

# DS 856, M, 7:00 pm – 9:45 pm, BUS 120

## Professor Vijay Mehrotra, Fall 2004

### Course Overview and Objectives

Both projects and Project Management are exploding. Over the past several years, there has been an explosion in demand for Project Managers (both internal employees and external consultants), a proliferation in models and software tools to support project management, rapidly increasing membership in PM trade and professional associations, and a seemingly endless array of classes, seminars, certifications, and books.

What is happening out there? Where is this coming from? And why is Project Management important to businesses, anyway? Is it hard to do, and if so why? What are types of skills, hard and soft, are important for success in this role?

In this course, we seek to answer these “MetaQuestions” about Project Management through a variety of channels, including course lectures, case studies, guest speakers, role playing, and course projects. Also, in order to understand Project Managements, we will examine projects themselves (definition, valuation, selection, organizational structures, resource allocation, life cycle).

Throughout the course, we will draw on a wide range of examples to illustrate the concepts that are presented. In particular, our discussions and guest speakers will focus heavily on two specific types of projects:

- Market-delivered projects: The output of these projects are offerings to an external market place for sale
- Organization-delivered projects: The output of these projects are systems and/or processes implemented within companies to increase efficiency and improve the productivity of the organization

### Course Information at a Glance

Professor	Vijay Mehrotra
Office	SCI 349
Office Hours	M 2:45 pm – 4:45 pm W 2:45 pm – 4:45pm Other times by individual arrangement
Phone	Tel: (415) 338-2743
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Home Page	<a href="http://online.sfsu.edu/~drvijay">online.sfsu.edu/~drvijay</a> [UNDER CONSTRUCTION]

<p>Required Materials</p>	<ul style="list-style-type: none"> <li>• <i>Project Management: Tools and Trade-Offs</i> by Ted Klasterin, published by John Wiley, © 2004.</li> <li>• 2-variable calculator (look for “a, b, r” keys). See <a href="#">recommended list</a></li> <li>• PC with <i>Excel 97</i> or <i>2000</i>, including Data Analysis Toolpak add-in (NOTE: PCs with Excel are also available in COB Computer Labs)</li> <li>• Web Access → “Was It Something I Said?” columns by Professor Mehrotra, available at <a href="http://www.lionhrtpub.com/ORMS.shtml">http://www.lionhrtpub.com/ORMS.shtml</a></li> </ul>
<p>Prerequisites</p>	<p>Completion of MBA Core Courses in Operations Management and Finance</p>
<p>Policies</p>	<p>I expect you to do your own work for this course. For assignments, I have no problem with you working together and/or consulting with one another, but I expect every student to turn in their own paper. For exams, obviously, you are responsible for everything that goes onto your paper.</p> <p>I will not negotiate with cheaters – all infractions will be dealt with swiftly and harshly through standard university channels.</p> <p><i>Make-up exams are given only under very extraordinary circumstances (VEC). Assignments are accepted after their Due Dates only under very extraordinary circumstances (VEC).</i></p> <p>If you as a student believe that you have encountered VEC, communicate immediately with the instructor. If I determine that this in fact is a case of VEC, I will work with you – but expect a minimum penalty of 20% of the value of the exam. This is the only fair solution that I have been able to devise.</p> <p>Missed exams and assignments will count as a 0.</p>
<p>Professor’s Advice</p> <p>Announcements</p> <p>Blackboard</p>	<p>The three most critical pieces of advice that I can give you for this course are:</p> <ul style="list-style-type: none"> <li>• Read the book</li> <li>• Come to class and engage with the material</li> <li>• Do the Homework Assignments</li> </ul> <p>I expect you to come to class each week, and in class I will often make announcements and suggestions, including guidance on which parts of the text to focus on. <u>You are responsible for knowing what was said in class.</u></p> <p>However, I appreciate that many of you are busy and may occasionally miss class during the entire semester. Therefore, I will do my best to provide information via Blackboard and email as well.</p> <p><u>You are responsible for (a) getting up and running on Blackboard and (b) making sure that the email address that is in Blackboard is the right one for you.</u></p>

Exam Dates	<p>Please take note of the following dates:</p> <ul style="list-style-type: none"> <li>• <b>Midterm Exam:</b> Monday, October 11</li> <li>• <b>Final Exam:</b> Monday, December 13</li> </ul> <p>Both exams will be open book and open notes, with calculators (but not computers) permitted. I urge you to get a calculator and to learn to use it.</p>
Assignments	<p>We will have 4 Assignments over the course of this semester. These assignments will be collected and graded.</p> <p>Assignments are included in the Course Syllabus (see below) and will also be posted on Blackboard. Due Dates are indicated, and assignments that are received after their respective Due Dates will not be accepted without prior consent from the professor, which will be granted only under VEC (see above).</p>
Group Project	<p>Beyond the exams and assignments, each of you will be assigned by the Professor to a group for purposes of doing a group project that entails making use of the concepts and techniques that we are studying in this course. More details about the Group Project will be provided later in the semester.</p>
Guest Speakers	<p>This course in Project Management only lasts for one semester, but those who actually manage projects are constantly learning lessons! Several of them have agreed to visit our class and share some of their hard-earned expertise with us.</p> <p>To complement our textbook concepts and exercises, we will have 4-6 experienced Project Managers visit our class as guest speakers.</p> <p>The quality of your engagement with guest speakers will have a significant impact on your Class Participation score for the semester (see below).</p>
Class Participation	<p>Beyond the lecture topics themselves, my expectations for this class is that you will learn far more—individually and as a group—through activities and discussions that take place in the class meetings.</p> <p>To establish this as a Norm for our Classroom Culture, I will track your attendance and more importantly your participation in classroom activities such as discussions, improvised scenarios, guest speaker presentations, and games/simulations.</p>

<p>Course Grades</p>	<p>Final course grades will be based on the following breakdown:</p> <ol style="list-style-type: none"> <li>1. Midterm Exams: 150 points</li> <li>2. Homework Assignment: 150 points</li> <li>3. Final Exam 200 points</li> <li>4. Group Project 150 points <ul style="list-style-type: none"> <li>• Presentation 50 points</li> <li>• Written Paper 65 points</li> <li>• Evaluation by Team Members 35 points</li> </ul> </li> <li>5. Course Participation 100 points</li> </ol>
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## Week-by-Week Course Outline

Date	Course Section / Book Chapters	Assignments / Suggested Follow-Up Work
8/30	Course Overview  Introduction to Projects Why Project Management is Critical Project Selection and Initiation  TDK, Chapter 1  TDK, Chapter 2 (pp. 23-41)	ASSIGNMENT 1 (a): Chapter 1 Study Problem 1 (p. 21)  READ <a href="http://www.lionhrtpub.com/orms-4-01/somethingfr.html">http://www.lionhrtpub.com/orms-4-01/somethingfr.html</a>  <a href="http://www.lionhrtpub.com/orms-4-03/frsomething.html">http://www.lionhrtpub.com/orms-4-03/frsomething.html</a>
9/6	NO CLASS – Labor Day	
9/13	Work Breakdown Structure, Estimation Dealing with Uncertainty  TDK, Chapter 2 (pp. 41-54)  Industry Speaker: <i>Larry Swain, Nsite (<a href="http://www.Nsite.com">www.Nsite.com</a>)</i>  “Structured Management of Projects in a Chaotic, Unstructured Environment”	ASSIGNMENT 1 (b): Chapter 2 Study Problems 3, 4, 5, 7 (p. 54-57)
9/20	ASSIGNMENT #1 DUE  Precedence Relationships and the Critical Path Method  TDK, Chapter 4 83-92	ASSIGNMENT 2 = Case “Christopher Columer Inc.” (pp.59-61)  Recommended:  Chapter 4 Study Problems 2, 3 (pp 100-101)

9/27	<p>Linear Programming Formulations for CPM Using Solver Within Excel</p> <p>TDK, Chapter 4 pp 93-103</p> <p>Project Teams and Organizational Relationships</p> <p>TDK, Chapter 3</p> <p>Industry Speaker: <i>Dale Lampson, Blue Pumpkin Software</i> ( <a href="http://www.bluepumpkin.com">www.bluepumpkin.com</a> )</p> <p>“Project and Program Management in a Large High-Tech Firm: Classic Challenges and Potential Pitfalls”</p>	<p>Recommended:</p> <p>Chapter 4 Study Problems 4, 5 (101)</p>
10/4	<p>ASSIGNMENT #2 DUE</p> <p>Project Teams Continued: Outsourcing: What, When, Why?</p> <p>TDK, Chapter 3 + Additional Reading TBD</p> <p>Industry Speaker: <i>Rachel Sheinbein, Intel</i> ( <a href="http://www.intel.com">www.intel.com</a> )</p> <p>“Managing Cross-Functional Projects in an ‘In-Your-Face’ Culture with a High Degree of Accountability”</p>	TBD
<b>10/11</b>	<p><b>Midterm Exam</b></p> <p>Industry Speaker: <i>Tiffany Riley</i></p> <p>“ ‘Product Release – or Product Escape’ : the Challenge of Effectively Managing New Product Introductions”</p>	
10/18	NO CLASS	
10/25	<p>Managing Trade-Offs Between Time and Cost, Project Compression, Classic PERT</p> <p>TDK Chapter 5 TDK Chapter 6 pp 135-143</p>	ASSIGNMENT 3 (a)

11/1	<p>Monte Carlo Simulation Other Implications of Project Uncertainty Project Compression With Uncertainty</p> <p>TDK Chapter 6 pp. 143-149, 152-158</p>	ASSIGNMENT 3 (b)
11/8	<p>ASSIGNMENT 3 DUE</p> <p>Understanding and Managing Project Risks</p> <p>TDK Chapter 7</p> <p>Industry Speaker: Rob Howard, Ensenda ( <a href="http://www.ensenda.com">www.ensenda.com</a> )</p> <p>“ ‘Failure is Not an Option:’ Managing the Development of a Start-Up Company’s Flagship Product”</p>	ASSIGNMENT 4 (a) TBD
11/15	<p>Resource Management Project Monitoring and Control “Managing Up and Down”: How to Communicate Project Status to Executives, Peers, and Team Members</p> <p>TDK Chapter 8 TDK Chapter 9 Other Readings to be distributed</p>	<p>ASSIGNMENT 4 (b) Pete Moss: Tax Accountant pp. 223 – 224</p> <p>[ 2-3 page essay addressing questions in final paragraph on p.224 + any other aspects that you find relevant ]</p>
11/22	<p>ASSIGNMENT 4 DUE</p> <p>Catch-Up / Q &amp; A / Other Topics TBD</p> <p>Industry Speaker: <i>Sy Fahimi, Intuit Inc</i> ( <a href="http://www.intuit.com">www.intuit.com</a> )</p> <p>“ Effective Management of Corporate Teams: A Fine Line Between 'Cross-Functional' and 'Dysfunctional' “</p>	
11/29	Group Project Presentations (Teams 1-4)	
12/6	Group Project Presentations (Teams 5-8)	
12/13	<b>Final Exam</b>	

Books for Closed Reserve – Figure Out How to Make Use of These!!

1. Goldratt, Elihu – THE CRITICAL CHAIN

2. Author [McConnell, Steve.](#)

Title **Rapid development : taming wild software schedules / Steve McConnell.**

Publ/date Redmond, Wash. : Microsoft Press, c1996.

LOCATION	CALL #	STATUS
<a href="#">Main Collection</a>	<a href="#">QA76.76.D47 M393 1996</a>	AVAILABLE

Things to Figure Out

1. Incorporating Role-Plays Into Class Each Week
2. How to Work in Additional Reading?
3. Structure of the Group Project