Harvard University
Extension School

Management E- 5030 – Project Management
Course Syllabus v2.0 – Fall 2015

Course Logistics
Mondays 5:30-7:30 pm from Aug 31-Dec 21
Classroom: 1 Story St. Cambridge, Room 302
CRN: 14770

Instructor
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About the Course

Course Format
This class is being taught in a classroom with an online option streaming live and posted for later viewing. Students may attend the course in person or online at which time the lectures are recorded. Approximately one day after the class, the video recording is posted on the class web site for viewing by those who were unable to join the real-time broadcast. See information below about the grading for class participation.

Each student will be a member of a project team. See below for more details on that project.

For information about system requirements and how to log in, please see the detailed instructions in a separate document that will be posted to the class web site.

Course Description and Overview
The purpose of this course is to provide you with a basic exposure to the tasks and challenges facing project managers, i.e., those people responsible for the vital function of managing complex projects across multiple functions in a global environment. Successful project managers have the abilities and skills to simultaneously manage their teams, schedules, risks, resources, and deliver a successful outcome. The ultimate goal is to learn the skills and tools of the project management discipline, with a practical “hands on” and real world approach. Not to be underestimated is the challenge of managing with influence, a key skill for project managers to gain the support of resources not directly under their management control. Most organizations are matrix managed, which means that resources are shared and temporary. The project manager must be able to use resources efficiently
and effectively to achieve the goals and objectives required for a successful outcome – on time, on spec, and on budget.

For us, this course means taking a look at the fundamentals – the project management tools, processes, and planning skills required for all for-profit and non-profit organizations. This course is aligned to the standards of the Project Management Institute (www.pmi.org).

**Specific Content Focus Areas**
- The role and function of the Project Manager
- Project Management as a business strategy
- The project management life cycle process, tools and techniques
- The economics, tradeoffs, and managerial challenges associated with project management
- The Triple Constraints: Budget, Time, and Scope (and Quality)
- The Supporting Functions: Risk, Procurement, Communications, Human Resources, Stakeholders, and Integration Management
- Measurement, metrics, milestones, and reporting
- Risk and risk mitigation strategies
- The Leadership Triangle, especially the challenge of Change Management, Influencing without Authority, Trust Building, and Stakeholder Mapping

**Learning Objectives**
1. Development of a working knowledge of Project Management techniques, approaches, and skills required to balance and implement short and long-range plans for managing projects to completion.
2. Development of the analytical and organizational skills required assessing complex project management challenges, and to develop and execute workable action plans.
3. Ability to anticipate non-intuitive linkages in critical decision making processes that have later implications on processes, people, products, and profits.
4. The use of project management software tools will be discussed; however, this is not a course on any specific software package. Students are encouraged to use whatever project management software they desire on the assignments.

**Course Materials**
This course requires students to work continually throughout the semester, and entails a fair amount of reading, writing, reflection, and discussion.

**Required Coursepack:** We will use a number of articles, notes, and cases that are available at reduced cost through the Harvard Business Press. You may purchase the course pack by following this link: https://cb.hbsp.harvard.edu/cbmp/access/38204791

**Recommended:** The Project Management Body of Knowledge (PMBOK Guide) 5th edition available at pmi.org or through your favorite bookstore. Note: for those of you wishing to pursue a career in project management and/or pursue one of the PM credentials, you would find it useful to purchase this. http://www.pmi.org/PMBOK-Guide-and-Standards.aspx

If you become a Student Member of the Project Management Institute, you will get a free soft copy of PMBOK and access to a wealth of other resources. http://www.pmi.org/membership/membership-types-of-memberships.aspx
**Project Management Software:** Using PM software is extremely helpful in working through some of the case studies. You are free to use whatever software you have access to. An easy-to-use PM software that has a free trial is Teamwork (https://www.teamwork.com/).

**Grading**

A student’s final grade in this course will be based on the following weighting:

- Mid Term 10%
- Final 10%
- Team project 35%
- Case Study assignments 20%
- Weekly Individual Homework Assignments 15%
- Class Participation and Attendance. This includes class discussions conducted online for those who cannot attend class in person. 10%

In general, you can expect the following workload, which is typical of graduate courses and respectful of adult students’ work schedules.

- 15-30 pages of readings each week
- 2 discussion board prompts requiring at least 3 postings
- A homework assignment and case work done individually
- Work on a team project that will take place over 10 weeks resulting in a complete project management plan and presentation

Grades reflect the quality of a student’s work submitted throughout the term according to the Harvard Extension School’s grading standards (http://www.extension.harvard.edu/exams-grades-policies/grades).

This is a graduate-level course, and graduate-level work, which includes active participation in class discussions and activities and high-quality written work, is expected. Much of a project manager’s success depends on communication; therefore, effective written and oral communication will constitute a significant portion of a student’s grade. Written work should be clear, logical, grammatically correct, spell-checked, persuasive, supported by examples, and backed up by citations for any data, ideas or other content used. It should represent the student’s best effort. To do well on the writing assignments, you will need to incorporate and apply the course readings.

*Please note that all written assignments are due in the relevant course drop box (on the course website) before 4:00 pm U.S. Eastern time of the Friday before the class session each Monday.*
**Coursework/Assignments**

**Mid-term and Final Exams**

An online timed mid-term and final exam will be given as shown on the class calendar. For students not in the Eastern US time zone, we will specify the time frame for the exams at a later date.

**Team Project**

The Team Project is meant to be a culmination of all of the lessons in the course. Students will work in teams of 3-4 to create a full project management plan for a specific project; components of this plan will be submitted throughout the semester. It is understood that many if not all teams will work virtually. See below for information about the Team Project.

**Team Performance Evaluation**

Each student will fill out a performance evaluation on each of his or her teammates. This will be factored into the grade for each person in the group and there is a penalty for not completing a team performance evaluation for each of your teammates. Specifically, there will be 1 grade for the submitted PM plan for the group that will be modified up or down for each individual based on feedback from the teammates.

**Case Study Assignments**

The Case Studies will be individual assignments. There will be some specific questions that need to be answered and a few prompts on the Case Study discussion board to answer. You are expected to make 3 thoughtful, relevant, and original postings and/or comments on another student’s posting (e.g., a post of “me too” does not count). Appropriate postings are roughly 3 sentences long, concise and clear.

**Class Participation and Attendance**

This course covers a significant amount of content and much of the learning comes from exercises and discussion. Therefore, students are encouraged to attend all class sessions (in person or online) if possible, complete all assigned readings, and come prepared and ready to participate. Attendance will be taken and participation will be evaluated at each class session; that being said, things happen in life that may get in the way, so each student may be excused from one week’s discussion board assignments of their choosing. Please notify the instructor (via email) prior to the day of class if you will not be in attendance. Note: students who attend this course online will be measured for participation in online discussions (see next section).

**Weekly individual homework assignments**

- There will be some assignments that you alone will need to submit, and you will see them on the schedule. You may discuss questions or ideas with other students in your group, but each person must do his or her own work to submit.
- For every case study and for online students, you are expected to make 3 thoughtful, relevant, and original postings and/or comments on another student’s posting (e.g., a post of “me too” does not count and yes, we will count your posts). Appropriate postings are roughly 3 sentences long, concise and clear. (If you are online viewing the live lecture and participate in the class discussions, you do not also need to post to the Case Discussion Board.)

**NOTE:** ALL chat transcripts are archived by Harvard with the course, so keep all comments professional in tone and have content that your grandmother would not be offended by.

**Academic Integrity**

*Common sense warning:* Just as ethics and integrity are important in management practice, academic integrity is important in this course. You are responsible for understanding Harvard Extension School policies on academic integrity (www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity) and how to use
sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting "the wrong draft", or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity. To support your learning about academic citation rules, please visit the Harvard Extension School Tips to Avoid Plagiarism (www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism), where you’ll find links to the Harvard Guide to Using Sources and two, free, online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools.

Additionally, ethical behavior is a foundation principle of PM and all certified Project Management Professionals must sign an ethics statement upon recertification for PMI.

**The Fine Print**

**Workload.** The value you receive from this course will be commensurate with the thought and effort that you put into the endeavor. Students should expect to spend 2-8 hours outside of class each week to read the assigned materials, reflect, complete assignments, and prepare for the next class session. More time may be required to do the team project and case study assignment.

**Deadlines.** All assignments must be submitted to the correct assignment drop box on the course web site by the specified day and time and **late submissions will not be accepted.** If you experience any problems uploading your assignment to the drop box, you should email the document to the instructor. Please note that, if you email the assignment because you cannot upload it, the email and the relevant attachment **must be received on or before the assignment deadline to be accepted.** Should you experience any internet problems, please email a message to the instructor before the submission deadline passes. If you are absent the day an assignment is due, the assignment is still due at the specified day and time. True medical or family emergencies will be dealt with on a case-by-case basis.

**Professional Conduct.** Professional behavior is expected throughout the class. This means respectful communication both inside and outside of class. During discussions, civil discourse should be maintained at all times and comments should be aimed at moving the discussion forward. This does not mean that students must always agree with others since reasoned, respectful dissention may be part of the discovery process and lead to previously unconsidered options.

**Disability Services.** The Extension School is committed to providing an accessible academic community. The Disability Services Office offers a variety of accommodations and services to students with documented disabilities. Please visit www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility for more information.
** Tentative Course Outline and Schedule **

** Note: Instructor reserves the right to adjust the syllabus.  
*** All readings are in the Casebook from Harvard Business Press unless indicated as on our class Canvas site.  
*** Additional readings may be added to Canvas.

<table>
<thead>
<tr>
<th>CL#</th>
<th>Date</th>
<th>Lecture Topic</th>
<th>Case</th>
<th>Reading to do in advance of this class ***</th>
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<tbody>
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<td></td>
<td>9/7</td>
<td><strong>Labor Day</strong> No class</td>
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| 2   | 9/14  | Project Life Cycles and the PM Framework; Ethics in PM                        | N/A                         | “How Exec Sponsors Influence Project Success”  
|     |       |                                                                                |                             | “Ethical Breakdowns”  
|     |       |                                                                                |                             | “What Successful PMs Do”  
|     |       |                                                                                |                             | “A PM Methodology”  |
| 3   | 9/21  | Initiating; Stakeholder Management                                            | Collaboration at Wikipedia  | “Is Anyone Listening” (Canvas)  
|     |       |                                                                                |                             | “The Lessons of Stakeholder Theory”  
|     |       |                                                                                |                             | “Engaging Stakeholders for Project Success”  |
| 4   | 9/28  | Planning: Communication Management                                            | N/A                         | “Increase ICT Project Success …”  
|     |       |                                                                                |                             |                                          |
| 5   | 10/5  | Planning: Scope Management, WBS, Time Management                              | N/A                         | “Scope Mgt with Graphics”  
|     |       |                                                                                |                             | “Translating Business Needs…” (Canvas)  |
|     | 10/12 | **Columbus Day** No class                                                      |                             |                                          |
| 6   | 10/19 | Scope and Time, cont. Demonstration of PM s/w                                  | AD High Tech A              |                                          |
| 7   | 10/26 | Planning: Quality and Risk Management                                         | Niagara Falls Construction Co | “Reducing Unwelcome Surprises in PM”  
|     |       |                                                                                |                             | “How to Manage Risks You Didn’t Know…” (Canvas)  
|     |       |                                                                                |                             | “Risk Analysis and Management” (Canvas)  |
| 8   | 11/2  | Planning: Cost Management                                                     | N/A                         | NPV and IRR: Accounting for Time  
|     |       |                                                                                |                             |                                          |
| 9   | 11/9  | **Midterm Online**                                                            |                             |                                          |
| 10  | 11/16 | Planning: HR and Procurement Management                                       | N/A                         | “Make Your Values Mean Something”  
|     |       |                                                                                |                             | “Dealing with Disappointment in Team Members” (Canvas)  
|     |       |                                                                                |                             | “Spotlight on Success” (Canvas)  
|     |       |                                                                                |                             | “The Role of Emotional Intelligence in PM …” (Canvas)  |
|    |   | Executing; Monitoring and Controlling | Flextronics and Lego | “Conflict Mgt in Teams”  
| 12 | 11/30 | Integration and Change Management | Medisys | “How Successful People Stay Calm” (Canvas)  
|    |   |                                      |                      | “Support in a Storm” (Canvas) |
| 13 | 12/7  | Agile PM; Project Closing | AD High Tech B | “What You Should Know About Megaprojects” (Canvas)  
|    |   |                                      |                      | “The Benefits of Tailoring…”  
|    |   |                                      |                      | “Agile PM and PMBOK”  
|    |   |                                      |                      | “Goodbye, Scope Creep – Hello, Agile” |
| 14 | 12/14 | Ethics Revisited; The PMO; Mega and Government Projects | AtekPC | “Why Good Projects Fail Anyway”  
<p>|    |   |                                      |                      | “The Value of Values” (Canvas) |
| 15 | 12/21 | Final exam online | Specific time frame to be determined |</p>
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| 2   | 9/14  | Project Life Cycles and the PM Framework; Ethics in PM           | • Use Hello World feature in Canvas to introduce yourself to the class (Sep 10-12): State your name, your city/country, the kind of work that you do, and what you did on your last vacation (holiday).  
• Post an idea for a project (see Team Project) |
| 3   | 9/21  | Initiating; Stakeholder Management                              | • “Is this a project?”  
• View all Hello World videos of your classmates |
| 4   | 9/28  | Communication management                                        | • Team Project (TP)1 Charter  
• TP 2 Stakeholder Matrix |
| 5   | 10/5  | Planning: Scope Management, WBS                                 | • TP 3 Communications plan  
• Familiarize yourself with PM software |
|     | 10/12 | Columbus Day                                                     | No class                                                                             |
| 6   | 10/19 | Planning: Time Management                                       | • Familiarize yourself with PM software                                                   |
| 7   | 10/26 | Planning: Cost Management                                       | • TP 4 Scope and WBS  
• TP 5 Activity List and Schedule |
| 8   | 11/2  | Planning: Quality and Risk Management                           | • TP 6 Project Budget  
• Time Value Problem Set |
| 9   | 11/9  | Online Midterm                                                   | N/A                                                                                   |
| 10  | 11/16 | Planning: HR and Procurement Management                         | • TP 7 Quality Metrics                                                               |
| 11  | 11/23 | Executing; Monitoring and Controlling                            | • TP 8 Risk Analysis                                                                  |
| 12  | 11/30 | Integration and Change Management                                | • TP 9 Procurement Plan                                                               |
| 13  | 12/7  | Agile PM; Project Closing                                       | • TP 10a Change Management Plan  
• TP 10b Process change orders  
• Updated Project Management Plan (TP 1-9) |
| 14  | 12/14 | Ethics Revisited; The PMO; Mega and Government Projects          | • TP 11 Reports to Sponsor and PMO  
• TP 12 Lessons Learned |
| 15  | 12/21 | Final exam online                                                | Specific time frame to be determined                                                    |
Details of the Team Project (TP)

The Team Project is meant to help you apply what you learn in the course to a project that your team will evaluate. This is a group project. You should choose any professional project (not personal, like planning a wedding) to study. This project may be at your current place of work, but it cannot be one where the company already has PM documents developed (this relies on your academic integrity).

In week 2, every student will post a project proposal (1 paragraph) and comment on 2 other proposals that you find intriguing. The instructor will select which proposals will be done that semester and will assign students to a project team based upon the interest shown by their comments.

Every few weeks, the Team will submit different elements of a Project Management Plan that will be graded. Any elements that need improvement will need to be redone and graded as part of the final PM Plan that is submitted at the end of the semester. You may adjust templates to suit your project. Reminder: ALL chat transcripts are archived by Harvard with the course, so keep all comments within your team professional in tone and have content that your grandmother would not be offended by. NOTE: Spelling, grammar, and punctuation ALWAYS count!!

Here are the deliverables that your Project Team will need to produce (to be outlined in class):

1. Project Charter
2. Stakeholder Register
3. Project communications plan
4. Scope Statement
   a. Work Breakdown Structure featuring 4-6 levels and at least 20 boxes
   b. Activity List featuring at least 30 activities
5. Project Schedule, including durations, sequencing
6. Project Budget
7. Risk Register, Risk Quadrant Analysis, and risk mitigation plan
8. Quality Plan, including at least 5 total metrics (qualitative and/or quantitative)
9. Procurement Plan
   a. Make a plan for acquiring something from 1-2 contractors or vendors
10. Change Management Plan, including a process
    a. Make up and process at least 10 proposed changes
11. Final reports to the Project Sponsor and to the PMO Officer
12. Lessons Learned by the team during this semester, minimum 10 lessons

NOTE: You will not actually DO the project, but you will do the PM administrative part of your project. For example, if your project is to redo your company’s web site and all its content pages, you will create task lists, schedule tasks, cost them out, plan for QA, etc. You will not actually redo the web site. You will need to make up some data (such as, it will take QA 5 days to review the new web pages and check all links).