

PROJECT MANAGEMENT CASE STUDIES

This class is designed to introduce the principles of successful project management to both MBA and graduate level engineering students. Case studies of actual projects are presented by the people who had direct responsibility for them. The emphasis is on the practical rather than the theoretical, stressing decision-making in situations that confront project managers on a daily basis. The course concentrates on the PROCESS and the ORGANIZATIONAL PRINCIPLES required by project managers in all disciplines. While most of the case studies are based on information technology implementation projects, the concepts are universally applicable. This course is not a survey of current methodologies and theories. It is a presentation of the observations made and the conclusions drawn by the instructor and the guest lecturers from their own personal experience in the field.

Units of Credit: 2

Cross-listed with COE and SIMS

Class Schedule: Tuesday, 2:00 - 4:00 p.m.

Prerequisites: No specific information technology or management information systems experience is required.

Classroom: TBA

Office: Room: TBA

Hours: Tuesday 1:30 – 2:00 and 4:00 – 4:30
and by appointment (call 510-849-4977)

E-mail: rgrant@haas.berkeley.edu

Required Texts:

Frederick P. Brooks, *The Mythical Man-Month*
Tom DeMarco and Timothy Lister, *Peopleware*
Class handouts

Recommended Texts:

Scott Adams, *The Dilbert Principle*
Tom DeMarco, *Controlling Software Projects*

Course grade will be based on:

Class participation (33%)

There will be a number of class participation exercises such as role plays and team problem solving, as well as in-class written assignments. They will not always be announced in advance. Participation is essential. It is the student's responsibility to make arrangements to make up any missed exercises.

Final paper (33%)

The subject assignment will be made and the alternatives discussed during the first several classes. It is expected that the paper will be worked on throughout the last half of the semester.

Other written assignments (33%)

There will be various exercises, tests and short papers assigned throughout the semester. While some assignments are shown in the syllabus, others will be assigned in class. If a class is missed, it is the responsibility of the student to get the assignment.

There will be guest lectures throughout the semester. The cases presented by these speakers constitute a substantial portion of the material the student is expected to learn. The importance of class attendance should be recognized.

PROJECT MANAGEMENT CASE STUDIES: RESCUING MISMANAGED PROJECTS

SYLLABUS

PLEASE NOTE: Because the guest lecturers invited to present cases for this class are subject to unpredictable scheduling conflicts arising at the last minute, the order of some classes may have to be changed. Every effort will be made to keep the due dates of substantial written assignments from changing.

August 26 (Week 1)

Introduction: Goals of the class
Class exercise #1
Discussion of long term assignments

Assignment for 9/9 Read *Mythical Man Month* (Pages 1-83)

September 2 (Week 2)

Case Study #1 - *The Bank*

Assignment for 9/16 Complete *Mythical Man Month*
Read Paté-Cornell 1

September 9 (Week 3)

Class Exercise #2

Assignment for 9/23 Read *Peopleware* - Part I
Read preparatory material for Case Study #2

September 16 (Week 4)

Guest lecture
Case Study #2

Assignment for 9/30 Write paper on case study #2 (3-4 pages)

September 23 (Week 5)

Part I of Project Life Cycle

Assignment for 10/7 Read *Peopleware* Part II
Read Paté-Cornell 2

September 30 (Week 6)

Part II of Project Life Cycle

Assignment for 10/14 Read *Peopleware* Part III

October 7 (Week 7)

Project Team Organizations - Crucible of Dysfunctional Structures – Part I

Assignment for 10/21 Read *Peopleware* Part IV

October 14 (Week 8)

Project Team Organizations - Crucible of Dysfunctional Structures – Part II

Assignment for 10/21 Read *Peopleware* Part V

October 21 (Week 9)

Work plans – Why bother?
Assignment for 10/28

Read preparatory material for Case Study #4

October 28 (Week 10)

Case Study #4

Assignment for 11/4 Prepare Final Paper Précis

November 4 (Week 11)

TURN IN FINAL PAPER PRECIS

So You Want to Be A Consultant!

- Up or out - the comfort of clear goals
- The thrill of the race for partnership
- The glamour of travel
- The Final 4 (3? 2?) - Do you have the Right Stuff?
- Is the Right Stuff right for you?
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Assignment for 11/18 Work on Final Paper

November 11 (Week 12)

VETERAN'S DAY HOLIDAY – NO CLASS

November 18 (Week 13)

Guest Lecture
Case study #6

Assignment for 11/25

Work on Final Paper

November 25 (Week 14)

Case Study #7

Assignment for 12/2

Work on Final Paper
Compile Project Management Commandments

December 2 (Week 15)

TURN IN PROJECT MANAGEMENT COMMANDMENTS
Guest Lecture
Case Study #7

Assignment for 12/9

Work on Final Paper

December 9 (Week 16)

TURN IN FINAL PAPER

LONG TERM ASSIGNMENTS:

Find subject for final paper (précis due November 4)
Final paper (due December 9 - turn in earlier if possible)
Project Management Commandments compilation (due December 2)