



Week	Milestones	Topic	Reading*
1	1/9/24	1) Class Introduction Student Introductions 2) Projects: Definition and Background	Chapter 1 - Better PM articles (HBS) <a href="#">Elon Musk Article re PM</a>
2	1/16/24 <b>Student Survey due Fri 1/19</b>	3) Starting a Project: Business Case, RFP & Contracts <i>BC-RFP examples/NPV spreadsheet</i> <i>USC non-classroom resources</i>	Chapters 2-3 (O) Chapters 4-5 <a href="#">Business Acumen Article</a>
3	1/23/24 HW #1 due 1/23	Discuss <a href="#">Henry Tam &amp; the MGI Team</a> Discuss <i>Team Dynamic</i> articles & videos Team Assignments <b>Guest Panel Discussion</b>	Read articles: -Navigating Cultural Minefield (HBS) -Why Teams Don't Work (HBS) -Tuckman Model Enhancements
4	1/30/24	4) Requirements/Work Breakdown Structure (WBS) Methodology (Agile, etc.) - <b>Guest</b> 5) Project Schedule – Activity Identification	Chapters 6-7 - Lessons for a PM (HBS)
5	2/6/24 HW #2 <b>due Fri 2/9</b>	6) Activity Time Estimation <b>Microsoft Project – class exercise</b>	Chapter 8 (O) <a href="#">Business Architect's Mindset</a>
6	2/13/24	Guest Lecture #1: <b>Daniel Gurrola (Verizon; SVP Strategy)</b> 7) Project Financials & Budget	
7	2/20/24	8) Resource Planning & Organization Class Project Kickoff 9) The Project Plan Discuss <i>Project Planning Lies</i> article	Chapter 13 -Project Planning Lies article (HBS)
8	2/27/24 HW #3 <b>due Fri 3/1</b>	10) Risk Management <b>Project Management Simulation</b> <a href="#">Midterm Exam</a> Review	Chapter 9 -Managing Project Uncertainty (HBS)
9	3/5/24	Sponsor Meetings (15 minutes per team) <b>Midterm Exam at 5:30-7:30pm</b>	
	3/12/24	<a href="#">Spring Recess – No Class</a>	
10	3/19/24	11) Controls; Project Monitoring (KPI, OKR); CRs <b>Balanced Scorecard Simulation</b> 12) Organization Change Management (OCM) – <b>Guest</b>	Chapters 10-11 -Balanced Scorecard article (HBS)
11	3/26/24 Class Project #1 <b>due Fri 3/29</b>	<b>OCM Simulation</b> Discuss <a href="#">Midterm Exam</a> 13) Program Management Office (PMO) – <b>Guest</b>	Chapter 14 (O)
12	4/2/24	14) Effective Presentation/Writing/Meetings/Email 15) Certifications: PMP/PROSCI	
13	4/9/24	16) Conflict Resolution – Negotiations Guest Lecture #2: <b>Guest</b>	<a href="#">5 Steps from 12 Angry Men</a>
14	4/16/24	17) Project Closure; Leadership Success/Failure discussion Course Eval in Class/ <a href="#">Final Exam</a> Review	Chapters 12, 15 -Understanding Politics in Projects (HBS)
15	4/23/24 Class Project #2 Due 4/23	Class Project presentations	
	5/7/24	<b>Final Assignment:</b> Due Tue May 7 at 5pm	

\*Note: all Chapter readings from the Engineering Project Management book. O=optional reading

**Note: This syllabus is subject to change as announced in class.**

### Assignment Summary:

Homework #1:
<ul style="list-style-type: none"> <li>Case Study: Henry Tam &amp; the MGI Team (Team Dynamics) (<b>individual</b> assignment)</li> </ul>
Homework #2:
<ul style="list-style-type: none"> <li>Develop a Business Case (<b>team</b> assignment)</li> </ul>
Homework #3:
<ul style="list-style-type: none"> <li>Case Study: American Constructors (Project Schedule) (<b>individual</b> or <b>team of 2</b> assignment)</li> </ul>
Class Project:
<ul style="list-style-type: none"> <li>USC Housing – 2 parts (<b>team</b> assignment)</li> </ul>
Midterm:
<ul style="list-style-type: none"> <li>Exam w/ variety of question types (<b>individual</b> exam)</li> </ul>
Finals:
<ul style="list-style-type: none"> <li>Case Study: Hydro One (PM principles, multiple questions) (<b>individual</b> or <b>team of 2</b> assignment)</li> </ul>

### Student Portal: [DEN \(D2L\)](#)

The assignments, handouts, lecture notes, team rosters and other class information will be posted on D2L system of the DEN Network. All students are expected to be able to access information from here.

### Class project:

The class project consists of a group project where project management skills will be demonstrated. The students will be provided with a project where all the elements of project planning are explicit and clearly defined. The class project will be graded based on the class presentation, final report and a Peer review rating. The groups will be created during the second week of class.

### Grading

Participation/Simulation: 20%. This includes class participation, interactions with the professor/TA, or contributing within your individual teams. Grading will be based on the impact of your participation – this means the quality and reach of your contribution. The Simulation will not hurt your grade but top 5 scorers will receive extra points.

Homework assignments: 30%. Homework must be turned in at the specified due date. No late assignments will be accepted.

Midterm: 10%. The midterm will cover all the materials covered during the first part of this course.

Class Project (including Peer Review): 30% (part 1 = 15%, part 2 = 15%)

Final Exam: 10%. may be in the form of a case study with questions.

### Attendance:

Regular class attendance is not mandatory but is strongly encouraged and recommended as it will significantly enhance your learning experience and impact your participation grade.

*Note: Attendance will be taken for the first two weeks of class. If a student fails to attend during this period, the student will be dropped from the class without further contact.*

### Quality Expectations:

Professional deliverables are expected at all times, both for content and presentation. This means that all the homework, project, papers and other artifacts must be prepared using a word processor, spreadsheet or any other relevant computer software (e.g. MS Project). Make sure all documents have at a minimum:

- Your name and/or your team member names
- Date and document title

### Academic Integrity:

The Department of Industrial and Systems Engineering adheres to the University's policies and procedures governing academic integrity as described in SCampus. Students are expected to be aware of and to observe these academic integrity standards, as they will be strictly enforced throughout the semester.

### Disability Services and Programs:

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me or to the TA as early in the semester as possible. DSP is located in STU 301 and is open 8:30am – 5:00pm Monday through Friday. The phone number for DSP is 213.740.0776.

Contents	PPT
<b>Module 1: Introduction &amp; Initiation</b>	
Intro to Class and Management	#1
Intro to Project Management	#2
Starting a Project:	#3
Business Case	
RFPs and Contracts	
Work Breakdown Structure	#4
Requirements	#4
<b>Module 2: Planning &amp; Estimation</b>	
Project Schedule - Basics, Tools	#5
Estimation	#6
Project Budget	#7
Resource Planning & Organization	#8
The Project Plan/Methodology	#9

<b>Module 3: Execution &amp; Monitoring</b>	
Risk Management	#10
Certifications:	#11
Project Execution:	
Project Controls	#12a
Project Monitoring, KPIs	#12b
Project Change Control	#12c
Program Management Office	#13
<b>Module 4: Special Topics</b>	
Effective Communication	#14
Conflict Management/Negotiations	#15
Organizational Change Mgmt.	#16
Project Closure/Leadership	#17

## SE 515 – Engineering Project Management Topics

- Project management process – general understanding of elements
- What is the distinction between management and project management
- Difference between projects, programs and business processes
- Conceptual idea of the triple constraint; understanding what we mean by cost, schedule and performance
- Performance, schedule and cost issues – origin and avoidance
- Why does one start a project?
- Understand project initiation within context of internal and external customers
- Statement of work – what is it/application
- Elements of proposal process
- Contract types
- Program management plan
  - What is it
  - Elements
  - Planning issues
  - Benefit to PM
- Role of triple constraint in PM plan
- WBS
  - What is it
  - Meaning of product oriented, deliverable based
  - Features of a good one
  - Comparison of functional based vs. product-oriented deliverable
  - Ability to construct one
- Task size guidelines
- Network diagrams
  - Understand the different types
  - Ability to translate
- Scheduling options
  - Understand types and advantages/disadvantages
- Slack and float
  - Definition
  - Identification and usage
- Cost elements
- Resource constraints
  - Identifying them
  - Effect on plan
  - Strategies to overcome
- Project Methodology
- Risk
  - What is it
  - Types of risk
  - Risk matrix
  - Process to manage
- Risk contingency plan
- Risk mitigation strategies – ability to identify them for various problems
- Effect of team size and project duration on project performance
- Expectations of the organization on the PM
- Skills needed by a PM
- Conflict resolution
- Measurements to show performance against the plan
- How do you make “% complete” work
- Program reviews – why, types
- Task review – why, content
- Tracking with cost vs. time upside/downside
- Earned value terminology, definition, usage, upside/downside, calculations
- Variances – definitions, calculation
- Change control
- Scope change control – elements, plan
- Completing a project- understanding the elements