Instructor:
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Course Description:
This course provides an appreciation for the role and importance that project management has in delivering complex engineering projects on time, within budget, within performance specifications, and satisfying the customer. It provides a review of the fundamental content of the nine knowledge areas and five process groups included in the PMI's Project Management Body of Knowledge and how they apply to the general stages of a product development project with a look at some basic techniques and tools.

Course Objectives:
1. Describe and demystify project management to ensure a common understanding of the principles, techniques, and tools.
2. Develop an appreciation for the role and importance of “good” project management in delivering complex engineering projects on time, within budget, and within performance specifications.
3. Attain a basic understanding of some Project Management tools and techniques and how to apply them.
4. Develop an understanding of the unique challenges that complex engineering projects present and how to apply project management techniques and tools to address these challenges.

Required Texts:

Software:
Microsoft® Project 2007 (or later version)
Grading, Attendance, and Class Participation:
Because much of your learning experience in this class results from class discussion, your thoughtful participation is the most important way for you to benefit. Solid preparation involves a thorough reading of the assigned materials, and preparation on the relevance and potential application of the concepts. Clear and persuasive expression of ideas, critical listening, response to others’ viewpoints, and creativity in thought all constitute highly effective participation. A benefit of this class will be your interaction and participation in class.

Because this is a discussion-oriented course, your individual contributions to class discussion are valued and rewarded. This assessment is based on the quality of your individual input and your serious intention to contribute to class discussion. If you attend class on an infrequent basis, consistently leave early, or rarely contribute to class discussion, it is difficult to justify any class participation credit.

Final grades will be based on the following elements: individual homework assignments (10%), take-home mid-term exam (15%), class participation (15%), in-class quizzes (10%), team assignments (25%), and term paper (25%).

Homework:
Cheating: Students who copy someone else’s individual assignments will be given a FAILING GRADE for the COURSE.

Teamwork: Individuals who do not carry their fair share of their team’s work undermine the whole educational paradigm of EMMP. If this behavior occurs in this class, it is likely to arise in other classes and your Leadership Projects as well. I would therefore, appreciate an early warning as to any problems so that I can arrange to speak with the non-contributing student and address the problem early on.

Teams: For this course, teams will be comprised of those individuals already planned to work together on your Leadership Projects. For team homework, please identify the team leader for each assignment. It is recommended that this responsibility be rotated through the team to give everyone the opportunity to share this responsibility.

Submission: I prefer that all homework be submitted via Digital Drop Box in Blackboard.

Late Assignments: Students are expected to turn in all of the assignments on time. However, students are allowed a grace period until the class date of the following week with no penalty to allow for workload fluctuations in your work environment. There will be a 1-grade deduction for any assignment more than a week late without prior approval due to special circumstances.
**Course Outline:**

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
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| Jan 9  | Course Overview                            | PMBOK Chapters 1 – 3  
                                | PM Chapters 1 – 3  
                                | Articles:  
                                | - Leadership and the Project Manager  
                                | - Role Clarification  
                                | - Show Integrity  
                                | - Switching Gears  
                                | - The Right Attitude  
                                | - Do the Right Thing |
|        | Project Management Framework               |                                                                        |
| Jan 16 | Project Integration Management:  
                                | - Project Charter  
                                | - Preliminary Scope Statement  
                                | - Project Management Plan       | PMBOK Chapter 4  
                                | PM Chapter 11  
                                | Articles:  
                                | - Louder Than Words  
                                | - Forge Ahead  
                                | - Listen and Learn  
                                | - Process Paralysis  
                                | Case Study: PMCS pg. 90, Project Firecracker |
|        |                                            | Homework Assignment #1                                                 |
| Jan 23 | Project Scope Management                   | PMBOK Chapter 5  
                                | PM Chapter (11), 16  
                                | Articles:  
                                | - Project Management Enables Consulting Consistency  
                                | - Should You Be Given A Project End Date?  
                                | - The Power of the Program  
                                | - A Measure of Success  
                                | - Analysis: You Will Do It – Completely and Correctly!  
                                | - Get Smart  
                                | - FAST: An Intuitive Thinking Technique  
                                | - Share the Vision  
                                | - Hold the Line  
<pre><code>                            | Case Study: PMCS pg. 321, Project Overrun |
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<p>|        |                                            | Homework Assignment #2                                                 |</p>
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<tr>
<th>Date</th>
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<tr>
<td>Jan 30</td>
<td>Project Time Management</td>
<td>PMBOK Chapter 6&lt;br&gt;PM Chapters 12, 13, 22&lt;br&gt;Articles:&lt;br&gt;  - The Day After&lt;br&gt;  - On Deadline&lt;br&gt;  - Crunch Time&lt;br&gt;  - The Big Event&lt;br&gt;  - Variance Threshold:&lt;br&gt;    Got Float?&lt;br&gt;  - Tick, Tick, Tick&lt;br&gt;Case Study: PMCS pg. 267, Crosby Manufacturing Corporation&lt;br&gt;Homework Assignment #3</td>
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<td>Feb 6</td>
<td>Project Cost Management</td>
<td>PMBOK Chapter 7&lt;br&gt;PM Chapters 14, 15&lt;br&gt;Articles:&lt;br&gt;  - Internet Connectivity&lt;br&gt;  - Balanced Budgets&lt;br&gt;Case Study: PMCS pg. 393, The Bathtub Period&lt;br&gt;Homework Assignment #4</td>
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<td>Feb 13</td>
<td>Project Quality Management</td>
<td>PMBOK Chapter 8&lt;br&gt;PM Chapter 20&lt;br&gt;Articles:&lt;br&gt;  - Q+A Diplomatic Relations – Q: How do you manage client / customer expectations? How do you meet customers' Quality or scope expectations while remaining realistic in terms of time and cost?&lt;br&gt;  - 10 Steps To Certified Quality&lt;br&gt;  - Measuring Up&lt;br&gt;  - Branded for Quality&lt;br&gt;Homework Assignment #5</td>
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| Feb 20| Project Human Resource Management    | PMBOK Chapter 9  
PM Chapters 4, 6  
Articles:  
- Do As I Do: All companies need good people, but good people need an atmosphere of trust  
- Five Ways to Make or Break your Team  
- In Praise of Small Teams  
- A Matter of Trust  
- Power to the People  
- Role Play  
- Go, Team, Go!!  
Case Study: PMCS pg. 391, The Two-Boss Problem  
Homework Assignment #6 |
| Feb 27| Project Communications Management   | PMBOK Chapter 10  
PM Chapter 5  
Articles:  
- All Ears  
- Facilitation – The Core Competency Needed in Conflict Resolution  
- Sidebar: Is the Microphone On?  
- Virtual Teams – Plus and Minus  
- Abroad Spectrum  
- To Tell the Truth  
- It’s a Small World  
Case Study: PMCS pg. 307, The Trophy Project  
Students receive Mid-Term Exam  
Homework Assignment #7 |
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<th>Date</th>
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| Mar 6    | Project Risk Management            | PMBOK Chapter 11  
PM Chapters 7, 17  
Articles:  
- A Portrait of Risk  
- No Problem  
- Just Face It  
- Real Recovery  
- Stakeholders:  
  Delivering The Goods  
Case Study: PMCS pg. 506, Luxor Technologies  
Homework Assignment #8 |
| Mar 13   | Spring Break – No Class            |                                                                        |
| Mar 20   | Project Procurement Management     | PMBOK Chapter 12  
PM Chapters 21, 8.7, 8.8  
Articles:  
- The Global Risk Factor  
- Survival of the Fittest  
- Chain Reaction  
- Look Out  
- Sidebar: The Short List  
Mid-Term Exam Due |
| Mar 27   | Project Integration Management     | PMBOK Chapter (4)  
PM Chapters (5), (22)  
Articles:  
- Mind the Gap  
- Elimination Plan  
- In Hindsight  
- Control Central  
- Controlling Creativity  
- Evolve or Die:  
  Change Happens  
- Small But Mighty  
Case Study: PMCS pg. 7, Clark Faucet Company  
Homework Assignment #9 |
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<tr>
<td>Apr 3</td>
<td>No Class!!</td>
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<td>Apr 10</td>
<td>Project Failure Modes</td>
<td>PM Chapters 7, 16 Article:</td>
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<td>Successful Project Analysis</td>
<td>- The Fall of the Firefly: An Assessment of a Failed Project Strategy</td>
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<td>- Use FMEAs to Improve Your Product Development Process</td>
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<td>- Urban Inspiration</td>
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<td>- The Power of the People</td>
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<td>- Get Over It</td>
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<td>- The Road to Recovery</td>
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<td>- The Afterlife</td>
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<td>Case Study: PMCS pg. 478, Scheduling the Safety Lab</td>
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<td>Homework Assignment #10</td>
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<td>Apr 17</td>
<td>No Class!!</td>
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<td>Apr 24</td>
<td>Course Wrap-Up</td>
<td>Leadership Project Presentations</td>
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**Term Paper:**
Term paper (individual): The term paper will consist of an in-depth analysis of a topic covered in the first nine weeks of class about which you would like to develop a better understanding. You are expected to reference several articles from the popular press (including such sources as Business Week, Fortune, Forbes, the Wall Street Journal, APICS Performance Advantage, PM Network, and the Project Management Journal) discussing the relevant issues and / or providing case examples. The paper should not exceed six double-spaced pages of text (using no larger than 12 pt. Font and standard margins) plus references and appendices. The following is a suggested outline:

1. A brief overview of the topics.
2. Why the topic is important to Ford Motor Company.
3. Synthesis of key issues and discussion of several articles and / or case examples.