

University of Maryland
College of Information Studies

Project Management

INST 706 ML 11

Course Syllabus

Summer 2014

June 2 – August 24, 2014

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Introduction

Welcome to INST 706, *Project Management!* This course covers all aspects of project management, with emphasis on leadership, organization, control, and measurement.

This course is offered entirely online via the University's Enterprise Learning Management System (ELMS), asynchronously. There are no classroom meetings. ELMS is based on the Canvas electronic system. It is very user-friendly! Teaching and learning in ELMS will be a rich and rewarding experience. It gives us the ability for online discussions, described below. Before you begin, if you're not familiar with ELMS, which uses the Canvas system, you might check the website of University of Maryland Office of Technology/Academic Support: <http://otal.umd.edu/elms-services>

If you have problems with ELMS, please call 301-405-1400, Monday through Friday, 8:00 A.M. through 5:00 P.M. or e-mail: elms-support@umd.edu. If you have other questions or problems, please let me know.

Please read the entire syllabus at the beginning of the course. It provides a roadmap for how the course is organized and how it will proceed.

Academic Integrity. The University of Maryland's Code of Academic Integrity sets standards for academic integrity for all undergraduate and graduate students. The Code prohibits students from cheating on exams, plagiarizing, submitting fraudulent

documents, forging signatures, submitting the same paper for credit in two courses without authorization, and buying papers. It is very important for you to be aware of the consequences of academic dishonesty. Instances of any suspected academic dishonesty will be reported and handled according to University policy and procedures. For more information on the Code, visit <http://www.shc.umd.edu>.

Plagiarism is of particular concern in the networked digital environment. Students must write their essays and assignments in their own words. Whenever students take an idea or a passage of text from another author, they must acknowledge their source both by using quotation marks where appropriate and by proper referencing using footnotes or in-text citations. For further information about proper citation of sources, consult the UMD Libraries website at <http://www.lib.umd.edu/guides/honesy.html> and <http://www.lib.umd.edu/PUBSERV/citations/index.html>

Deadlines. Please note that all assignments must be completed on time. If there are extenuating circumstances, such as illness or some other unexpected event, please contact me and we will work something out.

Contacting the professor. If you have *any* questions during the course, please contact me via my e-mail on the course website. You can also e-mail me directly: bdearsty@umd.edu.

Submitting assignments. Please submit all assignments via ELMS and in Word or PDF

Getting started. We would like to get to know you! Please begin by writing a short mini-biography (one page or less) with information that you are willing to share with your colleagues in class, e.g., your name, current position, career goals, subject area interests, the type of projects that you currently manage or expect to manage, project management issues and challenges that most interest you, and any other information you would like to include. This will help me and your colleagues in class get to know you. Please post to the *Class Bio Forum* by June 7.

Discussion Board Forums

I will use the *Announcements* tool to disseminate information to the class, including information about the course schedule, syllabus or assignments and will send the same information via e-mail.

We will use three online discussion forums, also called “discussion boards,” in the course:

1. **Weekly Discussion Forums.** For several of the units, there is a weekly discussion topic related to the theme of the week. Please participate in *four* of these, your choice. These are discussed below.

2. **Class Bio Forum.** As noted above, please begin by writing a short mini-biography with information that you are willing to share with your colleagues in class. Please post by June 7
3. **Project Management Issues Forum.** This is an informal forum, entirely voluntary. Please feel free to use it to discuss topics related to project management and related management issues.

Readings

Book. The book for the course is: Jack Meredith, Scott M. Shafer, Samuel Mantel, Jr., and Margaret M. Sutton, *Project Management in Practice*. 5th edn., NY: Wiley, 2014. The book is available at the University bookstore, or you may purchase it via Amazon or in any other way that is convenient for you.

Articles and other readings. Articles are available online and can be accessed via the [University Library's research port](#). You can select databases by subject or name. These databases may be particularly helpful: *Quick Search*, *Article First*, *Academic Search Premier*, *Business Source Complete*, *Emerald*, *Google Scholar*. I have found that the best one to access the articles is *Business Source Complete*. I suggest typing in the *full title of the article*; that seems to work better in some cases than entering the author's name. If you have any problems, contact the Library (a good place to start is their *Ask Us!* page: <http://www.lib.umd.edu/help.html>), or let me know.

Some of these articles have fairly long sections on research methodology at the beginning. Often you can skim this to save time, and concentrate on the findings, discussion and conclusions.

Other items in the syllabus are available on the web by clicking on the URL noted in the syllabus.

Assignments

There are two types of assignments: (1) weekly assignments; and (2) a short research paper.

Please note that there are no exams in this course.

1. Weekly Assignments

Please read the unit lecture notes each week. The notes are posted in the Files section of the course website. The lecture notes provide interpretations and insights; summarize

other experts; and supplement the readings. They also provide a partial basis for the weekly discussions or written assignments.

Please also read the assigned readings each week.

Four written (5-8 pages, double spaced) essays. There are written essays for most of the units but you need to complete only 4, based on your time and interests.

These essays will count for 1/3 of the course grade.

Four online discussions. There are online discussions for most of the units but you need to participate in only 4, based on your time and interests. For each of the units you select, you need to post at least **twice** – an original post (new “thread”) the first day of the discussion (Wednesday) and at least one more anytime during the discussion. The second post may be another original post, or it may be a response to someone else. The document *Guidelines for Online Discussions* in the “Files” section on the course web site discusses this in detail. *Your participation in these online discussions will count for 1/3 of the grade*

2. Research paper on a project management topic of interest to you

Please complete a short research paper of approximately 15 pages (double spaced) on a topic of your choice.

It must relate to project management and must be approved by me. *It should be on a topic that interests you* and it needs to be precise enough that you can carry out the research in the time available during the semester and handle it in a paper of this length. The paper may cover a topic that is related to your own work situation or career interests. For instance, you might want to do research on a particular project management issue, a problem you are facing or expect to face, some aspect of project management effectiveness, or some model practices or techniques.

The paper must be well organized, clearly written, carefully proofread, present a clear thesis or argument, include appropriate footnotes in proper form, and include a bibliography that notes sources consulted. “Suggestions for Research Papers” in the “Files” section of the course web site provides some additional suggestions.

Please send me a proposal by ELMS e-mail by *June 7*. The proposal can be short – a page or less should be enough -- and should address the following:

- Your name
 - Title of the topic
 - A *short* description of it (a few sentences), including researchable questions
 - Initial list of sources – titles of a few books, journals you expect to consult (you don’t need to cite specific articles for the proposal), web sites, etc.

This does not need to be a long list; just enough so that it is clear that a critical mass of source material exists.)

- A few sentences on why you are interested in this topic

The final version of the paper is due by *August 16*; late papers are not acceptable unless there are extenuating circumstances. If there are, please contact me in advance. *The paper will count for 1/3 of the grade.*

Grading

As noted above, grades will be assigned as follows.

*	Unit written assignments	1/3 of grade
*	Participating in weekly topic discussions	1/3
*	Research paper	1/3

Weekly Course Units

1. Project Management: Introduction

June 2-7

Lecture notes: Project Management: Introduction (in the Files section on the course web site)

Readings:

Meredith *et al*, *Project Management in Practice*, Ch. 1.

Project Management Institute, *Pulse of the Profession: Driving Success in Challenging Times*. March 2012.

http://www.pmi.org/~media/PDF/Research/2012_Pulse_of_the_profession.ashx
(peruse)

JoAnne Howarth, "How Do We Manage? Project Management in Libraries," *Partnership: The Canadian Journal of Library & Information Practice & Research*, 7 (2012), Special section, pp. 1-34. (peruse)

Brian Mathews, "Think Like a Startup: A White Paper to Inspire Library Entrepreneurialism," 2012. In the Files section on the course web site.

Written assignment: None this week.

Online discussion: None this week.

2. Issues in Project Management
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June 8-14

Lecture notes: Issues in Project Management (in the Files section on the course web site).

Readings:

Project Management Institute, *The Pulse of the Profession: Organizational Agility*. 2012. <http://www.pmi.org/~media/PDF/Research/Organizational-Agility-In-Depth-Report.ashx>

Project Management Institute, *The Value of Project Management*. 2011. http://www.pmi.org/Business-Solutions/~media/PDF/Business-Solutions/Value%20of%20Project%20Management_FINAL.ashx (peruse)

Bruce W. Dearstyne, "Smoothing the Turbulence: Project Management Strategies for the Changing Workplace," *Information Management* 46 (March/April 2012), 28-33.

Sylvain Lenfle and Christoph Loch, "Lost Roots: How Project Management Came to Emphasize Control Over Flexibility and Novelty," *California Management Review* 53 (Fall 2010), 32-55.

Written assignment: (due Saturday, June 14, midnight): Please discuss the traits or characteristics that distinguish projects from more general program work, and how these traits make project management different from general program management.

Online discussion: (June 7-14). Please identify what you regard as the most important issues in project management and indicate why you regard these as so important.

3. Management Principles for Project Management
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June 15-21

Lecture notes: Management Principles for Project Management (in the Files section on the course web site)

Readings: Please read any *three* of the following:

Steve Blank, "Why the Lean Start-Up Changes Everything," *Harvard Business Review* 91 (May 2013), 65-70,72

Maria Carpenter, “Cheerleader, Opportunity Seeker, and Master Strategist: ARL Directors as Entrepreneurial Leaders,” *College & Research Libraries* 73 (January 2012), 11-32.

Philip J. Gardner, “Organizational Change: All We Want is Better Projects – Why So Difficult?,” *AACE International Transactions* (2009), PM.03-1 – PM.03-25.

Ronald Heifetz et al, “Leadership in a (Permanent) Crisis,” *Harvard Business Review* 87 (July/August 2009), 62-69

Jon R. Katzenbach et al, “Cultural Change that Sticks,” *Harvard Business Review* 90 (July-August 2012), 110-117

Roger L. Martin, “Rethinking the Decision Factory,” *Harvard Business Review* 91 (October 2013), 96-104

Parviz F. Rad and Vittal S. Anantatmula, “Characteristics of a Project-Friendly Enterprise,” *AACE International Transactions* (2009), PM-S02.1 – PM-S02.9

Andrew J. Sense, “The Project Workplace for Organizational Learning Development,” *International Journal of Project Management* 29 (December 2011), 986-993

Written assignment: None this week.

Online discussion (June 17-21): Please discuss the most important traits of effective program managers and the characteristics of well-managed, effective organizations and how this applies to project management. How important is overall *program* management and organizational effectiveness to the success of *projects*? What are the best strategies for successful *project* management in a *program* environment where general management is weak or ineffective?

4. Traits and Strategies of Effective Project Managers

June 22-28

Lecture notes: Traits and Strategies of Effective Project Managers (in the Files section on the course web site)

Readings:

Meredith *et al.*, *Project Management in Practice*, Ch. 2, pp. 35-48

and

Any *three* of the following:

Vittal Anatatmula, "Project Manager Leadership Role in Improving Project Performance," *Engineering Management Journal* 22 (March 2010), 13-22

Nicholas Clarke, "Emotional Intelligence and Its Relationship to Transformational Leadership and Key Project Manager Competencies," *Project Management Journal* (April 2010), 5-20

David A. Garvin and Michael Roberto, "What You Don't Know About Making Decisions," *Harvard Business Review* 79 (September 2001), 108-116.

Dean R. Gehring, "Applying Traits Theory of Leadership to Project Management," *Project Management Journal* 38 (March 2007), 44-54.

Raif Muller and Rodney Turner, "Leadership Competency Profiles of Successful Project Managers," *International Journal of Project Management* 18 (June 2010), 437-448

Beverly Lloyd-Walker and Derek Walker, "Authentic Leadership for 21st Century Project Delivery," *International Journal of Project Management* 29 (May 2011), 383-395.

Jeffrey Pfeffer, "Power Play," *Harvard Business Review*, 88 (July/August 2010), 84-92.

Written assignment (due Saturday, June 28, midnight): This week's lecture notes and the readings describe the essential role of the project manager. In your essay, please address any or all of these issues: What is the best preparation to be a project manager? What are the two or three most important skills, and why? What approaches should the project manager take to communication, which is essential to project success? What are the greatest challenges the project manager is likely to face, and how should he or she overcome them?

Online discussion (June 25-28): Jeffrey Pfeffer's article "Power Play" describes several elements in the exercise of power and discusses barriers to the use of power. In the discussion, please indicate whether Pfeffer's description of why and how to wield power seems correct or not correct and how a project manager should use power to get project work done.

5. The Project Team	June 29-July 5
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Lecture notes: The Project Team (in the Files section on the course web site)

Readings:

Meredith *et al.*, *Project Management in Practice*, Ch. 2, pp. 48-75

Korin Kendra and Laura J. Taplin, "Project Success: A Cultural Framework," *Project Management Journal* 35 (April 2004), 30-45.

And any *two* of the following:

Teresa M. Amabile, "How to Kill Creativity," *Harvard Business Review* 76 (September/October 1998), 77-87

Amy Edmondson, "Teamwork on the Fly," *Harvard Business Review* 90 (April 2012), 72-80

Gardner, Heidi K., "Coming Through When It Matters Most," *Harvard Business Review* 90 (April 2012), 83-91

Tonya M. Peterson, "Motivation: How to Increase Project Team Performance," *Project Management Journal* 38 (December 2007), 60-69.

Parviz F. Rad and Vittal S. Anantatmula, "Attributes of a Harmonious Project Team," *AACE International Transactions* 2009, 1-9.

Bernhard Schmid and Jonathan Adams, "Motivation in Project Management: The Project Manager's Perspective," *Project Management Journal* 39 (June 2008), 60-71.

Written Assignment: None this week.

Online discussion (July 2-5). Please address any or all of the following: What are the best approaches to organizing, and getting optimal production from, project teams? What accounts for the smooth functioning of the most effective teams? What approaches are least likely to work? How should the project manager deal with dissent among team members? How should he or she deal with team members who continually fail to carry out their work and thereby slow down the project and demoralize the rest of the team?

6. Defining and Planning Projects
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July 6-12

Lecture notes: Defining and Planning Projects (in the Files section on the course website)

Readings:

Meredith *et al.*, *Project Management in Practice*, Ch. 3.

And

Any *two* of the following:

Heike Burch and Jochen Menges, “The Acceleration Trap,” *Harvard Business Review* 88 (April 2010), 80-86.

Dale Christenson and Derek H.T. Walker, “Understanding the Role of ‘Vision’ In Project Success,” *Project Management Journal* 35 (September 2004), 39-52.

Maria Kapsali, “Systems Thinking in Innovation Project Management: A Match That Works,” *International Journal of Project Management* 29 (May 2011), 396-407.

Paul Legris and Pierre Collerette, “A Roadmap for IT Project Implementation: Integrating Stakeholders and Change Management Issues,” *Project Management Journal* 37 (December 2006), 64-75.

Joseph A. Lukas, “Top Ten Scheduling Mistakes and How to Prevent Them,” *AACE International Transactions* (2009), 1-12

Nadim E. Matta and Ronald N. Ashkenas, “Why Good Projects Fail Anyway,” *Harvard Business Review* 81 (September 2003), 109-114.

Written Assignment (due Saturday, July 12, midnight): Please describe success factors in project definition and planning. What works best? How to ensure that there is enough detail but that it is not overwhelming? How to ensure that the project plan is ambitious, but also grounded in reality? For instance, the Christenson/Walker article discusses the importance of solid leadership and vision. Legris/Collerette advance an integrated view with an emphasis on stakeholder analysis. Matta/Ashkenas advocate interjecting into the project plan a series of mini-projects or “rapid results initiatives.

Online discussion. None this week.

7. Initiating Projects	July 13-19
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Lecture Notes: Initiating Projects (in the Files section on the course website)

Readings:

Meredith *et al.*, *Project Management in Practice*, Chs. 4, 5 and 6

And one of the following:

Lynn Crawford et al, "Governance and Support in the Sponsoring of Projects and Programs," *Project Management Journal* 39 (2008 Supplement), S43-S55.

Andrew Longman and James Mullins, "Project Management: Key Tool for Implementing Strategy," *Journal of Business Strategy* 25 (2004), 54-61.

Leonard A. Schlesinger et al, "New Project? Don't Analyze – Act," *Harvard Business Review* 90 (March 2012), 154-158.

Written Assignment (due Saturday, July 19, midnight): The text and the articles discuss scheduling and budgeting/resources. These are essential factors in projects. Please discuss what you believe are the best approaches for project managers to use in estimating resources, preparing budgets, and developing project schedules.

Online discussion (March 16-19): The text and articles in Units 6 and 7 discuss a deliberate, detailed approach to project planning. The Schlesinger et al article this week, "New Project: Don't Analyze – Act," the Mathews white paper in Unit 1 and the Blank article in Unit 3 seem to suggest that sometimes you can shortcut the planning or just start a new initiative without much planning. Are Schlesinger et al, Mathews, and Blank right or wrong, and why?

8. Monitoring and Controlling Projects

July 20-26

Lecture notes: Monitoring and Controlling Projects (in the Files section on the course web site)

Readings:

Meredith *et al.*, *Project Management in Practice*, Ch. 7.

And any *three* of the following:

Claude Besner and Brian Hobbs, "Discriminating Contexts and Project Management Best Practices on Innovative and Noninnovative Projects," *Project Management Journal* 39 (2008 Supplement), S123-S134.

Kevin P. Grant, William M. Cashman and David S. Christensen, "Delivering Projects On Time," *Research Technology Management* 49 (November/December 2006), 52-58.

Jerome Kanter and John J. Walsh, "Toward More Successful Project Management," *Information Systems Management* 21 (Spring 2004), 16-22.

Jimme A. Keizer and Johannes Halman, "Diagnosing Risk in Radical Innovation Projects," *Research Technology Management* 50 (Sept./Oct., 2007), 30-36.

Herbert Remidez and Nora B. Jones, "Developing a Model for Social Media in Project Management Communications," *International Journal of Business and Social Science* 3 (Feb. 2012), 32-36

Arin Richmond and Martin Skitmore, "Stress and Coping: A Study of Project Managers in a Large ICT Organization," *Project Management Journal* 37 (December 2006), 5-16.

Deborah H. Stevenson and JoAnn Starkweather, "PM Critical Competency Index: IT Execs Prefer Soft Skills," *International Journal of Project Management* 28 (2010), 665-671

Hans Thamhain, "Managing Risks in Complex Projects," *Project Management Journal*, 44 (April 2013), 20-35

Written Assignment (due Saturday, July 26, midnight): Please select one of these articles and indicate briefly the author's main points and thesis. Please also address as many of the following questions as possible: *How does the reading deepen or broaden your insights? How does your personal experience confirm or refute what the author is saying? What did you agree with, disagree with, and why? Any topics that are not clear, or where there is insufficient (or too much) detail? What other questions or issues does the material raise but not address?*

Online discussion: None this week

9. Dealing With Problems

July 27-August 2

Lecture notes: Dealing With Problems (in the Files section on the course web site)

Readings: Please read any *four* of the following:

Narcisco Cerpa and June M. Verner, "Why Did Your Project Fail?," *Communications of the ACM* 52 (December 2009), 130-134.

Alton Chua, "Exhuming IT Projects From Their Graves: An Analysis of Eight Failure Cases and Their Risk Factors," *Journal of Computer Information Systems* 49 (Spring 2009), 31-39.

Donal Flynn et al., “De-escalating IT Projects: The DMM Model,” *Communications of the ACM* 52 (October 2009), 131-134.

Irja Hyvari, “Success of Projects in Different Organizational Conditions,” *Project Management Journal* 37 (September 2006), 31-41.

Charalambos L. Iacovou and Albert S. Dexter, “Turning Around Runaway Information Technology Projects,” *California Management Review* 46 (Summer 2004), 68-88.

Charalambos L. Iacovou and Albert S. Dexter, “Surviving IT Project Cancellations,” *Communications of the ACM* 48 (April 2005), 83-86.

Mark Keil and Magnus Mahrng, “Is Your Project Turning Into a Black Hole?” *California Management Review* 53 (Fall 2010), 6-31.

Meredith Levinson, “Project Management – When Failure is Not an Option,” *CIO* June 1, 2006. <http://www.cio.com/article/print/21413>

Isabelle Royer, “Why Bad Projects Are So Hard to Kill,” *Harvard Business Review* 81 (Fall 2003), 48-56

Terry Williams et al, “Identifying and Acting on Early Warning Signs in Complex Projects,” *Project Management Journal* 42 (April 2012), 37-53

Written Assignment: None this week.

Online discussion (July 30-August 2): This week’s notes and readings focus on the multiple possible explanations when projects fail or fall substantially short of their objectives. Previous units have also explored this issue. What do you believe are the chief causes of problems or failure, and what should project managers do to avoid them or deal with them when they arise, and why? Please refer to specific readings as appropriate.

10. Project Conclusion and Evaluation
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August 3-9

Lecture notes: Project Conclusion and Evaluation (in the Files section on the course web site)

Readings:

Meredith et al., *Project Management in Practice*, Ch. 8

Frank T. Anbari et al, "Post-Project Reviews as a Key Project Competence," *Technovation* 28 (October 2008), 633-643. (Access via Library Research Port/Science Direct)

Marilyn Darling, Charles Parry, and Joseph Moore, "Learning in the Thick of It," *Harvard Business Review* 83 (July – August, 2005), 84-92.

Rita McGrath, "Failing by Design," *Harvard Business Review* 89 (April 2011), 76-83.

Andrew J. Sense, "The Project Workplace for Organizational Learning Development," *International Journal of Project Management* 29 (December 2011), 986-993.

Written Assignment (due Saturday, August 9, midnight): Please use the essay to address two questions. One, how should you measure the degree of success and impact of a project? Are the measures that are commonly used in the literature – on time, within budget, and including specified features – sufficient? Two, what are the best approaches to incorporating the insights from post-project evaluation into future projects in order to continually improve project management capability?

Online discussion: None this week.

11. IT Projects

August 10-16

Lecture notes: None this week.

Readings:

Please read any *three* of the following:

Center for Technology in Government, SUNY Albany. *Making Smart IT Choices: Understanding Value and Risk in Government IT Investments*. April 2004.
<http://www.ctg.albany.edu/publications/guides/smartit2/smartit2.pdf>

Robert G. Cooper, "Managing Technology Development Projects," *Research Technology Management* (Nov. – Dec., 2006), 23-31.

Brent Flyvbjerg and Alexander Budzier, "Why Your IT Project May Be Riskier Than You Think," *Harvard Business Review* 89 (September 2011), 23-25

Leon A. Kappelman, Robert McKenna, and Lixuan Zhang, "Early Warning Signs of IT Project Failure: The Dominant Dozen," *Information Systems Management* (Fall 2006), 31-36.

Lorraine S. Lee and Rita M. Anderson, "An Exploratory Investigation of the Antecedents of the IT Project Management Capability," *E-Service Journal* 5 (Fall 2006), 27-42.

Chris Sauer, Andrew Gemino and Blaize Horner Rich, "The Impact of Size and Volatility on IT Project Performance," *Communications of the ACM* 50 (November 2007), 79-84.

Jesper Simonsen, "Involving Top Management in IT Projects," *Communications of the ACM* 50 (August 2007), 53-58

Hazel Taylor, "Risk Management and Problem Resolution Strategies for IT Projects: Prescription and Practice," *Project Management Journal* 37 (December 2006), 49-63.

Debbie Tesch, Timothy K. Kloppenborg, and Mark N. Frolick, "IT Project Risk Factors: The Project Management Perspective," *Journal of Computer Information Systems* 47 (Summer 2007), 61-69.

Written Assignment: None this week.

Online discussion (August 16-16): Please discuss any or all of the following, based on the readings for this unit, previous course materials, and your own observations: What factors or characteristics make IT projects different from most other projects? What are the success factors in successful IT projects? What are the factors that account for failure or shortfalls in IT projects that do not succeed? What project management skills are essential for management of IT projects that may be less important for management of other types of projects?

12. Agile project management or a project management topic of interest to you
August 17-23

Written Assignment (due Saturday August 23, midnight):

If you select this unit as one of the four written assignments, please choose one of the following:

- A. Please explore the concept and strategy of agile project management. In your paper, please define and explain the concept; assess its strengths and weaknesses; indicate how it relates to traditional project management; and include any other analysis or assessment that you wish.

Or

- B. Please select a topic of interest to you, other than your research paper topic. It needs to be related to project management, broadly defined. It may be more in-depth coverage of something we have covered in one of the other units, something useful for your job or your career interests, or just something that you are curious about. The paper needs to be based on appropriate research but given the time frame, that can be limited. You do not need to get my approval of the topic.

Online discussion: None this week

5/20/14