Op Mgt 550AB
PROJECT MANAGEMENT
Spring Quarter, 2021

Instructor: Ted Klastorin
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        Office Hours: By appointment (send email)
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        Office Hours: TBA and by appointment

Course Location & Schedule:
        Tuesday/Thursday 10:30 – 12:30 pm
        Online (Zoom)

*Required Text***:**
        (K&M) Klastorin, T and G. Mitchell. 2021. *Project Management: A Risk Management Approach*. Sage Publications (Los Angeles, CA).

*Course Description***:**
In recent years, there has been a rapidly increasing emphasis on project management (PM) concepts and expertise, given the importance of successfully completing complex projects, including new product development and IT projects. This is especially important as recent research indicating that companies that miss visible milestones (*e.g*., the announced introduction of a new product) are likely to suffer a significant loss in market value. In addition, an increasing number of managers recognize that project management offers powerful tools that may help them change and redirect an organization's strategic direction(s) and core competencies.

This course examines the management of complex projects and related concepts, tools, and trade-offs. Throughout the course we will emphasize the importance of managing project risk and why this may be the most important part of managing complex projects. Other topics include project selection and initiation, project life cycles, scheduling and budgeting, agile PM, decentralized projects and contracts, and project monitoring and control. In addition, we will discuss commercial PM software products, and the relationship between these products and the requirements of managing risky complex projects in today's economic environment.

*Course Prerequisites***:** MBA core curriculum. While not a prerequisite, it is strongly advised that every student complete the Foster Excel for Business online course (if you have not already done so).

Technology and Communication: This course is scheduled to run synchronously at the scheduled class time via Zoom. These Zoom class sessions will be recorded. The recording will capture the presenter's audio, video and computer screen. Student audio and video will be recorded if they share their computer audio and video during the recorded session. The recordings will only be accessible to students enrolled in the course to review materials. These recordings will not be shared with or accessible to the public.

The University and Zoom have FERPA-compliant agreements in place to protect the security and privacy of UW Zoom accounts. Students who do not wish to be recorded should:

- Change their Zoom screen name to hide any personal identifying information such as their name or UW Net ID, and
- Not share their computer audio or video during their Zoom sessions.

Most of the course materials (*e.g*., problem sets, case studies, announcements) will be posted on Canvas.   Please check the Canvas site frequently as I post notes, comments, and updates on a regular basis.   All assignments will be submitted via Canvas.

Project Management Software
We will use *MS Project 2016* to illustrate a typical and widely used PM software program. There are two ways that you can access this program. First, you can use the Foster Virtual Computer Lab at https://fsb-lab.foster.uw.edu   or you can download a complete (and free) copy of MS Professional Project 2016 by going to the Azure Dev Tools for Teaching at https://aka.ms.devtoolsforteaching.   Microsoft has generously made these programs available to ISOM and other STEM students; we gratefully thank Microsoft for their generosity.   For more information and complete information about how to access the Foster Computer Lab or the MS Azure Dev Tools, see the *MS Project Access* document on Canvas.

In addition, we will be using numerous Excel spreadsheets throughout the course to illustrate the types of decisions and trade-offs that are faced by project managers.   All Excel spreadsheets will be posted on Canvas.

Problem Sets: There will be three problem sets throughout the quarter. Each problem set will be posted on Canvas. *Each problem set is to be completed and submitted individually.* No late problem sets will be accepted for any reason. Solutions to problem sets will be posted on Canvas following their due date.

Case Studies: There will be three case studies in this course. Each study group will prepare a written analysis that responds to the case study questions although everyone is responsible for reading the case and participating in the class discussion. The case studies are designed to reinforce concepts discussed in class and illustrate problems and issues relating to real-world implementation. The written analysis will be graded on several dimensions, including how well you respond to the study questions and how well you integrate the course concepts into your analysis.

Incompletes: Incompletes will only be considered in highly unusual conditions (such as serious illness). Any request for an Incomplete must be stated in writing and submitted before the last day in class.   The statement should include a statement of class progress and reasons why the Incomplete is being requested.

Course Grading (IMPORTANT: PLEASE READ CAREFULLY):
Your course grade will be based on the number of points you earn in the course. You can earn a maximum of 450 points as indicated below:

Grading Policy

	No. of Items	Max Points/Item	Max Total Points	Percent
Exam (out of class)	1	100	100	22.2%
Problem Sets	3	50	150	33.3%
Case Studies	3	50	150	33.3%
Class Participation	1	50	50	11.1%
			450	100.0%

The final exam is an out-of-class exam that will be distributed prior to the last class (on June 3) and due on Monday, June 7, 2021. All work on the exam is individual. However, I know that many of you are over-committed and over-stressed due to our current environment (pandemic, etc)….thus, to help reduce your stress levels and give you more flexibility, the final exam is **OPTIONAL**.   If you do not take the final exam, you will receive a grade of 3.0 in the course **assuming that you have earned the maximum number of points on the problem sets and class participation**.

If you choose to not take the final exam, this corresponds to a final exam grade of 65. If you choose to submit a final exam, however, and your grade is lower than 65, you grade will be adjusted to 65.   This policy is designed to reduce "course risk"; managing and mitigating risk is a major theme in this course. By reducing your grade risk, I hope this will reduce stress and allow you to focus more on learning the course material.

Honoring Religious Observances: "Washington state law requires that UW [accommodates] student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at Religious Accommodations Policy (https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/). Accommodations must be requested within the first two weeks of this course using the Religious Accommodations Request form (https://registrar.washington.edu/students/religious-accommodations-request/)."

PMP Certification: This course satisfies the PM education requirement for the PMP (Professional Project Manager) certification examination offered by PMI (Project Management Institute).   You must also complete an application demonstrating your experience in the project management field. I will be happy to assist with your application and will briefly discuss PMI and the certification exam in class. While many of the concepts discussed in this class are covered on the PMP certification exam, please note that this class is ***NOT*** a PMP preparation class.

Course Outline: Posted on Canvas (click on link "Syllabus")