

# DOS 3713 Project Management

DOS 3713 Semester 2, 2021-2022

**Meeting Time and Venue:** Fridays, 12 noon – 3 pm, Location: SFAH-BEACON

**Instructor:** Bingnan (Luke) Lu  
Office: BIZ2-03-15  
Tel: placeholder  
Email: [Luke.Lu@nus.edu.sg](mailto:Luke.Lu@nus.edu.sg)

**Teaching Assistants:** TBD

**Office Hours:** By Appointment

## Overview

Many organizations recognize that introducing new products, processes, or programs in a timely and cost-effective manner requires professional project management. This module covers all aspects of project management at an introductory level. Students of the module are expected to gain a fundamental understanding of the planning issues and tradeoffs that arise in project management, and then develop various tools and techniques that help in managing projects better. Some of the specific topics we will discuss include project selection, project teams and organizational issues, project monitoring and control, project risk management, project resource management, and managing multiple projects.

## Course Objectives

- Recognize the importance of Project Management and how it applies to different industries.
- Structure a project for success by developing (using MS Project software, as appropriate)
  - Project initiation documents
  - Work breakdown structures and plans (WBS)
  - Estimates, resource assignments, and budgets
  - Schedules (critical path analysis, PERT, agile & critical chain)
- Identify and analyze major components of project risk, and formulate risk mitigation plans within a group project and case.
- Successfully manage, monitor, control, and close a project using earned value analysis and project reviews.
- Identify and analyze major components of project risk, and formulate risk mitigation plans.
- Describe Project Manager knowledge, skills & characteristics and self-assess

- Recognize the importance of team dynamics, stakeholder management and communication in project success. Effectively and equitably participate within project teams.
- Utilize multiple tools to identify, analyze and manage team style preferences, stakeholder needs, and project communication.
- Within the context of an organization’s culture, examine and assess alternative methods of organizing project teams and project offices; screening, selecting, and approving projects.
- Use best practices in utilizing MS Project software in planning, executing, and controlling projects.
- Write a Statement of Work, Status Report and Final Project Report for a management level audience.
- Develop and deliver a project presentation using appropriate visuals and level of detail for a management audience.

**TENTATIVE Course Outline**

Week	Topic
1	Class Intro, Overview of PM
2	Selecting Projects, Intro to Microsoft Project
3	Project Definition
4	Network Models & Planning Style Preferences & Team Dynamics
5	Managing Resources & Time Constraints Facilitating Project Change
6	Risk, Stakeholder & Vendor Management
Recess	-
7	Mid-term Test & Review
8	Agile Project Management & Critical Chain
9	Project Status Reporting Earned Value Management
10	PERT and Crashing Techniques
11	Organizations, Leadership, Conflict Management, Negotiation & Project Management Maturity
12	Project Closure, Lessons Learned & Final Test
13	Project Presentations

## **Assessment**

Course Components	Grade Weight
Class Participation / Engagement	15%
Individual Assignments	25%
Tests / Quizzes	30%
Group Projects	30%

## **Optional Reading**

1. *Project Management, The Management Process*, E. Larson and C. Gray, McGraw-Hill Higher Education, 8th edition, 2021
2. *Project Management: Tools and Trade-Offs*, T. Klastorin, Wiley, 1st edition, 2004, or any subsequent edition published by Pearson.
3. *The Fast Forward MBA in Project Management*, E. Verzuh, Wiley, 6th edition, 2021

## **Required Software**

Microsoft Project Professional 2016 version or later

## **Prerequisite**

DAO 2703: Operations and Technology Management

## **Group Projects**

Your group project (4 - 5 students) will give you hands-on experience in every aspect of project management - on a small scale. It will also give you a chance to practice writing for a business audience. Periodic project check ins and contribution assessments will be conducted.

Project ideas will come from students. Except for the project proposal, project grades generally reflect the efforts of the team. Adjustments to individual grades will be based on peer feedback and instructor assessment.

## **Academic Honesty & Plagiarism**

Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to always uphold academic integrity & honesty. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

1. <http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>
2. Online Module on Plagiarism: <http://emodule.nus.edu.sg/ac/>