

# Course Syllabus



## Applied Project Management

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[www.projectmgt.com](http://www.projectmgt.com)

Online Version  
September 2009 (Revised)

## COURSE DESCRIPTION

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This *final course* in the certificate program enables students to apply what they've learned from previously completed project-management courses, by developing a simulated but realistic project exercises and case studies. Students will be given project-management tools to facilitate the development of their project. Emphasis will be placed on practical application of project-management principles, processes, and techniques, including project control, cost management, project tracking, and project outsourcing. Students will also learn how to control project schedules, budgets, and scope, using methods that minimize or completely eliminate "scope creep." Techniques such as fast-tracking, critical-path crashing, stochastic estimating, and exploiting activity lead-lag times will enable students to develop fast, accurate project schedules.

### **What You Will Learn in this Course:**

- How to ensure the clear definition and authorization of a new project.
- How to plan and organize a project quickly and efficiently.
- How to develop short, accurate project schedules.
- How to estimate and successfully manage project costs.
- How to identify project risks and develop manageable responses.
- How to use metrics to track a project's status and detect problems early.
- How to control a project and prevent scope creep.
- How to efficiently outsource portions of your project.

### **Skills to Be Developed**

- The ability to participate on key stakeholder team.
- The ability to develop an effective project plan.
- The ability to decompose complex projects using hierarchy diagramming.
- The ability to apply responsibility allocation matrices to project teams, including procurement management teams.
- The ability to apply cybernetic control techniques.
- The ability to control project uncertainties using stochastic estimating techniques.
- The ability to use the earned-value management method to track project status.
- The ability to apply to control changes to the project management plan.
- The ability to exploit lead-lag times to gain schedule compression.
- The ability to fast-track the critical path.

- The ability to crash the critical path.
- The ability to apply detailed cost estimating techniques.
- The ability to adjust project costs for the time-value of money.
- The ability to use basis-of-estimate calculations.
- The ability to relate project risks to project priorities.
- The ability to apply techniques for identifying project risks.
- The ability to apply techniques for quantifying projects risks.
- The ability to include risk resolution points in the project schedule.
- The ability to set up and use procurement management teams for outsourced portions of a project.
- The ability to solicit, select, and control subcontractors for outsourced portions of a project.
- The ability to effectively bring a project to closure and capture knowledge for future projects.

## TEXTBOOKS

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### Required

- The Fast Forward MBA in Project Management, 3rd Ed., by Eric Verzuh (Hoboken, NJ: John Wiley & Sons). This is the same textbook used in the course, "Role of the Project Manager."
- Effective Project Management: Traditional, Adaptive, Extreme, 5<sup>th</sup> Ed., by Robert K. Wysocki (Indianapolis, IN: Wiley Publishing). This is the same textbook used in the course, "Project Integration and Risk Management" course.

### Recommended

- Earned-Value Project Management, by Quentin W. Fleming and Joel M. Koppelman (Project Management Institute, Newtown Square, Pennsylvania 19073-3299).
- Guide to the Project Management Body of Knowledge, Third Edition. Newton Square, PA: PMI Publications, 2004.

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## GRADING

	Pts Each	Qty	Total
Warm-Up Questions (Blog)	5	10	50
Quizzes	20	4	80
Summary Papers	20	3	60
Final Assignment	50	1	50
TOTAL			240 Points

### Points vs. Grades

A	240	227
A-	226	216
B+	215	209
B	208	203
B-	202	192
C+	191	185

C	184	178
C-	177	168
D+	167	163
D	162	154
D-	153	144
Failing	Below 144	

## HOW TO USE THE COURSE WEBSITE

The website you will be using for this course is **WebCT**.

### HOW TO LOGIN TO WEBCT

You will receive your logon information within about ten days after you enroll so enroll early enough to begin before the course starts. If you do not receive this logon information by then, please send an e-mail message to [OnlineCourseHelp@ucsc-extension.edu].

To login to WebCT, go to:

[http://ic.ucsc.edu/services/learning\\_management\\_system/extension/](http://ic.ucsc.edu/services/learning_management_system/extension/)

For help with logging in to WebCT, go to:

[ic.ucsc.edu/services/learning\\_management\\_system/login.php](http://ic.ucsc.edu/services/learning_management_system/login.php)

### WEB BROWSER COMPATIBILITY

In order to use WebCT, your web browser must be compatible. The first thing you should do is click on "Check Browser" at the top of the WebCT screen and follow the instructions to make sure your browser is supported for all the functions of WebCT. Next, make sure you visit our page about preparing your computer settings for WebCT:

[http://ic.ucsc.edu/services/learning\\_management\\_system/browser.php](http://ic.ucsc.edu/services/learning_management_system/browser.php)

WebCT Help Desk: Need help? Once you are logged on to WebCT, the best way for you to request support for WebCT is to contact the WebCT Help Desk at: [OnlineCourseHelp@ucsc-extension.edu](mailto:OnlineCourseHelp@ucsc-extension.edu)

## **ADDING A LINK TO WEBCT TO YOUR "MYUCSC" PAGE**

This is a link to a tutorial showing you how to add a WebCT Login section to their "MyUCSC" homepage: <http://ic.ucsc.edu/tutorials/webct-onmyucsc/>

## **HOW TO GET MORE INFORMATION ABOUT WEBCT**

To get more information about WebCT, go to:

[http://ic.ucsc.edu/services/learning\\_management\\_system/student\\_info.php](http://ic.ucsc.edu/services/learning_management_system/student_info.php)

## **INSTRUCTOR'S BACKGROUND**

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MICHAEL D. TAYLOR M.S., MPM, FAAPM, is a master project manager and a Fellow in the American Academy of Project Management, with over 30 years of project/subcontract management and engineering experience. During this time, he managed projects and subcontracts ranging in value from \$2 million to \$20 million by successfully directing multifunctional, multicultural project teams. Mr. Taylor managed outsourced projects with other major companies including:

- Honeywell Satellite Systems, Phoenix, Arizona
- Harris Corporation, Melbourne, Florida
- Scientific Atlanta, Atlanta, Georgia
- LNR Incorporated, Long Island, New York
- AEC-Able Engineering, Santa Barbara, California
- LTV Incorporated, Dallas, Texas
- RACAL Communications Corporation, Baltimore, Maryland
- Electrospace Systems Incorporated, Garland, Texas

Mr. Taylor is principal of Systems Management Services, a management training and consulting company specializing in project and program management, and is a member of the Project Management Institute. In addition to conducting project management courses, he is also the UCSC Extension Business and Management Coordinator for the Project and Program Management (PPM) Certificate Program. He has conducted project management training at companies such as GTE, Siemens, TRW, Sun Microsystems, Loral, Minolta, Santa Clara Valley Water District, and Inprise (Borland). He has conducted classes in the UCSC Extension Leadership & Management Program (LAMP) and was a guest speaker at the Santa Cruz Technology Symposium.

### **Major Awards**

- Space Station Freedom Superior Performance Award
- Lockheed Project P285 Subcontracts Management Award

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- Lockheed President's Award (Dr. F. Oder)
- Lockheed Project P377 Proposal Team Award

**UCSC Extension Involvement**

Mr. Taylor has been teaching in the UCSC Extension Business and Management Department's "Project and Program Management Certificate" program since 1995 and is the PPM Certificate Coordinator.

**Instructor Contact Information**

Contact information can be found at [www.projectmgt.com](http://www.projectmgt.com)

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**COURSE CHECKLIST**

Completed	Score	<b>MODULE 1: HOW TO INITIATE A NEW PROJECT</b>	
		Assignment 1.1	Warm-Up Question
		Assignment 1.2	Reading Assignments Optional Classroom
		Assignment 1.3	Lectures

Completed	Score	<b>MODULE 2: HOW TO PLAN &amp; ORGANIZE A NEW PROJECT</b>	
		Assignment 2.1	Warm-Up Question
		Assignment 2.2	Reading Assignments
		Assignment 2.3	Quiz

Completed	Score	<b>MODULE 3: HOW TO MANAGE YOUR PROJECT SCHEDULE</b>	
		Assignment 3.1	Warm-Up Question
		Assignment 3.2	Reading Assignments
		Assignment 3.3	Summary Paper

Completed	Score	<b>MODULE 4: HOW TO MANAGE PROJECT COSTS</b>	
		Assignment 4.1	Warm-Up Question
		Assignment 4.2	Reading Assignments
		Assignment 4.3	Quiz
		Assignment 4.4	Optional Classroom Lectures

Completed	Score	<b>MODULE 5: HOW TO MANAGE PROJECT RISKS</b>	
		Assignment 5.1	Warm-Up Question
		Assignment 5.2	Reading Assignments

Completed	Score	<b>MODULE 6: HOW TO TRACK YOUR PROJECT</b>	
		Assignment 6.1	Warm-Up Question
		Assignment 6.2	Reading Assignments
		Assignment 6.3	Quiz
		Assignment 6.4	Summary Paper

Completed	Score	<b>MODULE 7: HOW TO MONITOR &amp; CONTROL PROJECTS</b>	
		Assignment 7.1	Warm-Up Question
		Assignment 7.2	Reading Assignments

Completed	Score	<b>MODULE 8: HOW TO OUTSOURCE PORTIONS OF YOUR PROJECT</b>	
		Assignment 8.1	Warm-Up Question
		Assignment 8.2	Reading Assignments
		Assignment 8.3	Quiz

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<b>Completed</b>	<b>Score</b>	<b>MODULE 9: HOW TO CLOSE OUT A PROJECT</b>	
		Assignment 9.1	Warm-Up Question
		Assignment 9.2	Reading Assignments
		Assignment 9.3	Summary Paper

<b>Completed</b>	<b>Score</b>	<b>MODULE 10: COURSE WRAP-UP</b>	
		Assignment 10.1	Warm-Up Question
		Assignment 10.2	Warm-Up Questions Completed
		Assignment 10.3	Final Assignment