Welcome to OPMGT 550 AB: Project Management

Instructor: **Jennifer Graves**
Office: Paccar 496
Email: jdewhitt@uw.edu
Office Hours: W 12:30-1:30pm and by appointment; Zoom link (Meeting ID: 930 3947 5719)
Fireside chat: (*Optional*) come ask me anything life or career related the last Wednesday of every month. 5:00 pm by the Paccar fireplace.

Class TA: **Gani Nurmukhametov**
Email: gnurm@uw.edu *(preferred contact via UW email; please don't use Canvas email)*
TA office hours: Th, 12:30-1:30 pm at Dempsey 115 and by appointment; Zoom link (Meeting ID: 952 3463 2649)
TA sessions: Pre-exam review session is scheduled on June 2, and it will be held in-class.

Grader: **Andy Guan**
Email: aoyang16@uw.edu *(preferred contact via Canvas regarding grading questions)*

Course Description and Objectives

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).

Required materials

Textbook
Klastorin, T and G. Mitchell. 2021. *Project Management: A Risk Management Approach*. Sage Publications.

Cases
There are three required cases. We will provide two of them. Purchase the third at Harvard Publishing here.

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://b-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://azureforeducation.microsoft.com/devtools.

Grading

Your final grade will be determined as follows:

Participation	10%
Problem Sets	30%
Case Studies	30%
Final exam	30%

Participation: In-class participation serves to enhance the learning environment for everyone. Active participation helps students better remember information, clarify difficult concepts, and increase understanding by applying class concepts to what is most relevant to their lives. Not to mention, a question you have could be a valuable learning opportunity for someone else who has the same question. Participation comprises of Quizzes and Case Discussions.

- **Quizzes:** There will be 10 quizzes, spread out during the entire course. Quizzes are intended to help you quickly work with the material learned in class. As such, they are short and due by 11:59pm on Fridays. Note: Panopto uploads often take 48hrs to post after a lecture and may not be available prior to the quiz due date.
- **Case discussions:** There will be three in-class case discussions. Each student is expected to have 1 high quality comment across all three cases (e.g., synthesis of the case learnings) or 2 medium quality comments across all three cases (e.g., initial case facts). An incorrect answer will not reduce points (you won't earn any positive points, but a wrong answer won't "cancel out" a correct answer). Passing on answering or being unprepared will result in negative points. Please be sensitive to the need for other classmates to actively participate. Focus your contributions to a single issue. There will be one grade entry on Canvas for case discussions (combined), with maximum of 5 points. **A warm call list** will be used to notify students in advance of the date they may be called upon spontaneously for case questions. I will not call on students outside of their warm call day unless a student raises their hand. It is still up to you to gain your participation points so do participate outside of just your warm-call date!
- **Classroom norms:** Class norms are expectations and policies we will co-create on the first day of class to have an ideal learning environment for all students. Violation of these norms will lower your participation grade.

Problem Sets and Case Study Write-ups: There are three case study write-ups (team assignments) and three problem sets (individual assignments). All assignments are 10 points each, so 30 points in total for problem sets, and 30 points in total for case studies. Timely completion of assignments will help you develop a strong conceptual foundation to apply to future classes. For the sake of equity and fairness, all students will have the same amount of time to demonstrate their mastery of assignments.

- **Late policy:** Late assignments (except students with accommodations) will not receive credit as an indication that an acceptable level of mastery was not shown in the time allotted.
- **Rare circumstances**: If you know that your assignment will be late due to illness or other extreme circumstances, contact our TA to make arrangements well in advance.
- **Format**: You must submit the assignments on Canvas before the due date specified (typically by 11:59pm on Mondays) in the format specified on Canvas. Do not send links to google docs or attachments of your homework.

Final exam: The final is a take-home, open notes/book exam. The exam must be completed individually with no use of the internet outside our class website and the Foster remote lab. Any use of the internet or individual support will be considered a violation of this and result in a zero-grade for the exam. If you have a valid scheduling conflict, please inform me at least two weeks prior to the exam. If you do not make arrangements, no make-up exam will be given.

Tentative Course Calendar

(subject to change; see Canvas and class announcements for latest schedule)

Week	Date	Module	Textbook Readings	Due
1	3/29 3/31	1. Introduction 1. Project elements	Chapter 1	-
2	4/5 4/7	2. Organizational strategy 1 2. Organizational strategy 2	Chapter 2 & Chapter 12.3-12.5	Case 1: due 4/11 11:59pm
3	4/12 4/14	2. Organizational strategy 3 3. Planning a new project 1	Chapter 3	-
4	4/19 4/21	3. Planning a new project 2 3. Planning a new project 3	Chapter 4	Problem Set 1: due 4/25 11:59 pm
5	4/26 4/28	4. Deterministic projects 1 4. Deterministic projects 2	Chapter 5	-
6	5/3 5/5	5. Project trade-offs 1 5. Project trade-offs 2	Chapter 6	Problem Set 2: due 5/9 11:59 pm
7	5/10 5/12	6. Stochastic projects 1 6. Stochastic projects 2	Chapter 7	Case 2: due 5/16 11:59 pm
8	5/17 5/19	7. Resource management 1 7. Resource management 2	Chapter 8 & Chapter 12.1-12.2	Case 3: due 5/23 11:59 pm
9	5/24 5/26	8. People management 1 8. People management 2	Chapter 9 Chapter 10	Problem Set 3: due 5/30 11:59 pm
10	5/31 6/2	9. Project Success Wrap-up *TA review session (in-class)*	Chapter 11	
	6/3 to 6/4	*Final exam: released Friday 6/3 by 10am and will be due Saturday 6/4 11:59pm*		

Course Policies

Syllabus Purpose and Disclaimer
Every effort will be made to avoid changing the course schedule, but adjustments may be necessary to accommodate errors, omissions, or unforeseen events (such as weather events). In the event changes are made to the syllabus, students will be informed during class and on the course website. It is your responsibility to be aware of these changes, so please check the course site often.

Academic Integrity and Student Conduct
This program employs the principles and procedures espoused by the University of Washington Community Standards and Student Conduct guidelines to maintain academic integrity in the course. The Code establishes the expectation that students will practice high standards of professional honesty and integrity. In particular, implementation of the Code at the Foster School of Business prohibits cheating, attempted cheating, and plagiarism—including improper citations of source material—as it pertains to academic work. Suspected violations will be handled in compliance with the University of Washington Student Conduct Code as outlined in Washington Administrative Code 478-121.

Access and Accommodations
Your experience in this class is important. If you have already established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course.

If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to; mental health, attention-related, learning, vision, hearing, physical or health impacts), you can learn more here: http://depts.washington.edu/uwdrs/

Religious Accommodations Policy
Washington state law requires that UW develop a policy for accommodation of 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/).

Health and COVID
We will follow UW's most up to date face covering policy to ensure the health and safety of the University campus community and the public. As of March 2022 the latest policy can be found here.

This class is conducted in person. Therefore, unless you meet the criteria for an accommodation from Disability Resources for Students (DRS) or a special arrangement approved by the COE Office of the Student Services that allows you to take the course remotely, **you should only register for this class if you can attend in person.** Please contact UW Disability Resources for Students (DRS) directly if you feel you may be eligible for an accommodation based on your status as an immunocompromised individual or based on other diagnosed physical or mental health conditions that might prevent you from being able to take classes in-person.

If you are either living with an individual who is immunocompromised, OR you are unable to obtain a visa to travel to the US, you may be eligible for a "special arrangement" that will allow you to take this course remotely. Requests for special arrangements to take the class remotely should have been submitted to and approved by the COE Assistant Dean for Academic and Student Affairs before the beginning of the quarter. **Special arrangements for the full quarter are not available once the class has begun.**

You are expected to follow state, local, and UW COVID-19 policies and recommendations. **If you feel ill, have been exposed to COVID-19, or exhibit possible COVID symptoms, you should not come to class**. If you need to temporarily quarantine or isolate per CDC guidance and/or campus policy, you are responsible for notifying your instructors as soon as possible by email. If you have a known exposure to COVID-19 or receive a positive COVID-19 test result, you must it report to campus Environmental Health & Safety (EH&S).

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.

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