

Course Syllabus EMEN 5032

Required Texts

A Guide to the Project Management Body of Knowledge, 3rd Edition,
Project Management Institute

Project Management A Systems Approach to Planning, Scheduling
and Controlling
Harold Kerzner, Ph.D. Ninth Edition
ISBN 0-471-74187-6 Wiley

Course Description

A survey of advanced topics in project management building on EMEN 5030 and utilizing the Project Management Body of Knowledge. Case studies, complex problems, and a class project will be utilized in the course to bring a practical perspective to the conceptual lessons.

Prerequisite: EMEN 5030 or equivalent

Course Objectives

1. Introduce the PMBOK concepts and philosophy to future project managers
2. Build increased capability to manage projects successfully
3. Broaden and deepen the knowledge of project management principles presented in EMEN 5030
4. Help prepare students for PMP Certification Exam

Course Syllabus

EMEN 5032

Advanced Topics in Project Management

Syllabus

Unit 1 Introduction and Overview

- * Introduction to the course
- * Introduction to Project Management Institute and PMBOK 3rd Ed
- * Overview of the key aspects of a project from a project management lifecycle viewpoint
- * Key issues in project management

Unit 2 Scope Management

- * The role of projects and alignment with strategic intent
- * The Scope Management Process
- * Selection criteria and prioritizing projects
- * Scope Planning & Scope Definition

Unit 3 Time Management

Activity Definition &, Sequencing

Activity Duration Estimating & Schedule Development

Work Breakdown Structures

Unit 4 Time Management

- * Expansion of the WBS into a work package, actions plans, and responsibility charts.
- * Arrow on Arrow, Arrow on Node & Critical Path

Unit 5 Cost Management

Financial model issues

- * IRR for project comparisons & Benefit-Cost ratio analysis

Unit 6 Cost Management

- * Resource Planning
- * Cost Estimating
- * Project & Capital Budgeting & Control

Unit 7 Quality Management

- * Quality Planning
- * Quality Assurance
- * Quality Control

Unit 8 Human Resource Management

Organizational Planning

- * Staff Acquisition
- * Team Development

Unit 9 Communications Management

- * Communications Planning
- * Information Distribution
- * Performance Reporting
- * Corrective Action – Crashing Project Times

Unit 10 Risk Management

- * Risk Management Planning
- * Risk Identification
- * Quantitative & Qualitative Risk Analysis
- * Risk Monitoring & Control
- * Risk Response Planning

Unit 11 Procurement Management

- * Procurement Planning
- * Solicitation Planning
- * Solicitation & Source Selection
- * Contract Administration & Closeout

Unit 12 Integration Management

- * Project Plan Development

- * Change Control
- * Project Plan Execution & Time–Cost–Quality trade–offs

Unit 13 Professional Responsibility

- * Integrity of Action and Communication
- * Balancing Stakeholders Interest & Respecting Differences
- * Understanding Project History

Unit 14 Human Resource Management “C The Project Manager

- * Project leadership
- * Managing relationships & Resolving conflict
- * Ethical considerations
- * Qualities of effective project managers

Unit 15 Class Project Presentations

- * Team presentations
- * Discussion and evaluation of projects

General Policies

1. Course assignments are due the week before the lecture or as announced in class. All quizzes are due before the next class for everyone. Late work will be docked 10% per week.
2. Any provision for an extension, except in the case of a real emergency, must be negotiated prior to a due date.
3. Questions about grading of individual assignments should be addressed in writing via email to the instructor.

Grading Policies

Grades will be based on performance in each of the following areas:

Grades will be based on performance in each of the following areas:

1. Unit Assignment (Individual) 24%
2. PMBOK Problems (Individual) 24%
3. Refined Project Notebook (Team) 26% Shared Grade
4. Final Project Plan Presentation (4 minutes) 26%

Grades are based on the percentage of total points available earned by the student. I will not round up.

A 94%–100%

A– 92%–93%

B+ 90%–91%

B 82%–89%

B– 75%–81%

C 70%–74%

F Below 70%

Communication and Contact

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