

## Syllabus: ISE 515 - Engineering Project Management

Spring 2025 | Tuesdays 4:00pm – 7:30pm | WPHB28 | Section 31515D

Instructor: Herag Haleblian

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Course Producer: TBD

Phone:

E-mail:

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### Course Description:

This course will provide you with a basic exposure to the tasks and challenges facing today's projects and in particular, those of the project manager. Imagine managing globally distributed teams while adhering to scope, budget, time constraints while balancing project risks and rigorous quality demands. This course will provide you with the tools and – as important – behavioral skills to systematically manage projects for profit and non-profit organizations. The course objectives are:

- Acquire and fine-tune the skills and techniques for the 4 phases in 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 the day-to-day business environment
- Familiarize yourself with commonly available computer software tools
- Understand and apply methods for solving common difficulties associated with project management

The subject matter will be covered using lectures and discussions, case studies, text reading, individual research, group discussion and preparation of a comprehensive project management plan in a team environment.

This course is also an elective for the [Technology Commercialization Certificate Program](#) at the USC Marshall School of Business.

### Materials:

- *Engineering Project Management: A Hands-On Guide for Successful Engineering Projects" 2nd edition: 978-1394242986, Wiley* by G. Neil Siegel
- Harvard Business Review Case Studies: [HBS Course Pack](#)
- Software: Microsoft @ Project: [My Desktop Link](#)

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

Assignments, handouts, lecture notes, team rosters and other class information will be posted on Brightspace D2L. All students are expected to be able to access information from here.

|    | Week of: | Assignment  | Topic  | Reading*   |
|----|----------|---|--|--|
| 1  | 1/13/25  |   | 1) Class Introduction<br>Student Introductions<br>2) Projects: Definition and Background   | Chapter 1<br><a href="#">Elon Musk Article re PM</a><br>- The Rise of the Chief Project Officer (HBS)  |
| 2  | 1/20/25  | <a href="#">Student Survey</a><br><b>due Fri 1/24</b> | 3) Starting a Project: Business Case, RFP & Contracts<br><i>BC-RFP examples/NPV spreadsheet</i><br><i>USC non-classroom resources</i>              | Chapters 2-3 (O), 4-5<br>- Better PM articles (HBS)<br><a href="#">Business Acumen Article</a>         |
| 3  | 1/27/25  | HW #1<br>due T 1/28                                   | 4) Requirements/Work Breakdown Structure (WBS)<br>Team Assignments<br>Discuss <i>Henry Tam &amp; the MGI Team</i><br><b>Guest Panel Discussion</b> | Chapters 6<br>-Tuckman Model Enhancements  |
| 4  | 2/3/25   |   | 5) Project Schedule – Activity Identification<br>Discuss <i>Team Dynamic</i> articles & videos<br><b>Microsoft Project – class exercise</b>        | Chapters 7<br>-Navigating Cultural Minefield (HBS)<br>-Why Teams Don't Work (HBS)                      |
| 5  | 2/10/25  | HW #2<br><b>due Fri 2/14</b>                          | Methodology (Agile, etc.)<br>6) Activity Time Estimation   | Chapter 8 (O)<br><a href="#">Business Architect's Mindset</a><br>- Lessons for Accid. Profession (HBS) |
| 6  | 2/17/25  |   | 7) Project Financials & Budget<br>Guest Lecture #1: <b>TBD</b>   |  |
| 7  | 2/24/25  |   | 8) Resource Planning & Organization<br>Class Project Kickoff<br>9) The Project Plan<br>Discuss <i>Project Planning Lies</i> article                | Chapter 13<br>-Project Planning Lies article (HBS)   |
| 8  | 3/3/25   | HW #3<br>due T 3/4                                    | 10) Risk Management<br><b>Project Management Simulation</b><br><a href="#">Midterm Exam Review</a>   | Chapter 9  |
| 9  | 3/10/25  |   | Sponsor Meetings (15 minutes per team)<br><b>Midterm Exam - 5:30-7:30pm</b>  |  |
|    | 3/17/25  |   | <b>Spring Recess</b>   |  |
| 10 | 3/24/25  |   | 11) Controls; Project Monitoring (KPI, OKR); CRs<br>12) Org Change Management (OCM) – <b>TBD</b>   | Chapters 10-11<br>- Keeping on Track: Maintaining Control (HBS)  |
| 11 | 3/31/25  | Class Proj. 1<br><b>due Fri 4/4</b>                   | 13) Effective Presentation/Writing/Meetings/Email<br>Discuss <a href="#">Midterm Exam</a><br><b>OCM Simulation</b>                                 | Chapter 14 (O)   |
| 12 | 4/7/25   |   | 14) Program Management Office (PMO) – <b>TBD</b><br>15) Certifications: PMP/PROSCI   |  |
| 13 | 4/14/25  |   | 16) Conflict Resolution – Negotiations<br>Success/Failure discussion<br>Guest Lecture #2: <b>TBD</b>   | <a href="#">5 Steps from 12 Angry Men</a><br>- Understanding the Role of Politics in PM                |
| 14 | 4/21/25  |   | 17) Project Closure; Leadership<br>Course Eval in Class/ <a href="#">Final Exam Review</a>   | Chapters 12, 15  |
| 15 | 4/28/25  | Class Proj. 2   | Class Project presentations - Tuesday 4/29   |  |
|    |          |   | <b>Final Assignment:</b> Due Sunday May 11 at 11pm   |  |

\*Note: all Chapter readings from the [Engineering Project Management](#) book. O=optional reading

**Note: This syllabus is subject to change as announced in class or in D2L.**

## Assignment Summary:

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| 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> |

## 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