INSTRUCTOR: Greg Magnan, PhD (gmagnan@seattleu.edu) | Pigott 420 | phone: 206.296.6466
CLASS TIME: 18:00 – 20:40 Wednesday (P304)
Class project days (mandatory) include:
   Saturday, June 2, 2018; 8:30 – 17:00
   Sunday, June 3, 2018; 8:30 – 17:00
OFFICE HRS: 16:45 – 17:45 Wednesday (SEA), and appointment
MATERIALS: (1) CoursePack [http://cb.hbsp.harvard.edu/cbmp/access/78187451] (required)

Course Description

You should know that this course has a mandatory project weekend (June 2 – 3, 2018) and that the service projects we execute involve student fundraising.

This course will enable students to apply and experience the concepts, tools, and realities of project management through a service-learning project (working with local non-profit agencies near campus on light reconstruction/“make-over” projects). During this project, students will engage with all the tools of project management: problem definition, project scoping, client relations, time estimation, budgeting, scheduling, supply management, project team management, resource allocation, time/cost tradeoffs, risk assessment, task coordination, team-building, progress monitoring, and post-project assessment.

Additionally, students will obtain material and financial donations and contribute their own labor to the project. No one with a physical disability should be discouraged from participating; we can accommodate all ability levels. A key component of the learning process will be your reflection on and extension of metaphors from the project.

The service-learning project will be the vehicle to illustrate and learn project management concepts. Project descriptions will be posted approximately March 29th and project teams will be formed based on student preferences for projects and roles. A breakdown of roles includes Project Manager (e.g., vision, mission, scheduling, coordinating, change orders, progress reporting, safety, etc.) and Team Member (contributions to project, support for team, skills, ideas, creativity, energy, etc.). Your project and role preferences must be returned by 4:00 on April 4th (before class, so I can create the teams).
Learning Goals & Teaching Methods

This class is about managing projects. We will incorporate a collection of lectures, cases, readings, simulations, and speakers to present the art and science of project management. Learning outcomes for OPER 5310 include:

- Construct a work breakdown structure and project plan
- Describe how project management is both art and science
- Recognize how team processes affect project outcomes
- Demonstrate critical thinking skills
- Reflect on the role of service in society

Course Requirements

We will use a variety of assignments designed to address the range of tools necessary in project management, the team nature of projects, and the fact that no one best teaching approach fits the learning style of every student.

1. HOMEWORK & SIMULATION (25%)

   Three homework assignments are due at various points in the quarter (see course schedule for dates; assignments are due on the date they appear in schedule). Additionally, we will be using a PM simulation and will discuss outcomes and take-aways in a couple of sessions.

2. TEAM PROJECT PLANS & DOCUMENTS (25%)

   A) A high-level plan (one or two pages) with key activities and milestones is due April 25. This should also include important activities that occur prior to the project work days. [5%]

   B) As part of the project and planning, each team will submit a team charter by April 18. Format will be posted on Canvas. [5%]

   C) On May 30, one or two people from each team will present the project plan to the class. Presentations should include carefully selected material that is important for task coordination across teams. [15%]

3. TEAM POST-PROJECT REPORTS (10%)

   Post Project: on June 13, at least two representatives from each team will give a 12-minute presentation highlighting project outcomes, overall performance, and lessons learned from the project.

4. PERSONAL JOURNAL / REFLECTION PAPER (15%)

   Each student will complete a personal journal reflecting on the project experience or a reflection paper that looks back on the project from a particular topic (e.g., team dynamics). Journal entries may be made in rough draft or tape-recorded form throughout the life of the project, but ultimately should be edited and typewritten for submission to the instructor.

   Journals will be evaluated based on the clarity of written communication, extent of personal reflection, and the quality of observations about the ways in which the student expects to apply what he or she learned from the project. In particular, I would like to see you develop theories and hypotheses that can be transferred to other project environments. Blow-by-blow accounts of your project’s history without accompanying reflection and application will not meet these criteria and will receive a lower score. These should be about 2,000 – 2,500 words and are due by Wednesday, June 13.
5. **PEER & TEAM PROJECT EVALUATION (15%)**

Each student will receive a peer rating from his or her teammates. Ratings will be on 50-point scales, and the average rating received will determine the point contribution to the individual’s grade. Rating forms are due by June 13.

6. **PARTICIPATION AND SIMULATIONS (10%)**

The success of this course will depend on the extent and quality of your participation during class sessions and project workdays. We will all learn from each other. **A student cannot pass the class without full participation in the two project days (Sat. June 2 and Sun. June 3).**

### Grading

A straight grading scale will be used to determine final grades (A = 95-100, A- = 90-94, B+ = 87-89, B = 83-86, B- = 80-82, C+ = 79-77, etc.) Course requirements are assigned the following weights:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework:</td>
<td>20%</td>
</tr>
<tr>
<td>Team Charter &amp; Project Plans:</td>
<td>25%</td>
</tr>
<tr>
<td>Team Post-Project Reports:</td>
<td>10%</td>
</tr>
<tr>
<td>Personal Reflection/Journal:</td>
<td>15%</td>
</tr>
<tr>
<td>Peer Project Evaluation:</td>
<td>15%</td>
</tr>
<tr>
<td>Class Participation/Simulations:</td>
<td>15%</td>
</tr>
</tbody>
</table>

### University Policies

**Academic Resources**

- Library and Learning Commons ([http://www.seattleu.edu/learningcommons/](http://www.seattleu.edu/learningcommons/))
  
  (*This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab*)

**Academic Policies** are on the Registrar website: ([https://www.seattleu.edu/redhawk-axis/academic-policies/](https://www.seattleu.edu/redhawk-axis/academic-policies/))

- Academic Integrity Policy | Academic Grading Grievance Policy | Professional Conduct Policy

**Notice for students concerning Disabilities:**

*If you have, or think you may have, a disability (including an 'invisible disability’ such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.*
<table>
<thead>
<tr>
<th># / Date</th>
<th>Topics</th>
<th>Articles / Cases</th>
<th>Due</th>
</tr>
</thead>
</table>
| 1 April 4, Seattle | • Syllabus  
• Introduction  
Project Teams | • Ch. 1 & 2 – Project Management Overview | Project Preferences & Teams |
| 2 April 11, Seattle | • Definition/Selection  
• Initiation  
• Planning  
Work Breakdown Structure (WBS) | • “Getting Your Project Off on the Right Foot”  
[HBR Guide] [SKIM]  
• Ch. 8 – Work Breakdown Structures  
• Ch. 3 & 4 – Defining the Project [SKIM] | Project teams visit sites prior to class! |
| 3 April 18, Seattle | • Requirements  
• Responsibility Matrix  
• Estimating | • Ch. 6 – Project Charter  
• Ch. 19 – Requirements  
• Ch. 11 – Art & Science of Accurate Estimating | Team: Project Charter |
| 4 April 25, Seattle | • Organizational Issues  
• PM Tools, Communication | • Ch. 13 – High-Performance Project Teams  
• “The Discipline of Teams” [HBR Guide]  
• “Question Every Project Team Should Answer”  
• Ch. 14 – Clear Project Communication | HW 1: Project Team Analysis  
Team: High-level Plan for Project |
| 5 May 2, Seattle | • Project Planning  
• Networks  
• Gantt Charts  
• Project Scheduling | • Ch. 22 – MS Project Guidelines  
• Ch. 9 – Realistic Scheduling | Simulation: Scenario B [discussion] |
| 6 May 9, Seattle | • Managing Risk  
Albers Ethics Week | • Ch. 7 – Risk Management  
• “Performing a Project Premortem” [HBR Guide] | HW 2: Network & Schedule  
(Use MS Project or similar) |
| 7 May 16, Seattle | • Resource Allocation  
• Project Leadership  
• Enterprise & Portfolio | • Ch. 9 – Allocating Resources (pp. 203-214)  
• “A Rush to Failure” [HBR Guide]  
• Ch. 18 – Enterprise Project Management | Simulation: Scenario C [discussion] |
<table>
<thead>
<tr>
<th># / Date</th>
<th>Date</th>
<th>Topics</th>
<th>Articles / Cases</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>May 23</td>
<td>Seattle</td>
<td>• Monitoring / Controlling</td>
<td>Simulation: Simulation: Scenario E [discussion]</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Project Compression &amp; Time/Cost Tradeoffs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ch. 12 – Balancing Project Trade-offs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• “The Pitfalls of Project Status Reporting” [2014]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ch. 17 – Solving Common Project Problems [SKIM]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Speaker: Matt Clark, Delta Dental</strong></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>May 30</td>
<td>Seattle</td>
<td>• Critical Chain PM</td>
<td>Team: “Project Day” Plan Report-Outs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• “Critical Chain Project Management: Theory &amp; Practice” (pp. 2-7) [in Canvas Module]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Speaker: Steve Holt</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>June 2</td>
<td></td>
<td>Project Day 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>June 3</td>
<td></td>
<td>Project Day 2</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>June 6</td>
<td>Online</td>
<td>• Earned Value Management</td>
<td>HW 3: Earned Value</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ch. 16 – Measuring Progress</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• “Closing Out Your Project: Capturing Lessons Learned” [HBR Guide]</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>June 13</td>
<td>Seattle</td>
<td>• Project Closure Post Project Report</td>
<td>Team: Post-Project Presentations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Post-Project Presentations</strong></td>
<td>Individual Reflection Papers (due 6/13)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Project Peer Evaluations (due 6/13)</td>
</tr>
</tbody>
</table>