
Description This course addresses contemporary project management from a management perspective, the project manager in particular with a basic exposure to the tasks and challenges which affect projects in general. Increasingly, technology plays a vital instrument in every attribute of business. Given the challenges of emerging technologies and limited resources, the successful operation of businesses often depends on technology and the use of project management in order to accomplish optimal outcomes under critical time, limited budget, and scope constraints. In this class, students will execute a group project, manage major corner stone tasks, applying project management tools and methods. This course will provide students the fundamental trending project management techniques as well as the behavioral skills to systematically manage all types of projects, be they government, private business, engineering, information technology, or other.

Objectives The main concentration of this course is to equip students to understand and be focused on maintaining the triple constraint: scope, time, and budget of the project from beginning to end. Students will be exposed to managing the life cycle of project: the initialization, planning, monitoring and controlling, executing as well as the crashing the project, and through successful closure.

At the completion of the course, students will:

- Gain and fine-tune the skills and techniques for the life cycle of a typical project: initiating, planning, executing, and closing
- Gain an understanding of essential principles associated with effective project management and how to apply these principles in day-to-day business environments
- Gain knowledge and know-how with commonly available project management computer software tools
- Gain experience and demonstrate methods for solving and avoiding common pitfalls associated with project management

The subject matter will be covered with lectures, discussions, case studies, individual research, and the preparation of a comprehensive project management plan in a team environment.

Prerequisites Recommend Junior or Senior
Note: Recommend capability in producing professional papers and competency in college algebra.

Instructor Kim Peters, Ph. D.

Contact Any questions related to the course and materials should be posted on Desire to Learn (D2L): <https://courses.uscdcn.net>.

For non-course specific questions or prospective students:

	<i>Email: kypeters@usc.edu</i>												
Office Hours	TBA												
Graders/TAs	TBA												
Lecture	Tu & Th, 4:00pm – 5:20pm, KAP 113 See http://classes.usc.edu/term-20171/classes/itp/												
Open Lab Hours	ITP offers Open Lab use for all students enrolled in ITP classes. These open labs are held beginning the second week of classes through the last week of classes. Hours are listed at: http://itp.usc.edu/labs/ .												
Virtual Desktop Interfaces (VDI)	In addition to open lab hours, students will get access to a virtual lab that they can use from their own computer. The VDI has all the software needed for the course: http://viterbi.usc.edu/resources/vit/services/vdi.htm .												
Textbook(s)	<p>Required text:</p> <ul style="list-style-type: none"> • <i>Project Management: A Strategic Managerial Approach</i>, 10th Edition, Meredith, Jack R. Shafer Scott M., and Mantel Jr., Samuel J. ISBN: 978- 1-119-36909-7 <p>Reference material(s):</p> <ul style="list-style-type: none"> • A Guide to the Project Management Body of Knowledge, 6th Edition, (PMBOK Guides), Project Management Institute (PMI). ISBN: 9781628253900 • Project Management Toolbox: tools and techniques for the practicing project manager, Dragan Z. Milosevic. ISBN: 9781118973219 • Project Management Tools and Techniques, A Practical Guide, Carstens, Richardson and Smith. CRC Press. ISBN: 9781466515628 <p><i>Note: Students are not required to purchase the reference materials. Instructor will provide all the pertinent reference documents for the course.</i></p>												
Software	<p>Microsoft® Project: The course will utilize Microsoft Project software.</p> <p>AutoCAD: Optional software.</p> <ul style="list-style-type: none"> • A 60-day trial of Microsoft® Project can be downloaded from Microsoft's website. • Microsoft Excel and PowerPoint can be download @ http://itservices.usc.edu/officestudents/. • MS Project and AutoCAD can be accessed via VDI (Virtual Desktop Interface) @ http://viterbi.usc.edu/resources/vit/services/vdi.htm 												
Grading	<p>The following percentage breakdown is used to determine the final grade.</p> <table border="0"> <tr> <td>Exam #1</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>Exam #2</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>Assignments (group)</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>Tool Presentations (group)</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>Project (group)</td> <td style="text-align: right;">30%</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">100%</td> </tr> </table>	Exam #1	20%	Exam #2	30%	Assignments (group)	10%	Tool Presentations (group)	10%	Project (group)	30%	TOTAL	100%
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TOTAL	100%												

Note: Participation/Behavior: Notable consideration will be given for class participation and behavior. Extra points may be awarded at the discretion of the instructor for exceptional accomplishments. These can be included but are not limited to exceptional creativity, research, team work, to name a few.

Project The class project consists of a group project where project management skills will be exercised. The students will be provided with a project where the elements of project objective and requirement are outlined.

Each week will include a lecture on the subject matter and assignment in conjunction with

- A team presentation on a selected project management tool
- A team presentation of PDR at mid-point of semester and CDR at the latter part of the semester

The class project will be graded based on the weekly assignment, group presentation, project report and a 360° group evaluation.

Note: *Presentations should be prepared in PowerPoint and should be delivered in time allotted.*

Assignment The assignments will be posted on D2L under the “My Tools > Assignments” module. All assignments will be digitally submitted through D2L except where specifically specified.

The assignments, project, papers and other materials must be prepared using a word processor, spreadsheet, PowerPoint or any other relevant computer software (e.g. MS Project).

All work shall have a cover page with:

1. Your full name
2. Your group member names with last names in alphabetical order
3. Document title and date
4. File name must conform to the following: group#_assignment#.ext (doc, xls, mpp, ppt, etc.)

Note: *All assignments and presentations should be completed with the utmost professionalism.*

Policies No make-up exams (except for documented medical or family emergencies) will be offered. Final projects must be submitted on or before the due date, any late assignments will not be accepted (except for documented medical or family emergencies)

ITP offers open lab use for all students enrolled in ITP classes. These open labs are held beginning the second week of classes through the last week of classes. Hours are listed at <http://itp.usc.edu/labs/>. The open labs will not have a lab assistant for this specific class. These lab times are there in case you do not have a computer or need extra time to complete an assignment.

ITP reserves the right to record classroom spaces and to use recorded material if necessary for academic integrity cases.

Incomplete and Missing Grades

University Grading Handbook, located at <http://www.usc.edu/dept/ARR/grades/gradinghandbook/index.html>, contains details on incomplete and missing grades, as well as other grading concerns.

A grade of Missing Grade (MG) should only be assigned in unique or unusual situations such as for those cases in which a student does not complete work for the course before the semester ends. All missing grades must be resolved by the instructor through the Correction of Grade Process. One calendar year is allowed to resolve a MG. If an MG is not resolved [within] one year, the grade is changed to UW (Unofficial Withdrawal) and will be calculated into the grade point average as zero grade points.

A grade of Incomplete (IN) is assigned when work is not completed because of documented illness or other 'emergency' occurring after the twelfth week of the semester (or 12th week equivalency for any course scheduled for less than 15 weeks).

Viterbi School of Engineering Honor Code

"Engineering enables and empowers our ambitions and is integral to our identities. In the Viterbi community, accountability is reflected in all our endeavors.

Engineering + Integrity.

Engineering + Responsibility.

Engineering + Community.

Think good. Do better. Be great.

These are the pillars we stand upon as we address the challenges of society and enrich lives."

Note: This syllabus is subject to change.

Course Schedule

Week	Topics	Readings and Assignments
1	Introduction Motivation of Project Management <i>Discussion: The Life Cycle of Project Management</i>	Projects in Contemporary Organizations: Handouts, Ch1
2	Part I: Project Initiation Project Selection Criteria and Models <i>Discussion: SWAT Analysis, Statement of Work and Scope Statement</i>	Strategic Management and Project Selection: Handouts, Ch2 Assignment 1
3	Part I: Project Initiation Project Activity and Project Manager <i>Discussion: MS Project and Group Project Initiation</i>	The Project Manager: Handouts, Ch2, Ch3 Assignment 2
4	Part I: Project Initiation Managing Conflict and Trade Offs <i>Discussion: Exploration of Engineering Design Issues</i>	Managing Conflict and the Art of Negotiation: Handouts, Ch4 Assignment 3
5	Part I: Project Initiation Organizational Intricacy Related to Projects <i>Discussion: Responsibility of Project Management Office (PMO)</i>	The Project in the Organizational Structure: Handouts, Ch5, Ch6 Assignment 4
6	Part II: Project Planning Work Breakdown Structure (WBS) and PI Matrix <i>Discussion: Gantt Chart and Hierarchical Scheduling</i>	Project Activity and Risk Planning: Handouts, Ch6, Ch7 Assignment 5
7	Part II: Project Planning Budgeting Process and PERT Estimation <i>Discussion: Learning Curve and Net Present Value</i> Exam 1	Budgeting: Estimating Costs and Risks Handouts, Ch7
8	Part II: Project Planning Network Techniques: PERT and CPM <i>Discussion: Preliminary Design Review (PDR)</i>	Scheduling: Handouts, Ch8 Assignment 7
9	Part II: Project Planning Schedule Variances and Confidence Interval <i>Discussion: Estimating Slacks and Desired Completion Time</i>	Scheduling AON and AOA: Handouts, Ch8 Assignment 8
10	Part II: Project Planning Relationship Between Resource Loading and Leveling <i>Discussion: Crashing a Project</i>	Resource Allocation: Handouts, Ch9 Assignment 9
11	Part III: Project Execution Project Monitoring: Earned Value Analysis <i>Discussion: Performance Index Measurements</i>	Monitoring and Information Systems: Handouts, Ch10 Assignment 10
12	Part III: Project Execution Fundamental Purposes of Project Control: Scope Creep <i>Discussion: Inchstons and Milestone Prediction Chart</i>	Project Control: Handouts, Ch11 Assignment 11
13	Part III: Project Execution The Life Cycle of Project Audit <i>Discussion: Approach to Project Audit - Application of Six Sigma</i>	Project Auditing: Handouts, Ch12 Assignment 12
14	Part VI: Project Closure Types of Project Termination and Process <i>Discussion: Project Post Probe</i> Exam 2	Project Termination: Handouts, Ch13
15	Critical Design Review (CDR)	360 Evaluation
16	Study Days	
17	Final Project Evaluation	360 Evaluation

Note: This schedule is subject to change.

Statement on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, “Behavior Violating University Standards” <https://policy.usc.edu/scampus-part-b/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Support Systems:

Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. <https://engemannshc.usc.edu/counseling/>

National Suicide Prevention Lifeline - 1-800-273-8255

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. <http://www.suicidepreventionlifeline.org>

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. <https://engemannshc.usc.edu/rsvp/>

Sexual Assault Resource Center

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: <http://sarc.usc.edu/>

Office of Equity and Diversity (OED)/Title IX Compliance – (213) 740-5086

Works with faculty, staff, visitors, applicants, and students around issues of protected class. <https://equity.usc.edu/>

Bias Assessment Response and Support

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. <https://studentaffairs.usc.edu/bias-assessment-response-support/>

The Office of Disability Services and Programs

Provides certification for students with disabilities and helps arrange relevant accommodations. <http://dsp.usc.edu>

Student Support and Advocacy – (213) 821-4710

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. <https://studentaffairs.usc.edu/ssa/>

Diversity at USC

Information on events, programs and training, the Diversity Task Force (including representatives for each school), chronology, participation, and various resources for students. <https://diversity.usc.edu/>

USC Emergency Information

Provides safety and other updates, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible, <http://emergency.usc.edu>

USC Department of Public Safety – (213) 740-4321 (UPC) and (323) 442-1000 (HSC) for 24-hour emergency assistance or to report a crime.

Provides overall safety to USC community. <http://dps.usc.edu>