

Project Management

**Spring 2016
DRAFT**

Professor Moshe Rosenwein

mbr19@columbia.edu

Office Hours: Monday 6:10-7:10 or by appointment
201.746.2817

REQUIRED TEXTBOOK

Project Management: Tools and Tradeoffs, T. Klastorin, Pearson Learning Solutions, 2nd Edition, 2011.

RECOMMENDED TEXTBOOK/READING

Project Management: Processes, Methodologies, and Economics. A. Shtub, J. F. Bard, and S. Globerson. Pearson Prentice Hall. 2nd Edition, 2005.

Schoemaker, P.J.H., “The Expected Utility Model: Its Variants, Purposes, Evidence, and Limitations,” *Journal of Economic Literature*, June, 1982, 20(2), 529-563.

REQUIRED IVEY BUSINESS SCHOOL CASES

Multiple Sclerosis Society of Canada – London – Grand Bend Bicycle Tour, 9B05D014, Version (B) 2007-03-01

H.M.S. Pinafore, 9A95D015, Version (A) 2001-05-02

Course Description

The global trend towards shorter life cycles for products and services has led many companies to focus on improving their approaches to change management. Organizations which want to change their focus or direction increasingly recognize that introducing new products, processes, or programs in a timely and cost effective manner requires professional *project management*.

This course examines the management of complex projects and the tools that are available to assist managers with such projects. Some of the topics we will discuss include project selection, project teams and organizational issues, project monitoring and control, project risk management, and project resource management. Both “traditional” applications of project management (such as engineering or construction projects) and “modern” applications (such as information technology projects or change management) will be studied.

Evaluation of Performance

	<u>Points</u>
Two Case Write-Ups	30
Create A Project	10
Case Presentation	10
Exam	<u>50</u>
Total	<u>100</u>

Topics

January 25 – Introduction / Project Selection (Klastorin Chapters 1-2)
February 1 – Decision Analysis (Schoemaker article)
February 8 – Critical Path Method (Klastorin Chapter 4)
February 15 – Cost Minimization (Klastorin Chapter 5)
February 22 – Planning with Uncertainty (Klastorin Chapter 6)
February 29 – Risk Management (Klastorin Chapter 7)
March 7 – Resource Management and Project Monitoring & Control (Klastorin Chapter 8-9)
March 14 – SPRING BREAK (No Class)
March 21 – Project Organization (Klastorin Chapter 3)
March 28 - EXAM
April 4 – Case Presentation (MS Bicycle Tour)
April 11 – Case Presentations (HMS Pinafore)
April 18 – NO CLASS
April 25 – Case Presentations (Create A Project)
May 2 – Case Presentations (Create A Project)

Assignments

The MS Bicycle Tour case and the HMS Pinafore case write-ups (PowerPoint decks) must be turned in at the beginning of class on April 4 and April 11, respectively. The Create A Project case – where students will create their own project – is due at the beginning of class on April 25. Cases may be done in groups of up to three students. In addition to writing up each of the three cases, each team of students will be called upon at least once to present in class.

There will also be five homework problem sets that will be assigned in the first half of the class. These homeworks will not be graded, although I will provide solutions and review those solutions in class. The homeworks are “optional”, and they are useful in preparing for the exam.