation will score 120 points together.

4. There are always group members who choose to allow their group members to carry the load. 30 points will be awarded by your group mates and my assessment of your work within the group.

5. In summary, the group project counts 200 points; 50 for the 5 interim deliverables, 120 for the paper and presentation, and 30 points from your group mates.

C. Classroom Assignments and Participation: I expect you to discuss the assigned exercises and cases during class. I recommend that you attempt to solve the assigned exercises as part of your chapter preparation. I will lead the discussion of “a method” to solve them in class and will post solutions to Blackboard. I expect you to correct errors in your attempt as we go through the solution in class.

### Make-up Exams: Proof of “Act of God” absence will be required to be able to make up an exam. Make up exams will be different from regularly scheduled exams.

### 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 6-9 hours per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

### Class Cancellation: In the event that I am unable to attend class or the University is closed unexpectedly, assume the material will be moved forward to the next meeting.

**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/>).

**Disability Accommodations:** UTArlington 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), The Americans with Disabilities Amendments Act (ADAAA),* and *Section 504 of the Rehabilitation Act.* 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 disability. Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD).Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

**The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364. 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).

Counseling and Psychological Services, (CAPS) [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

**Non-Discrimination Policy:** *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit*[*uta.edu/eos*](http://www.uta.edu/hr/eos/index.php)*.*

**Title IX Policy:** The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated.*For information regarding Title IX, visit* [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or [jmhood@uta.edu](file:///C:\Users\Michel\Downloads\jmhood@uta.edu).

**Academic Integrity:** Students enrolled in this course are expected to adhere to the UT Arlington Honor Code. I expect students to have done the work themselves that they turn in. I have a zero tolerance policy for cheating. My policy is simple, cheat and get zero points for that component of the course. Cheating is not limited to the examinations. It also includes taking credit for thoughts in your paper that are not your own and not attributed to the proper source. An example is copying information about a company from their web site and putting it into your project paper. The UTA Honor Code reads:

*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>.

**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

**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>.

**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, which we will discuss during the first class session. 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 handicapped individuals.

**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](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

**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. Non-emergency number 817-272-3381.

**Course Schedule:** 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.

|  |  |  |  |
| --- | --- | --- | --- |
| **Class** | **Topic** | **Reading (before class date)** | **Assignment (before class date)** |
| **3 Oct** | Introduction  Modern Project Management  Business Strategy & Project Management | Chapter 1  Case: A Day in the Life  Chapter 2  Case: Hector Gaming Company  Appendix 2.1 | Chap 1 Exercises: None  Chap 2 Exercises: 2, 4, 5, 6, 7 |
| **8 Oct** | Project Management Organization  Defining a Project  Project Oversight | Chapter 3  Case: Moss and McAdams Accounting  Chapter 4  Case: Manchester United Soccer Club  Chapter 16 | Chap 3 Exercises: 2, 6  Chap 4 Exercises: 1, 4, 5, 7, 9  MS Project Tutorials 1-5  Chap 16 Exercises: None |
| **10 Oct** | Estimating Project Times & Costs  Developing a Project Plan | Chapter 5  Case: Sharp Printing, AG  Appendix 5.1  Chapter 6  Case: Advantage Energy Technology | **Turn in Group Project Interim Delivery 1**  Chap 5 Exercises 2, 3, 4, and Exercise A5.1  Chap 6 Exercises: 4, 6, 8, 9, 10, 14, 16, 17, 18  MS Project Tutorials 6-17 |
| **15 Oct** | Managing Risk  Scheduling Resources & Costs | Chapter 7  Case: Alaska Fly-Fishing Expedition  Appendix 7.1  Case: Advantage Energy Technology Data Center Migration Part B Chapter 8  Case: Power Train, Ltd  Appendix 8.1 | **Turn in Group Project Interim Delivery 2**  Chap 7 Exercises: 3, A7.2, A7.3  Chap 8 Exercises: 2, 5, 8, 9, 11, 12  MS Project Tutorials 18-22C |
| **17 Oct** | **Examination 1** | **All class material covered to date** | |
| **22 Oct** | Reducing Project Duration  Leadership | Chapter 9  Case: Nightingale Project Part A & B Case: The “Now” Wedding Part A & B  Chapter 10  Case: Tom Bray | **Turn in Group Project Interim Delivery 3**  Chap 9 Exercises: 3, 4, 6, 7  MS Project Tutorials 23-25  Chap 10 Exercises: 3, 5 |
| **24 Oct** | Managing Project Teams  Outsourcing | Chapter 11  Case: Ajax Project  Chapter 12  Case: Buxton Hall  Appendix 12.1 | **Turn in Group Project Interim Delivery 4**  Chap 11 Exercises: 2  Chap 12 Exercises: none  MS Project Tutorials 26-30 |
| **29 Oct** | Progress and Performance Measurement and Evaluation  Project Closure | Chapter 13  Appendix 13.1  Appendix 13.2  Case: Scanner Project  Chapter 14 | **Turn in Group Project Interim Delivery 5**  Chap 13 Exercises: 3, 5, 6, 7, A13.1.2 |
| **31 Oct** | **Examination 2** | **All class material covered since Exam 1** | |
| **5 Nov** | **Group Project Presentation** | | |

Group Project

I will randomly form Groups before the first class session and announce group membership through email. There will be no changes in-group membership after the third week of class. Each group will turn in one project with all group members names listed on the cover page. The maximum group size is five persons. Details of the group project are provided below.

The major purpose of the group project is to give you an opportunity to apply and demonstrate your understanding of the tools and principles covered in the class. Projects normally involve a project team, thus the reason for forming a group. The requirements for your project must be gleaned from 3 sources, this syllabus, the project in the textbook, and my lectures. Typically, project managers do not have a single source from which to manage their project but are on a constant quest of discovery to put all the pieces together. This project is no different. You will use the Conveyor Belt Project starting on Page 651 as the framework of your project. You must use MS Project 2010 that I will make available to each of you free of charge. Do not use the sample disk in your textbook or other versions of MS Project, only MS Project 2010 will work. Additionally, you will need to use MS Office. MS Project will only work on a Mac if you have a Windows emulator.

Deliverables may not exactly match those listed in the textbook as you will discover in the discussion below. All interim deliveries will be as attachments to an email to my UTA email account. They must be postmarked before the beginning of class on the day they are assigned in the syllabus. Late deliveries will receive a score of zero, but must be completed before any following deliveries are started. Final deliveries will be discussed later, but they are also attachments to an email. There are no hard copy deliverables. All deliverables documents will be in Microsoft Office or MS Project. pdf files are not acceptable.

Assigned MS Project Tutorials will instruct you in the basics of preparing your project to meet all interim deliverables. If it is apparent to me based on your questions that you have not watched and learned the material in the tutorials, I will direct you back to the tutorials as an answer to your questions.

The Vice President of Operations (Dr. Whittenberg) stopped by your cubicle this morning and told you that he was happy with your performance. During the conversation, he tells you that you have been selected to be the Project Manager for the new Conveyor Belt Project. He says that the company leadership has designated the project as their first priority project and have tentatively budgeted $1.6M over the next couple of years to its completion. He explains that a portion of this amount must be held in Management Reserve under his control as the Project Sponsor. He explains that he wants to be kept informed periodically with your progress through what he calls interim deliveries early in the project and as quarterly status reports later during execution. You get the following information via email a few days later.

Interim Delivery 1: Your project is based on the Conveyor Belt Project. Complete Part 1. Follow instructions in your textbook. Develop your WBS in MS Project 2010 (.mpp). Prepare a memorandum addressed to me to answer the question in Part 1 and to discuss the following two items. Develop a Project Scope Statement and duplicate the Project Priority Matrix (given in textbook). At this stage, the WBS will not have any durations or predecessor relationships. After you enter the WBS into MS project, you need to turn on outlining so the numbering shows like displayed in the lectures. The Project Scope Statement will be an appendix to the memorandum in MS Word. The Project Priority Matrix can be developed in MS Word, Excel, or PowerPoint but must be imported into the MS Word document as a second appendix to the memorandum. Ensure the attachments start at the top of a page. WBS will be in MS Project 2010. Deliver a single MS Word file and an MS Project file as attachments to an email to me.

Interim Delivery 2: Complete Part 2 of the project. Prepare a memo for me that addresses the three deliverables and answers the questions in Part 2. Extract the resulting table reporting ES, LS, EF, LF and slack and put into the MS Word memorandum as an appendix, but in landscape rather than portrait view. Prepare the Gantt chart in a similar fashion as a second appendix to your memorandum. In MS Project, turn off outlining and summary tasks to develop the network diagram. Rather than extract the network diagram, save your MS Project file at the conclusion of Part 2 with the network diagram displayed. Additionally, submit your MS Project file so that I can review your network diagram. If you saved it properly, it will open to the network diagram. Make sure, before you deliver the file that no summary level tasks are displayed on the network diagram. The milestones discussed are not new, but related to those in your project scope statement from Interim Delivery 1. Do not put the milestones into your MS Project file until Interim Delivery 3. Deliver a single MS Word file and an MS Project file as attachments to an email to me.

Interim Delivery 3: Complete Part 3A and 3B of the project. Prepare a single memorandum for both parts. Several appendices will be required in this deliverable. Additionally, prepare a Risk Assessment Form and a Risk Response Matrix and include in your memorandum as appendices. Also identify and discuss rationale / assumptions for Management and Contingency Reserve requirements (add these to MS Project as task 1.5 Reserves, 1.5.1 Contingency Reserves, and 1.5.2 Management Reserves). Add Contingency Reserves and Management Reserves to your Resource Sheet and assign them to 1.5.1 and 1.5.2 as I will discuss in class. Link the Contingency Reserves and Management Reserves as milestone events to your last activity in the project so they complete in a finish-to-finish relationship. Insert your milestones into the MS Project file. Remember that each milestone must have predecessors and successors. These will cause some changes in the predecessors previously entered but will not affect the overall dates already established. Some thought must go into the restructure of your predecessor events so you don’t unhinge the sequence of events while adding milestones. The MS Project files must be delivered with the memo. Normally there will be three MS Project files delivered for Part 3A and one for Part 3B, for a total of 4 MS Project files with this delivery.

After I approve your Interim Delivery 3, it is time to baseline your project using the MS Project file you developed in Part 3B as the basis. This must be done to have an acceptable Interim Delivery 4.

Interim Delivery 4: Complete Part 4. Extract to your memo the Monthly Cash Flow (default in MS Project is a Weekly Cash Flow but I don’t want that) for the project and a Project Budget report (a cash table extract is also acceptable as discussed in the textbook but you don’t need both). These will be appendices to the memorandum required in Part 4. Additionally, turn in your current MS Project file so I can compare your extracted reports with MS Project.

Interim Delivery 5: Complete Part 5. Be careful to insert the status report day into MS Project. Otherwise, it will assume your project should have been completed since it is now Fall 2016. Assume you have already delivered to me the status reports for First, Second, and Third Quarter. Prepare the Status Report for the Fourth Quarter only and attach it as an appendix to the memorandum. Use the general format I will show in Chapter 13 lectures. Additionally, in the Memorandum, identify potential management issues (i.e., motivation problems, conflicts) that are likely to arise in completing this project. What should you, as the project manager, look out for in managing this project? What are the keys to success? Include in your MS Word memo paragraphs that describe potential management issues and the keys to success (two separate topics) relative to this project.

After you gave the VP Operations the Fourth Quarter Status Report, he directed that you do a hard assessment of remaining tasks and give him a revised status report with a status report day of January 31, 2011.

Now for the final project paper and presentation, complete Part 6. The status report day will be Jan 31, 2011. Instead of a memorandum, prepare a presentation to address the current status report and the items. Use as a basis, the status report format I show in Chapter 13 lectures. Discuss options and associated trade-offs for responding to delays, problems, and cost overruns. Discuss risk events that occurred during the project and how you addressed them. Also address how you might use either Management or Contingency Reserves or both to help in the resolution of your current situation. Discuss a specific management problem you encountered and how you resolved it. Final delivery will include a MS PowerPoint presentation, an MS Word document, and a MS Project file at a minimum. No paper deliverables, electronic only. The PowerPoint presentation is due 48 hours before your presentation to serve as a read ahead package. Be sure to remember hints below!

Paper and Presentation:

A. Your paper will address the four project life cycle stages. They should form the top level of your paper outline. The project life cycle slide from the second presentation provides you the top and second level of your paper outline. You will use corrected versions of the first five interim deliveries plus the final requirements in presenting your project as the basis of this paper. This document shall be written in not less than 10-point font and have 1-inch side margins. Figures and tables may be in 9-point font. Some tables will need to be in landscape rather than portrait view. It is permissible to make these appendices to the paper as long as they are referenced at the appropriate time in the paper. The entire paper should not exceed 25 pages excluding cover page, references, and a Table of Contents (all are required). Since you have not conducted closure, the fourth life cycle stage will take the form of projecting what you will accomplish in your closure plan (can be your closure plan). You must do more than cut and paste your interim deliverables. These are the artifacts around which you write the paper.

B. The presentation does not address the entire project. It is a presentation of your revised project status report as of January 31, 2011 in a summarized fashion. Again, this presentation is not the entire project but only Part 6 as amended by the additional content listed above. Remember, you have given me four previous status reports; I am very familiar with the project. Use the status report format we discuss in Chapter 13 as a basis. I can only give you 10 minutes and I want to hear from all members of the team.

Remember that your task is to demonstrate your understanding of the systems, tools, and concepts discussed in the class through your project and narrative. Completing this assignment makes you unique among project managers. By applying the principles and processes covered in class, you have a total picture of the systems available to project managers, along with the limitations and strengths of the systems. The paper provides you the opportunity to wrestle with the typical project and software problems encountered by practicing project managers (some of you may never forget!). Having to find all the requirements in various documents and presentations is also typical of what practicing project managers must deal with in preparing deliverables. At the conclusion, you have a practical framework for implementing a project of any size or complexity and knowledge of the kinds of problems and solutions that are common to most project systems used.

**The Ten Commandments for Using MS Project 2010**

1. ***Thou shalt save incremental versions of thy work.***
2. ***Thou shalt not save a baseline until directed from on high and only do so after saving a copy of the file as a non-baseline.***
3. ***Thou shalt not waste time trying to get MS Project to do things that a good spreadsheet wouldst do.***
4. ***Thou shalt change Today's date to the appropriate time when creating a Status Report.***
5. ***Thou shalt check to make sure the program is doing what thou wantest it to do.***
6. ***Thou shalt be patient in using the tutorials and help function to learn MS Project.***
7. ***Thou shalt save forests by printing only those pages thou needest.***
8. ***Thou shalt help one another in mastering this program as thou wouldst hope that they help thee.***
9. ***Thou shalt not go insane by working with this software for more than one hour at a time.***
10. ***Thou shall always remember that thou art in control, not the software*.**

TERM PROJECT EVALUATION

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **I.** | **Project Plan (Interim Deliveries)** |  |  |  |  |  |  |
|  | 1. Interim 1 | 0 |  |  |  | 10 |  |
|  | 2. Interim 2 | 0 |  |  |  | 10 |  |
|  | 3. Interim 3 | 0 |  |  |  | 10 |  |
|  | 4. Interim 4 | 0 |  |  |  | 10 |  |
|  | 5. Interim 5 | 0 |  |  |  | 10 |  |
|  |  | Section Total | | | | |  |
|  |  |  |  |  |  |  |  |
| **II.** | **Project Update (Paper)** |  |  |  |  |  |  |
|  | 1. Status Report Schedule/Cost Variance | 2 | 4 | 6 | 8 | 10 |  |
|  | 2. Narrative of Key Events | 2 | 4 | 6 | 8 | 10 |  |
|  | 3. Problem Description | 1 | 2 | 3 | 4 | 5 |  |
|  | 4. Appropriate Response | 1 | 2 | 3 | 4 | 5 |  |
|  | 5. Completion Estimates | 1 | 2 | 3 | 4 | 5 |  |
|  | 6. Management Issue | 1 | 2 | 3 | 4 | 5 |  |
|  | 7. Spelling, grammar, compliance | 1 | 2 | 3 | 4 | 5 |  |
|  | 8. Summary | 1 | 2 | 3 | 4 | 5 |  |
|  |  | Section Total | | | | |  |
|  |  |  |  |  |  |  |  |
| **III.** | **Project Status Meeting (Presentation)** |  |  |  |  |  |  |
|  | 1. Introduction of Team (roles) | 1 | 2 | 3 | 4 | 5 |  |
|  | 2. Adherence to Time Limit | 1 | 2 | 3 | 4 | 5 |  |
|  | 3. Preparation (uses few notes) | 1 | 2 | 3 | 4 | 5 |  |
|  | 4. Format (Bullets not sentences) | 1 | 2 | 3 | 4 | 5 |  |
|  | 5. Professional Appearance | 1 | 2 | 3 | 4 | 5 |  |
|  | 6. Concise, Compelling, Complete | 2 | 4 | 6 | 8 | 10 |  |
|  |  | Section Total | | | | |  |
| **IV.** | **Overall Assessment** |  |  |  |  |  |  |
|  | 1. Clarity of Presentation | 2 | 4 | 6 | 8 | 10 |  |
|  | 2. Degree of Complexity | 2 | 4 | 6 | 8 | 10 |  |
|  | 3. Relevant Information | 1 | 2 | 3 | 4 | 5 |  |
|  | 4. Added Value | 1 | 2 | 3 | 4 | 5 |  |
|  | 5. Realism | 1 | 2 | 3 | 4 | 5 |  |
|  | 6. Teamwork (Peer Score) | 0 |  |  |  | 30 | Varies by student |
|  |  | Section Total | | | | |  |
|  |  |  |  |  |  |  |  |
| **V.** | **Final Grade/Comments** | Group Score | | | | |  |
|  |  | | | | | | |
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