

SYLLABUS

IOM 580: Project Management

Spring Semester, 2011
(updated Oct 10, 2010)

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Course Sections:	16286R
Course Unit:	3 Units
Prerequisite:	Master and Doctoral Students. Recommended preparation: GSBA 504, GSBA 504b or GSBA 534
Class Hours:	Tuesdays, 6:30 pm to 9:30 pm <ul style="list-style-type: none">• 6:30 pm to 7:50 pm (80 minutes)• 7:50 pm to 8:05 pm (15 minutes) – session break• 8:05 pm to 9:30 pm (85 minutes)
Class Location:	USC HOffman Hall (HOH 422)
Office Hours:	3:00 pm to 5:00 pm, on Tuesday and Thursday <ul style="list-style-type: none">• Meetings with students may be held in on campus office• Students may drop by during posted office hours for informal visits; however, significant meetings/discussions should be arranged in advance and appointment times set by phone or e-mail.
Teaching Assistant:	TBD Email: TBD (email contacts are encouraged) Office Hours: TBD Location: TBD Phone: TBD

Course Background:

This course will cover the application of systems theory and concepts, matrix organizational structures, Project selection and portfolio balancing, resource estimation, risk management, supply chain management, and virtual collaboration, PERT/CPM project modeling, applied to the management of complex and critical projects. The course will make use of the text material supplemented by case studies and simulations.

Course Components:

Students' learning experience in this course will come from three (3) interrelated components:

- **Textbook Reading**

The class will use the textbook, "Project Management: The Managerial Process", by Larson and Gray. The class will follow the basic structure of the text book covering all 18 chapters.

- **Classroom Lecture**

Lectures will discuss the relevant theories, methodologies, processes, tools, and practice used in project management. The lectures will follow the chapter sequence of the text; however, the lectures will contain significant material (i.e., PowerPoint slides), drawn from many reference books, technical papers, and supplemental material and personal experience. Lecture notes will be available before lectures via the USC Blackboard.

- **Case Studies**

The class will employ a select set of case studies. These cases have been selected and spaced throughout the class to emphasize the study topic for that week.

- **Project Management Simulations**

Role playing simulations will also be used to again reinforce the study topics throughout the class. Simulations allow the student to role play, make project management decisions and see the outcome in a specific business scenario.

Office Hours:

Office hours are from 3:00 – 5:00 pm, Tuesday and Thursday. Students can come to Olin Hall, Room: 430M for face-to-face meetings. Students are also encouraged to meet with TA during the TA office hours.

Required Textbook:

- "*Project Management: The Managerial Process*", fifth edition, by Eric W. Larson and Clifford F. Gray, McGraw-Hill, Copyright 2011.

The instructor may recommend additional reading materials and website reference resources during the semester whenever appropriate.

Course Website:

Students' learning of this course is supplemented by use of the UCS Blackboard instruction system (<https://blackboard.usc.edu/>). All registered students have access to this website and should go to IOM580. The course website structure is implemented to support the specific organization of the course instruction as described in this syllabus. All students should browse around the entire site to familiarize themselves with various areas and functions of this course website.

Course Grading:

Students will be graded according to the following scheme:

- 10% -- Classroom/Lecture Participation
- 30% -- Homework
- 10% -- Quizzes
- 20% -- Mid-Term Exam
- 30% -- Final Exam

Each of the above grading components is described in more details below.

Grading Components:

- **Classroom/Lecture Participation (10%)**

The intent is for IOM580 to be an involved class. Class participation is more than just counting the attendance (which is also important). The students are encouraged to ask questions, to complete reading assignments and to participate in classroom discussions. On occasion topics for research will be noted and the students will post their discussion in the Blackboard Discussion section.

- **Homework (30%)**

Homework will constitute 30% of the student's total grade. Homework assignments will consist of papers analyzing assigned cases, and the results of the simulations studies. Students are expected to submit homework on time. Late homework will not be accepted unless there is a valid and credible excuse.

- **Quizzes (10%)**

Short (~1/2 hour) quizzes will be given approximately 3 times throughout the semester to test understanding of recent lecture and text assignment material. In total these quizzes will constitute 10% of the semester grade.

- **Mid-Term Exam (20%) and Final Examination (30%)**

Both the mid-term and the final will follow the same format. The mid-term exam will be **closed book**—testing for understanding of fundamental concepts. The exams will cover the materials from the text, lectures, case studies and simulations. Answers will require an essay response but should be made brief and point specific. They often require only short answers that show your comprehension of the concepts, definitions, and approaches.

Make-up exams will only be offered, when there is absolute proven need by the student. Should you have to miss an exam, an individual makeup exam will be scheduled with the instructor.

Academic Integrity:

"The Marshall School of Business 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 the academic integrity standards described in SCampus, and to expect those standards to be enforced in this course."

Students with Disabilities:

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 TA) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. - 5:00 p.m., Monday through Friday. The phone number for DSP is (213)740-0776.

The Instructor reserves the right to change this schedule and topics during the semester:

Class No	Date	Class Subject	Text Chapter	Comments
1	1/11	Project Management—Introduction	1 & 3	Based on lecture notes
2	1/18	Strategic Alignment—Goals of the Firm, Portfolio Balance, Knowing the Customer, Making the Right Project Choices	2	IDEO Product Development, HBP Case 9-600-143, April 2007
3	1/25	Scoping the Project—Deliverables, Milestones, Requirements,.....	4	
4	2/1	Resource Estimation—Time, People, Cost	5	Project Management Simulation: Scope, Resources, Schedule, HBP, Product # 3356-HTM-ENG
5	2/8	Planning Optimization—The project network, critical path, slack or float.	6	
6	2/15	Risk Management—Management reserve, time buffers and change control	7	HBR Paper—“Managing Project Uncertainty: From Variation to Chaos
7	2/22	Resource Scheduling and Minimizing Project Duration	8 & 9	
8	3/1	Midterm Exam (two hours)		Covering Chapters 1-9
9	3/8	Leadership and Management Teams	10 & 11	
	3/15	Spring Break		No class
10	3/22	Managing in the Virtual Dimension—Virtual Collaboration and “Far Flung Teams”	11	Plus supplemental reading material
11	3/29	Outsourcing—Teammates or suppliers, building relationships, reviews and incentives	12	Simulation, Supply Chain Management: Root Beer Game, HBP Product # 3101-HTM-ENG
12	4/5	Performance Measurement and Evaluation	13	
13	4/12	Project Closure—Team Evaluations, Lessons Learned, Close out checklists	14	
14	4/19	Special Topics—International Projects, Legal and Political Issues, Strategic Partners vs. Suppliers	15-18	
15	4/26	Student Presentations		Special topics of interest to each student.
	5/3	Study Week		No class
16	5/10	Final Exam (two hours)		