



Course: GRAD 713, Applied Project Management  
Professor: Ilona Sher, MBA  
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### Overview

The 1.5-credit **Applied Project Management** course is designed to help you understand how to effectively employ project management techniques in a variety of workplaces. The course meets weekly and will focus on several standard project lifecycles and applying tools and practices to improve project success. The course is intended for students who have participated in projects as well as those who are new to the field of project management. The course does not have a mid-term.

Over the course of the term you will learn how to:

- Distinguish the phases of a project
- Set up a project for success
- Identify and manage stakeholders
- Determine and deploy the appropriate communication
- Manage risks and issues
- Monitor the financial and human resources

### Course Material

*Project Management: The Managerial Process, Larson and Gray*

*Project management Institute Case: Wilmont Pharmaceuticals (available on the Canvas site)*

All class assignments are based on this case.

Additional readings will be available on the course Sakai site and distributed in class.

### Participation & Attendance

The *Applied Project Management* course is an interactive class, and you may occasionally work on assignments during class. You'll participate in teams, during which you will be expected to make a contribution to your peers' efforts. Active participation in this course will help you develop the team skills you will need to succeed professionally in projects.

In order to fully participate in the course, you should make every effort to attend all class periods. If you must miss a class, please contact Ms. Sher ahead of time and then work with a colleague to catch up with the material. Arriving late or leaving class early will negatively impact your final grade.

### Grading

The grading scale for this class will be

- High Pass (H)
- Pass (P)

- Low Pass (L)
- Fail (F)

Assignments to earn these grades will be weighted as the following:

1. Project Charter – 15%
2. Stakeholder Matrix and Communication Plan – 25%
3. WBS and RACI Model – 15%
4. Risk Register – 10%
5. EVA quiz – 10%
6. Final report – 25%

### **Office Hours**

I hold in-person and virtual office hours by appointment. If you have a specific question(s), email me and I'll be happy to meet with you about the area of concern.

### **Honor Code**

The honor code is in effect in this class and all others at the University. I am committed to treating honor code violations seriously. Please check out the honor code terms described at <http://instrument.unc.edu>. If you have questions, you're responsible for asking me about the honor code's application. *Note: Class activities designated as collaborative constitute permissible collaboration.*

**Applied PM Course Calendar**  
**Fall 2015**  
**Ms. Ilona Sher**

<b>Date</b>	<b>Topics</b>	<b>Reading</b> (for this class date)	<b>Deliverables</b> (for this class date)
Oct. 20	Project Management Basics: <ul style="list-style-type: none"> <li>• Definitions</li> <li>• Lifecycles and methodologies</li> <li>• Role of the Project Manager</li> </ul>	Larson and Gray, chapter 1	
Oct. 22	Organizational Impacts on Projects <ul style="list-style-type: none"> <li>• Project Selection</li> <li>• Organizational Structures and Cultures</li> <li>• Project, Program and Portfolio Management</li> </ul>	Larson and Gray, chapters 2 – 3; Fast Forward MBA in Project Management, Ch. 18: Project Portfolio Management	<b>Due:</b> Identify your groups (3 – 4 team members)
Oct. 27	Setting up the project for success <ul style="list-style-type: none"> <li>• Managing scope</li> <li>• Understanding the Triple Constraints</li> <li>• Key initiation documents</li> </ul>	Larson and Gray, chapter 4	
Oct. 29	Stakeholder Engagement and Communication <ul style="list-style-type: none"> <li>• Identifying the stakeholders</li> <li>• Determining their influence and interest</li> <li>• Communication Plans</li> </ul>	Fast Forward MBA in Project Management, Ch. 3: Know Your Key Stakeholders; Larson and Gray, chapter 10	<b>Due:</b> 3 – 5 page Project Charter
Nov. 5	Managing the Project Resources (Part 1) <ul style="list-style-type: none"> <li>• Key questions to ask when asked for an estimate</li> </ul>	Larson and Gray, chapter 5	<b>Due:</b> Stakeholder Matrix and Communication Plan

	<ul style="list-style-type: none"> <li>• Types of estimates and related accuracy</li> <li>• Cost contingencies</li> </ul>		
Nov. 10	<p>Managing the Project Resources (Part 2)</p> <ul style="list-style-type: none"> <li>• Managing the team</li> </ul>	Leadership and the Project Manager, Art Petty; Larson and Gray, chapter 11	<b>Due:</b> (Group work) Work Breakdown Structure and RACI model
Nov. 12	<p>Managing Risks and Issues</p> <ul style="list-style-type: none"> <li>• Key differences between risks and issues</li> <li>• Risk Management Framework</li> </ul>	10 Golden Rules of Project Risk Management, Bart Jutte; Larson and Gray, chapter 7	
Nov. 17	<p>Monitoring and Project Control (Part 1)</p> <ul style="list-style-type: none"> <li>• Baseline plans</li> <li>• Budget versus actuals</li> <li>• Understanding earned value</li> </ul>	Larson and Gray, chapter 13; Basic Concepts of Earned Value Management (EVM), EVMS Education center	<b>Due:</b> (Group work) Risk Register
Nov. 19	<p>Monitoring and Project Control (Part 2)</p> <ul style="list-style-type: none"> <li>• Status reports</li> <li>• Revisiting the Communication Plan</li> <li>• Taking action</li> </ul>		<b>Due:</b> Answers to Earned Value calculations take home test
Nov. 24	<p>Project Closure</p> <ul style="list-style-type: none"> <li>• Wrap-up activities</li> <li>• Project retrospectives and lessons learned</li> </ul>	Larson and Gray, chapter 14	
Dec. 1	<p>Global and Virtual Projects</p> <ul style="list-style-type: none"> <li>• Managing virtual teams</li> <li>• Outsourcing</li> <li>• PM Careers</li> </ul>	Larson and Gray, chapters 15, 18	<b>Due:</b> Project Completion report