COURSE SYLLABUS
CON 598 – PROJECT MANAGEMENT METHODOLOGIES I
SPRING 2011

INSTRUCTOR:
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COURSE HOURS:
Hybrid Online: T 5:30-8:20 USE 246

OFFICE HOURS:
Tuesdays & Wednesdays: 1:40pm-3:00pm

GUEST INSTRUCTORS:
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INSTRUCTOR BIO:
Dr. Sullivan is an assistant professor in the Del E. Webb School of Construction Program in the School of Sustainable Engineering and the Built Environment in the Ira A. Fulton Schools of Engineering at Arizona State University. He specializes in performance measurement, risk management, and accountability systems. He is also an expert in best value systems. His research processes have been implemented in design, construction, facilities management, and non-construction projects valued at over $2.5 Billion. In addition to all types of design and construction delivery, he has led project efforts in campus dining, sports media rights, IT networking systems, radio systems, furniture, health insurance, document management, and others. Kenn possesses Bachelor of Science and Master of Science degrees in Civil and Environmental Engineering, an MBA in Real Estate and Urban Economics, and a PhD in Civil and Environmental Engineering, all from the University of Wisconsin – Madison. He has authored over 90 peer reviewed publications, created a Masters Degree program in Facility Asset and Project Management, and is the secretariat of the international CIB Working Commission in performance measurement.

PRE-REQUISITE COURSES:
Construction Graduate Student

CATALOG DESCRIPTION:
Topical courses not offered in regular course rotation--e.g., new courses not in the catalog, courses by visiting faculty, courses on timely topics, highly specialized courses responding to unique student demand.

COURSE OBJECTIVES:
This course focuses on advanced topics in the field of project management. The course draws upon professional areas and industries outside of construction and facility management to increase students’ holistic knowledge of efficient and effective practices of applied project management techniques. This course not only intends to increase your technical knowledge of advanced concepts, but also will strive to assist you in taking a proactive leadership role in identifying value and improving the project management profession.

Effective project management utilizes information and measurements to create a logical process that minimizes risk, aligns resources, and maximizes accountability. In light of this, the course will seek to optimize the education experience by focusing on how to measure and collect useful information that will assist a PM in the creation, development, implementation, and sustaining of an efficient project management environment. Documentation, communication, and education become necessary functions of the PM.

A leadership based PM’s who measures themselves, minimizes overhead and non-related tasks, and communicates in terms of performance information and value is an “information worker” PM.

Another key aspect of this course is class interaction and the learning that all of us will do from each other. Every person enrolled in this course has a wide array of experience and the class wants to foster
an environment of conversation, idea sharing, and creation. This is not necessarily a lecture driven
course; this is a course where we can learn more from each other than from any other source.

Objectives:

1. Think strategically.
2. Identify, prioritize, and minimize risk.
3. Understand value.
4. Measure value continuously.
5. Manage change.
6. Align resources
7. Use best practices.
8. Be more non-technical than technical, more logical than technical, and more process-based than
   experience-based.

BLACKBOARD:
Notices involving assignments, grades, changes to schedule, etc. will be given throughout the semester
on the web-based Blackboard program (my.asu.edu).

GRADING:
The course grade will consist of assignments, a project, attendance, quizzes, and exams. Your final
grade will be based on how many points you have received out of the total possible. The grade range
below will not be curved and will be fixed for the semester. “X” represents your final average.

<table>
<thead>
<tr>
<th>Range</th>
<th>Grade</th>
</tr>
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<tbody>
<tr>
<td>X ≥ 98</td>
<td>A+</td>
</tr>
<tr>
<td>92 ≤ X &lt; 98</td>
<td>A</td>
</tr>
<tr>
<td>90 ≤ X &lt; 92</td>
<td>A-</td>
</tr>
<tr>
<td>88 ≤ X &lt; 90</td>
<td>B+</td>
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<tr>
<td>82 ≤ X &lt; 88</td>
<td>B</td>
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<tr>
<td>80 ≤ X &lt; 82</td>
<td>B-</td>
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<tr>
<td>78 ≤ X &lt; 80</td>
<td>C+</td>
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<tr>
<td>70 ≤ X &lt; 78</td>
<td>C</td>
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<tr>
<td>60 ≤ X &lt; 70</td>
<td>D</td>
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<tr>
<td>X &lt; 60</td>
<td>E</td>
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GRADE BREAKDOWN:

**Project – 85%**
There will be a semester project that will require you to identify an inefficiency, problem, or opportunity at your place of work and, using the tools learned in this class, develop a method to improve upon the inefficiency.

**Assignments – 15%**
There will be approximately 10-15 assignments throughout the semester.

STUDENT WORK:
Students will be required to prepare written reports on assigned topics. Use of the word processor/typewriter is mandatory.

ETHICS:
Each student has an obligation to act with honesty and integrity, and to respect the rights of others in carrying out all academic assignments. You are responsible to learn how the Student Academic Integrity Policy ([http://www.asu.edu/studentlife/judicial/integrity.html](http://www.asu.edu/studentlife/judicial/integrity.html)) and ([http://www.eas.asu.edu/sas/cheat.html](http://www.eas.asu.edu/sas/cheat.html)) applies to you personally and to this course in particular. Violations of the University Academic Integrity policy will not be ignored. Penalties include reduced or no credit for submitted work, a failing grade in the class, a note on your official transcript that shows you were punished for cheating, suspension, expulsion and revocation of already awarded degrees. The university requires that should I implement any of these penalties, I must report the matter to the Dean's office. Now, in terms of defining specific examples of cheating, the university policy is very simple. Everything is forbidden until the instructor authorizes it. Cheating is doing something that affects an academic evaluation without the instructor's authorization. We will discuss in class what is authorized and that if you want to do anything else, you need to ask me first.

ASSIGNMENT CHANGES:
The instructor reserves the right to change the listed assignments. Students will be given at least a one week notice and a revised syllabus if the listing of course assignments changes.

ASSIGNMENTS:
All work will be turned in on time, by the end of period that it is due. A **25% penalty** will be applied once the work is submitted late. All work must be clean and professional, **messy work or solutions will not be graded**.

COURSE STANDARDS:
1. Prior to the start of class, please turn your cell phones and/or pages off, or to silent mode, to avoid unnecessary classroom disruptions.
2. Arizona State University maintains the highest standard for academic honesty and trusts that each student will perform ethically and professionally when preparing required work for this course. Each assignment must represent the student's collective original work, even for work designated as group work. Although ASU encourages collaboration between students, and faculty, in the sharing of ideas and experiences, individual work needs to represent the student's original thought and be distinguishably different from other students work. While discussions between students are encouraged, cheating will not be tolerated. Any student found cheating on an exam, a quiz, or assignment may be given a failing grade for the course and flagrant violations can result in additional consequences. You are cheating if you represent someone else's work as your own or if someone else represents your work as theirs. All graded work (exams, homework assignments, as well as any written exercises or quizzes) in this class must represent your own individual work only. Students may discuss the conceptual aspects of an assignment, but students must turn in their own, independently developed solutions. Grading will include comparing the structure and content of your solution with that of other students. By registration in this class, you are assumed to have read, understand and agreed to this policy, as well as to the procedures conveyed at the web sites below.

Studentlife's Student Academic Integrity Policy:
http://www.asu.edu/studentlife/judicial/integrity.html

ASU's policy on Academic Dishonesty in the Student Code of Conduct:
http://www.asu.edu/aad/manuals/sta/sta104-01.html

Fulton School of Engineering’s Academic Integrity Information Page:
http://www.eas.asu.edu/sas/cheat.html

MAKE-UP POLICY:
Prior notice, when possible, will be given to the instructor when a class or assignment will be missed. Only under the most extreme circumstances, supported by written documentation, will additional time or consideration be given. The final decision rests with the instructor. When an assignment is missed, it is the student's responsibility to obtain notes and assignments from fellow classmates. If you miss a class due to university-sanctioned activities please refer to ACD 304–02 at (http://www.asu.edu/aad/manuals/acd/acd304-02.html).

ACCOMMODATION:
Reasonable accommodations are made on an individualized basis. It is the responsibility of persons with disabilities, however, to seek available assistance and make their needs known. The University has designated the Disability Resource Center as the campus coordinating office for the provision and delivery of services and reasonable accommodations that ensure the University's programs, services, and activities are accessible to students with disabilities. The Disability Resource Center is available to assist any student who has a qualified and documented disability. Please contact the Disability Resource Center at 480-965-1234 (Voice) 480-965-9000 (TTY) for additional information.
URL: http://www.asu.edu/studentaffairs/ed/drc/
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<tr>
<th>Lec #</th>
<th>Topic</th>
<th>Instructor</th>
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<tbody>
<tr>
<td>1</td>
<td>Class Administration and PM Panel Discussion</td>
<td>Sullivan &amp; All</td>
</tr>
<tr>
<td>2</td>
<td>Executive Level: Assessment and Management</td>
<td>Parker</td>
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<tr>
<td>3</td>
<td>Project Team Facilitation and Emotional Intelligence</td>
<td>Parker</td>
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<tr>
<td>4</td>
<td>Business Process Management</td>
<td>Dicken</td>
</tr>
<tr>
<td>5</td>
<td>Business Process Management</td>
<td>Dicken</td>
</tr>
<tr>
<td>6</td>
<td>Program Management: Scoping, Budgeting, and Resourcing</td>
<td>Brown &amp; Butner</td>
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<tr>
<td>7</td>
<td>Program Management: Scoping, Budgeting, and Resourcing</td>
<td>Brown &amp; Butner</td>
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<tr>
<td>8</td>
<td>Communications Case Study</td>
<td>Kula</td>
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<td><strong>No Class - Spring Break</strong></td>
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<tr>
<td>9</td>
<td>Risk Management &amp; Strategic Planning</td>
<td>Burke</td>
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<tr>
<td>10</td>
<td>Change Management</td>
<td>Burke</td>
</tr>
<tr>
<td>11</td>
<td>Leadership in Project Management</td>
<td>Sullivan</td>
</tr>
<tr>
<td>12</td>
<td>Quality Control &amp; Quality Assurance</td>
<td>Sullivan</td>
</tr>
<tr>
<td>13</td>
<td>Performance Metrics &amp; Accountability</td>
<td>Sullivan</td>
</tr>
<tr>
<td>14</td>
<td>Project Reports</td>
<td>Sullivan &amp; All</td>
</tr>
<tr>
<td>15</td>
<td>Project Reports</td>
<td>Sullivan &amp; All</td>
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