Management E- 5030 – Project Management
Course Syllabus v4.0 Schedule and Assignments – Fall 2015
9/25 Changes are noted in orange.
10/20 changes are underlined and in blue

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

Instructor
Sharyn E. Hardy, EdD, MBA, PMP
Hardy Gallagher Associates, Managing Director
Office Hours: By appointment

Email hardy01@fas.harvard.edu

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Anthony Cahillane
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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%

Please note that all written assignments are due in the relevant course drop box (on the course website) as indicated below.

ALL OTHER TERMS SPECIFIED IN VERSION 2.0 OF THE SYLLABUS AND NOT REPEATED HERE STILL APPLY.
Coursework/Assignments  All times are in EASTERN TIME

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 (Assignments are due by Sunday at 6pm)
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 (Due Date TBD)
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 (All posts to these discussions must be made by Saturday at 6pm)
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 (All posts to these discussion prompts must be made by Saturday at 6pm)
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: (Assignments are due by Saturday at 6pm)
- 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.

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**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 of class</th>
<th>Lecture Topic</th>
<th>Case Assignments due Saturdays at 6pm</th>
<th>Reading to do in advance of this class *** to be discussed in class shown</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/31</td>
<td>Introduction to PM and Syllabus Review</td>
<td></td>
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<tr>
<td></td>
<td>9/7</td>
<td><strong>Labor Day No class</strong></td>
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</tbody>
</table>
| 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 Basics of PM software | 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)
<p>|     | 10/12         | <strong>Columbus Day No class</strong>                 |                                      |                                                           |
| 6   | 10/19         | Scope and Time, cont. | AD High Tech A [part 1] | Quality Management; History (Canvas) |</p>
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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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<tbody>
<tr>
<td>8</td>
<td>11/2</td>
<td>Planning: Quality and Risk Management</td>
<td>Niagara Falls Construction Co. 3-4 readings about Quality (Canvas)</td>
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<tr>
<td>9</td>
<td>11/9</td>
<td>Midterm Online</td>
<td>N/A</td>
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<td>10</td>
<td>11/16</td>
<td>Planning: Time Value of Money</td>
<td>“Make Your Values Mean Something”</td>
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<td>Procurement Management</td>
<td>“Dealing with Disappointment in Team Members” (Canvas)</td>
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<td>“Spotlight on Success” (Canvas)</td>
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<td>“The Role of Emotional Intelligence in PM …” (Canvas)</td>
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<td>NPV and IRR: Accounting for Time</td>
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<td>11</td>
<td>11/23</td>
<td>Executing; Monitoring and Controlling</td>
<td>Flextronics and Lego</td>
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<td>Integration and Change Management</td>
<td>“Conflict Mgt in Teams”</td>
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<td>12</td>
<td>11/30</td>
<td>HR Mgt; Project Closing</td>
<td>Medisys</td>
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<td>“How Successful People Stay Calm” (Canvas)</td>
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<td>“Support in a Storm” (Canvas)</td>
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<td>Remote Work is Here to Stay (Canvas)</td>
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<td>Projects without Pants (Canvas)</td>
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<td>13</td>
<td>12/7</td>
<td>Agile PM; The PMO; Mega and Government</td>
<td>N/A</td>
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<td>Projects</td>
<td>“What You Should Know About Megaprojects” (Canvas)</td>
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<td>“The Benefits of Tailoring…”</td>
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<td>“Agile PM and PMBOK”</td>
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<td>“Goodbye, Scope Creep – Hello, Agile”</td>
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<td>14</td>
<td>12/14</td>
<td>Ethics Revisited; AD High Tech B</td>
<td>Medisys</td>
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<td>“Why Good Projects Fail Anyway”</td>
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<td>“The Value of Values” (Canvas)</td>
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<td>Being ethical is profitable (Canvas)</td>
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<tr>
<td>15</td>
<td>12/21</td>
<td>Final exam online</td>
<td>Specific time frame to be determined</td>
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<tr>
<td>CL#</td>
<td>Date of class</td>
<td>Lecture Topic</td>
<td>Assignment to submit by Sunday at 6pm EASTERN TIME before the class date shown unless otherwise indicated (in addition to weekly Discussion Board questions)</td>
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<tr>
<td>1</td>
<td>8/31</td>
<td>Introduction to PM and Syllabus Review</td>
<td>• Log into the Class website and become familiar with it. If you have trouble, call the IT Help Desk at 617-998-8571.</td>
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<tr>
<td></td>
<td>9/7</td>
<td>Labor Day</td>
<td>No class</td>
</tr>
</tbody>
</table>
| 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?” Ethics 1-page (see Canvas for details)  
• View all Hello World videos of your classmates |
| 4   | 9/28          | Communication management | • Team Project (TP)1 Charter due Sunday at 6pm  
• TP 2 Stakeholder Matrix |
| 5   | 10/5          | Planning: Scope Management, WBS | • TP 3 Communications plan  
• Familiarize yourself with PM software (nothing to submit) |
|     | 10/12         | Columbus Day  | No class                                                                                                                |
| 6   | 10/19         | Planning: Time Management | • Familiarize yourself with PM software (nothing to submit)  
• Individual assignment Writing Good Requirements |
| 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  
• TP 6 Cost Management Plan |
|     | 11/9          | Online Midterm | N/A                                                                                                                     |
| 10  | 11/16         | Planning: Time Value of Money Procurement Management | • TP 7 Quality Metrics  
• Individual assignment TBA |
| 11  | 11/23         | Executing; Monitoring and Controlling Integration and Change Management | • TP 8 Risk Analysis  
• Time Value Problem Set (due Saturday at 6pm) |
| 12  | 11/30         | HR Mgt Project Closing | • TP 9 Procurement Plan  
• TP 10a Change Management Plan  
• TP 10b Process change orders |
| 13  | 12/7          | Agile PM; The PMO, Mega and Government Projects | • Updated Project Management Plan (TP 1-10)  
• TP 11 Reports to Sponsor and PMO  
• TP 12 Lessons Learned |
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 and Cost Management Plan
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. a. Change Management Plan, including a process
    b. 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).