

Fall-2005

Course Syllabus for

MGT610-W1

Strategic Perspectives on Project Management

Stevens Institute of Technology
Wesley J. Howe School of Technology Management

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Table of Contents

1	Stevens' Project Management Education.....	3
2	Purpose of this Course.....	3
3	Course Objectives.....	4
4	Attaining the Course Objectives	4
5	Personal Contact.....	4
6	Structure of the Class Website.....	5
7	Course Organization.....	7
7.1	Academic Honesty.....	7
7.2	Penalties for Academic Dishonesty	8
7.3	Confidentiality	8
7.4	Course Inputs	9
7.5	Flexibility.....	9
7.6	General Comments.....	9
7.7	Class- Participation.....	9
7.8	Homework Questions	10
7.9	Written Exams	10
7.10	Final Project.....	10
7.11	Extra Credit.....	10
7.12	Due Dates of the Assignments	11
8	Grading Policy.....	11
9	Required Textbooks.....	11
10	Academic Support	12
11	Course Outline	13
11.1	Orientation Week.....	13
11.2	Lecture 1: The Core Conflict of Traditional Project Management	13
11.3	Lecture 2: Operational Perspective of Traditional Project Management.....	13
11.4	Lecture 3: Strategic Perspective of Project Value Management.....	14
11.5	Lecture 4: Elements of the Project Value Scorecard	14
11.6	Lecture 5: Relations between Project Variation and Project Value.....	15
11.7	Lecture 6: Shareholder Perspective: Defining the Business Purpose.....	15
11.8	Lecture 7: Stakeholder Perspective: Identifying Needs	15
11.9	Lecture 8: Stakeholder Perspective: Prioritizing Needs.....	16
11.10	Lecture 9: Outcome Perspective: Translating Needs into Requirements	16
11.11	Lecture 10: Effort Perspective: Critical Chain Single Project Level	17
11.12	Lecture 11: Effort Perspective: Critical Chain Multi Project Level	17
11.13	Lecture 12: Project Value Perspective: Project Value Statement.....	18
11.14	Lecture 13: Project Value Perspective: Advanced Topics.....	18
12	Appendices: Written Assignments, Topics, and Formats.....	19
12.1	Appendix A: Homeworks	19
12.2	Appendix B: Extra Credits.....	20
12.3	Appendix C: Final Project	21

1 Stevens' Project Management Education

The course Mgt 610 Strategic Perspectives on Project Management is one out of four courses in the Strategic Project Management Graduate Certificate:

- Mgt 609 Introduction to Project Management
- Mgt 610 Strategic Perspectives on Project Management
- Mgt 612 The Human Side of Project Leadership
- Mgt 614 Advanced Project Management

The Graduate Certificate in Project Management is a concentration offered within the following degree programs of the Wesley J. Howe School of Technology Management:

- MS Management
- MS in Information Systems
- MS in Telecommunications Management
- MBA with concentration in Project Management

Mgt 609 is a co-requisite for Mgt 610. Concepts covered in Mgt 609, especially the generally accepted practices described in the PMBOK Guidebook, will be referenced in the context of strategic project management. Mgt 610 serves as a prerequisite to Mgt 614.

The Graduate Certificate in Project Management has been formally accredited by the Global Accreditation Committee (GAC) of the Project Management Institute (PMI). PMI is the organization which creates and maintains the PMBOK Guidebook and documents the ANSI standard for project management. Each of the graduate degree programs containing the project management concentration have also been formally accredited by the GAC of the PMI.

2 Purpose of this Course

This course will introduce students to the Stevens' concept of Project Value Management. This innovative concept of project management uses frameworks and methods developed in recent, innovative research of Stevens' faculty members.

The implementation of projects will often have a significant influence on overall corporate success. Nevertheless, available data suggest that the existing concepts of project management do not prevent failure. Projects often experience delays and budget overruns. Moreover, and perhaps even worse, projects often do not create satisfactory shareholder value. We see the limitations of the Traditional Project Management paradigm as a major cause of these problems. We see projects as investments that should contribute to the value of an organization. Therefore, we view Project Value Management as an essential link between the overall business perspective and the specific management of project-level implementations.

To create corporate value, the modern project manager should define a strategy for the project implementation that is capable of achieving value for an organization. In this course, we present several innovative frameworks, conceptual models, and tools. Collectively, these should help project managers to analyze their projects, to identify critical situations, to create effective solutions, and to improve their strategic decisions for managing projects.

3 Course Objectives

The main objective is to elevate the analytical skills of project managers to the level of thinking appropriate for managing projects strategically. Upon completion of this course students will be able to:

- Introduce the most innovative frameworks, concepts and tools available for strategically managing projects in organizations.
- Assess the value of Project Value Management by understanding the limitations of traditional approaches to project management.
- Use a new project management paradigm to manage projects strategically at the levels of planning, execution, and control towards achieving value.
- Develop a project strategy to maximize the project's value for key stakeholders and shareholders. Select the appropriate set of tools to manage projects strategically during their planning and execution.

4 Attaining the Course Objectives

Students should plan to spend an average between 8 and 10 hours weekly for participating in the online discussions, reading and completing the class assignments. Successful students will engage in the following activities:

- This course will be taught online. All students are required to participate actively in the online discussions each week (Please see guidelines for grading).
- Read assigned materials for the class lectures.
- Prepare written assignments in accordance with the guidelines.
- Participate in two written exams, which are based on the readings and the class discussions.
- Complete a final paper that involves the analysis of a real-life project using the frameworks, concepts, and tools presented in this course;
- Present the results of the final paper in class.

The written homework assignments have to be **solely based on individual work**. Unauthorized collaboration on individual assignments is evaluated as cheating.

For the final project, students may work in teams (maximum **two** people). Each authorized team will submit one paper for the team. The individual contributions have to be clearly marked with the name the responsible team member. Each final project assignment is to be done solely by the group/project team.

Specific instructions on readings, exercises, the paper and class presentation have been placed in the appendices of this document. I reserve the right to modify these instructions by providing timely and appropriate notification to participants during the semester.

5 Personal Contact

During this course, I may be contacted at my Stevens personal mailbox, tlechler@Stevens.edu or call me at my office at: 201-216-8174. I will try to get back

to you very quickly; usually within 24 hours. Please use for e-mail correspondence during the course the “**Mai**l” link on the WebCt home page that can be found in the under Course Menu (communication).

6 Structure of the Class Website

The structure of the course site is build upon the following components which are represented on the website with an icon:

(1.) Introduction:

In this section you find the latest information about the course and a personal introduction of the course’s instructor.



(1.1) News Flash:

Important and recent news about the course could be found here.

(1.2) Instructor Background:

Here students find basic information about the course instructor.



(2.) Syllabus:

The syllabus contains all information about the course and its requirements. The syllabus should be carefully read by every participant during the first week.



(3.) Schedule:

This document contains the schedule of all course events.



(4.) Course Content:

This is a read-only area that contains the weekly lecture materials. It consists of slides in different formats (handout black-and-white pages and single page handout with comments). The weekly assigned readings are also located in this section.



(5.) Assignments:

example

In this section all written assignments such as homeworks, extra credit essays, and the final project etc. have to be uploaded.



(6.) Communication Tools:

communicate

This section contains three communication tools that may be used in the course:



(6.1) Discussion:

This is the primary communication meeting where students' responses to the weekly discussion questions are uploaded. The discussion section is structured by the weekly lectures.



(6.2) Chat Room:

Chats need a specific time and date to meet. Because of this limitation we do not conduct on the class level any chats. But students are encouraged to use



(6.3) E-Mail:

Use this link for correspondence with the course instructor and for communication between course participants. Please check this section regularly since important course information will be sent by email.

**(7.) Grades:**

The students could check in this section the current status of their achieved grades.

**(8.) Course Evaluations:**

Students evaluate here the course at the end of the semester.

**(9.) Exams:**

Students find here the mid term exam and the final exam. Students could take the exams online and chose a day during a whole week. The weeks are specified in the schedule.

**(10.) Order CD-ROM:**

Students find here the information and instructions needed to order the required CD-ROM.

7 Course Organization

7.1 Academic Honesty

Academic honesty is highly valued at the On-line Campus just as it is at each Stevens Institute of Technology campus site. You must always submit work that represents your original words or ideas. If any words or ideas are used that do not represent your original words or ideas, you must cite all relevant sources. You should also make it clear to which extent such sources were used.

Words or ideas that require citation include, but are not limited to all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. At the On-line campus, all submissions to any public meeting - discussions or private mailbox fall within the scope of words and ideas that require citations if used by someone other than the original author.

Academic dishonesty in an On-line learning environment could involve:

- **Plagiarism** - submitting all or part of another's work as one's own in an academic exercise, such as an examination, computer program, or written assignment.

- **Cheating** - using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining, or attempting to obtain, copies of an examination or answers to an examination.
- **Facilitating Academic Dishonesty** - helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
- **Fabrication** - altering or transmitting, without authorization, academic information or records.
- Having a tutor or friend complete a portion of your assignments,
- Having a reviewer make extensive revisions to an assignment,
- Copying work submitted by another student to another public class meeting,
- Using information from On-line information services without the proper citation.

Any of the specified practices could result in charges of academic dishonesty.

7.2 Penalties for Academic Dishonesty

The following statement is printed in the Stevens Graduate Catalog and applies to all students taking Stevens courses.

“Cheating during in-class tests or take-home examinations or homework is, of course, illegal and immoral. A Graduate Academic Evaluation Board exists to investigate academic improprieties, conduct hearings, and determine any necessary actions. The term ‘academic impropriety’ is meant to include, but is not limited to, cheating on homework, during in-class or take home examinations and plagiarism. “

Consequences of academic impropriety are severe, ranging from receiving an “F” in a course, to a warning from the Dean of the Howe School, which becomes a part of the permanent student record, to expulsion.

Reference: The Graduate School Catalog.

7.3 Confidentiality

We are each bound by confidentiality in this class. Moreover, the appropriate permissions should be obtained prior to introducing proprietary intellectual property into class discussions. Should restrictions on disclosure exist, said restrictions must clearly be indicated/communicated on any written materials submitted for use in the course at the time of disclosure. Perhaps you may wish to discuss your company and its policies and procedures as they apply to the class material. Perhaps you will want to write your final paper on a company’s confidential project. The previous requirements are essential in order to assure that we can have a free and open discussion of relevant issues related to the strategic perspectives of project management. I expect each of you to respect the confidentiality of any proprietary materials shared by your classmates during our class meetings.

7.4 Course Inputs

You are required to use virus protection software. Prior to submitting each file, you must first scan it to ensure that the file is free of malicious attachments, including viruses, Trojan horses, worms, etc.. The consequences could be severe. I will not grade any submission that contains malicious code.

7.5 Flexibility

The course will discuss innovative topics in project value management. I reserve the right to alter the course content if the discussions lead to new insights that are consistent with the course's learning objectives.

7.6 General Comments

Your active participation and written work will be assessed according to the following criteria (adapted from the Foundation for Critical Thinking):

- Clarity:** Focus your statements on specific topic and context; give examples; avoid vague generalities or undefined terms; help others to understand clearly your point without any confusion.
- Accuracy:** Give correct information that others can verify; acknowledge the limits of what you know about a topic.
- Precision:** Provide specific details to support your statements. Unsupported opinions do not add value to academic discussions because necessary source data are not present to properly evaluate the opinion's merits..
- Relevance:** Connect your comments to the issues currently under discussion by the group and help others to understand those connections.
- Depth:** Address the problem in all its complexity; consider the context of the problem, its root causes, and the other issues it brings up.
- Breadth:** Consider the problem from many points of view; think of how others who do not share your background might understand it.
- Logic:** Consider how your statements and assumptions work together and communicate them so that others can follow your reasoning.
- Significance:** Focus on the most important elements of a topic or elements that others have overlooked; avoid repeating common knowledge.
- Ethics:** Consider how your statements and actions affect others; judge your own contributions in terms of how they benefit the learning community.

7.7 Class- Participation

The key to a successful learning experience lies in participating in an ongoing dialogue and integrating course concepts and techniques to the participants' personal and

professional workplaces. This will be extremely difficult to achieve if the individual approach to this class is one of just being a "passive student".

Therefore students will need to check into the Discussion section at least **3 out of every 7 days** from Tuesday to Monday inclusive in order to be both a contributing and profiting member of the group. This is VERY important and is independent of submitting the required assignments (weekly homework, essays and final project).

The number, content and relevance of postings will conduct the evaluation of the participation for each week.

- The log-ins will be checked for each week. Students have to log-in in minimum at **three** different days within one week.
- The number of postings will be observed and a minimum of six is required every week (two per day). The have to be uploaded on three different days a week.

The relevance and quality of the postings will be evaluated for each week. "Hello, I'm here" is not a sufficient comment. A real contribution to the discussion from which everybody could learn something is expected.

7.8 Homework Questions

The homework questions refer to the content discussed in the lecture and in the reading materials assigned during the week. Responses to each homework question should be brief. They should not exceed three typewritten pages, one page is recommended with 1.5 lines spacing and 12-point font size. The homework questions have to be your own individual work. Collaboration on homework is not permitted and if detected will be considered as cheating. Explicit references to the readings and to the course materials are expected. For the actual **homework questions and the homework format please refer to Appendix A in this document.**

7.9 Written Exams

Two multiple-choice timed exams will be conducted around the middle and the end of the term. These timed tests will cover the assigned readings, the slides, and other course-related materials assigned by the instructor. The exams will contain each 50 multiple-choice questions worth 2 points each. The allotted time for the exams is 60 minutes each.

7.10 Final Project

The final project may be completed as a team effort. The final project requires a brief research paper and is a preparation for the MGT 614 course. References to the course material, in the form of citations, are required. Moreover, citations of other materials are required to satisfy the expectations of a research paper. Final project reports should be a minimum of ten (10) typewritten pages using 1.5 line spacing and font size = 12 points. If the final report is written by a team, each team member has to write 10 pages. Each team member must identify the sections of the paper to which they specifically contributed. **Please refer to Appendix C in this document.**

7.11 Extra Credit

Two extra credit assignments are available. An additional essay or a participation in a research project can be used to offset the results of the written exams or the individual

homework assignments. These options must be discussed with the course instructor. The instructor's approval (requested using WebCT email tool) is required prior to undertaking either of these extra credit possibilities.

An essay may be chosen as an elective to compensate for written exam results only if no more than 79 points were achieved on the first exam. References to the course materials and to other materials in the form of citations are required. The essay should be no longer than five typewritten pages with 1.5 lines spacing and 12-point font size. The essay must be only based on individual work. **Please refer to Appendix B in this document.**

7.12 Due Dates of the Assignments

Due dates for assignments are published in the course schedule. In the absence of suitable mitigating circumstances, late submissions, (homeworks, final paper etc.) will not be accepted. Unless otherwise communicated by the instructor, all assignments according to the plan have to be uploaded by 11:55 PM (EST) Monday night.

8 Grading Policy

The evaluation of the student learning performance will be conducted in the following manner:

Orientation Week Assignment	.	10 Points
Homework – (3 homeworks 80 pts. each)	.	240 Points
Midterm Exam		100 Points
Final Exam		100 Points
Final Paper		300 Points
Outline (20 pts.)		
Final Paper (280 pts.)		
Class Participation – 30%		260 Points
13 Weeks Class Participation		
Each Class carrying 18 Points		
Orientation Week Participation – 16 Points		
		<u>1000 Points</u>

The final letter grades for the course are calculated with the following ratio:

A	900 points or more
B	800-899 points:
C	700-799 points:
F	Below 700 points

9 Required Textbooks

One textbook and one video will be used in the class: The book is obtainable at the University Bookstore or via online order. The video could only be ordered online. Please follow the online ordering instructions posted on the course website or given by the instructor in class.

Required "Critical Chain" (Second Edition)

- Textbooks:** by Eliyahu M. Goldratt., North River Press, Edition 2, 1997.
- Required Readings** Several papers as specified by the course instructor. They are available on the university web and could be downloaded individually
- Required CD ROM** TOC-Selflearning Program for Project Management. Please order the CD at Goldratt's Marketing Group, eligoldratt.com, contact Jennifer Tucker 1-888-301-6141. (The course instructor will give out a confirmation number in the first class, please follow the process).
- Recommended Textbooks** **Paradigms The Business of Discovering the Future**, by Joel Barker: HarperCollins Publisher, 1993.
- Understanding Variation- The Key to Managing Chaos**, D. Wheeler, SPC Press, 1993.
- Systematic Innovation – An Introduction to TRIZ** by J. Terninko, A. Zusman, B. Zlotin, St. Lucie Press, 1998.

10 Academic Support

Students are encouraged to use the library facilities of Stevens. Students will be able to obtain course-related materials from the library collections in the Discovery System through the Internet. Students may search book catalogs and periodicals through the Internet and contact a librarian for help. Students can contact the Stevens University library via internet at: <http://www.lib.stevens.edu/> or by phone, 201-216-5200.

11 Course Outline

11.1 Orientation Week

Readings:

Required readings:
Course syllabus

Lecture:

- **Self introduction to the course**
- **Getting familiar with course organization**

Orientation Week Assignment:

Please, refer for the questions and the required submission format to appendix A in this document and for the submission date to the course schedule.

11.2 Lecture 1: The Core Conflict of Traditional Project Management

Readings:

Required readings:

De Witt, "Measuring Project Success: An Illusion"

Keeney, Lechler, "The Fundamental Project Management Conflict"

Recommended readings:

Joel Barker, 1993, Paradigms The Business of Discovering the Future, by HarperCollins Publisher.

PMI, 2004, PMBOK Guidebook, Third Ed., Project Management Institute.

Lecture:

- **Traditional vs. Project Value Management**
- **Limits of the Traditional Project Management Perspective**
- **Value-focused Analysis with concepts of TOC**
- **The Fundamental Project Management Paradigm Core Conflict**
- **The Missing Link: Project Strategy**

Extra Credit Research Project

Please, refer for the proceedings to appendix C in this document and for the submission date to the course schedule.

11.3 Lecture 2: Operational Perspective of Traditional Project Management

Readings:

Required readings:

Lechler, "Empirical Evidence of People as Determinants of Project Success"

Recommended readings:

Tishler, Dvir, Shenhar, Lipovetsky, "Identifying Critical Success Factors in Defense Development Projects".

Lecture:

- **Why do Projects Fail? SWOT analysis of traditional success factors**

- **Value-focused Paradigm: Hygiene factors and barriers to achieving comparative advantage**
- **Planning for Success: Eight success factors addressing seven fundamental planning questions**
- **Current reality tree models**
- **Introduction to the Project Value Network (PVN)**

Homework 1:

Please, refer for the questions and the required submission format to appendix A in this document and for the submission date to the course schedule.

11.4 Lecture 3: Strategic Perspective of Project Value Management

Readings:

Required readings:

Kaplan, Norton "Having Trouble with your Strategy? Then Map It"

Keeney, Lechler: "Building the Project Value Strategy within a Project Value Network "

Recommended readings:

Guspari, Time: The Next Dimension of Quality.

Conway, The Four Forms of Waste.

Lecture:

- **Strategic Thinking: Setting the references required to manage daily decisions about the project's value**
- **Defining the Project Value Network™**
- **Elements in the PVN: Shareholders, stakeholders, outcomes, and effort**
- **Identify the strategic priorities of the Project Value Strategy™**
- **PVN Equilibrium: Using contradictions to reduce structurally-caused conflict and goal change**
- **Elements in the framework: Formalizing the mission, vision, justification, objectives, assumptions, and constraints**
- **Project Value Statement™**

11.5 Lecture 4: Elements of the Project Value Scorecard

Readings:

Required readings:

Kaplan, Norton, Having Trouble with your Strategy? Then Map It

Lechler, "Project Scorecard"

Recommended readings:

Kaplan, Norton, The Balanced Scorecard – Measures That Drive Performance

Kaplan, Norton, Using the Balanced Scorecard as a Strategic Management System.

Lecture:

- **Defining project objectives with the SMART principle**
- **Applying the Principles of the Balanced Scorecard**
- **Translating Project Value Strategy into a Project Value Scorecard™**
- **Defining the four project value perspectives**

- **Evaluating the strategic points of leverage to achieve the project's comparative advantage**

Homework 2:

Please, refer for the questions and the required submission format to appendix A in this document and for the submission date to the course schedule.

11.6 Lecture 5: Relations between Project Variation and Project Value

Readings:

Required readings:

Keeney, "Fundamentals of SQC for Project Managers"

Recommended readings:

Don Wheeler, "*Understanding Variation*"

Zultner, "What do our Metrics Mean?"

Lecture:

- **Managing Project Risks: Variation, the fundamental problem on projects**
- **Project Buffer Management**
- **Introduction to Concepts of Centerline Project Management™**
- **Conformity and Uniformity: Comparing performance to expectations**
- **Learning from TQM: Using control charts**
- **Process Capability**
- **Defining targets with centerline concept vs. baseline**
- **Effectiveness: Defining the uncertainty of expectations**
- **Efficiency: Defining the uncertainty of performance**

11.7 Lecture 6: Shareholder Perspective: Defining the Business Purpose

Readings:

Required readings:

Keeney, Lechler, "Formalizing the Shareholder's Justification for Accepting the Project's Mission"

Recommended readings:

Martin, Petty, "Value Based Management: The Corporate Response to the Shareholder Revolution, Harvard Business School Press, 2000"

Lecture:

- **Understanding shareholder perceptions about the project's value**
- **Using project-based financial statements and metrics of wealth**
- **Filters in the PVN: Who speaks for the shareholder? What do shareholders hear and see?**
- **Understanding comparative advantage as wealth creation**
- **PVN Equilibrium: Balancing value contradictions with other PVN perspectives**

11.8 Lecture 7: Stakeholder Perspective: Identifying Needs

Readings:

Required readings:

Zultner, Blitz QFD

Mazur, "Bagel Sales Double at Host Marriott"

Recommended readings:

Keeney, Lechler, "Formalizing the Stakeholder's Vision of a Successfully Accomplished Mission"

Lecture:

- **Understanding stakeholder perceptions about the project's value**
- **How segment stakeholders to achieve compatible views about project value?**
- **Understanding comparative advantage as stable needs having dynamic tolerances**
- **Coordinating comparative advantage as a horizontal chain of value**

Written Exam:

One-hour exam [50 multiple choice questions covering lectures 1 through 6]

11.9 Lecture 8: Stakeholder Perspective: Prioritizing Needs

Readings:

Required readings:

Shah, Improving Information System Performance Through Client Value Assessment: A Case Study.

Recommended readings:

Saaty, Vargas, Prediction, Projection and Forecasting.

Lecture:

- **PVN Stability: AHP and the setting of stakeholder priorities**
- **Evaluation criteria**
- **Weighting the criteria**
- **Applying the criteria**
- **The Maximum Value Table**

Homework 3:

Please, refer for the questions and the required submission format to appendix A in this document and for the submission date to the course schedule.

11.10 Lecture 9: Outcome Perspective: Translating Needs into Requirements

Readings:

Required readings:

Mazur, Jurassic QFD

TRIZ Journal Papers

Recommended readings:

Hauser, Clausing, The House of Quality

TRIZ Book: Systematic Innovation An Introduction to TRIZ, Terninko, Zusman, Zlotin, is recommended not required.

Lecture:

- **Translating stakeholder needs into technical requirements**
- **Understanding outcome perceptions which influence the project's value**
- **Developing innovative solutions with TRIZ**
- **Integrating changes to outcomes without destroying the project's structural integrity**

11.11 Lecture 10: Effort Perspective: Critical Chain Single Project Level

Readings:

Required readings:

Lechler, Ronen, Stohr, Critical Chain: A New Project Management Paradigm or Old Wine in New Bottles? (First part including Single Project Level)

Goldratt on Time to Market (Ch. 1 in Critical Chain, North River Press, 1997).

Goldratt on Single-Project Management (Ch. 4,6,8-9,13,16-20,22 in Critical Chain, North River Press, 1997).

View Video: Goldratt, *Project Management* video on CD-ROM.

Recommended readings:

Hoel, Taylor, Quantifying Buffers for Project Schedules, 2000.

Lecture:

- **Understanding comparative advantage as a time-dependent value chain**
- **Critical Chain Single-Project Management**
- **Analyzing the limitations of traditional project management**
- **Identify the systems constraint**
- **Scheduling a single project with Critical Chain**

Final Project: Outline

Identify the project you'd like to analyze for the final project and select the team (team size from one to two maximum). Submit a first broad outline of the final, which should be a table of content and bullet points to understand how the different topics are addressed. Please, refer for the required submission format to appendix C and for the submission date to the course schedule.

11.12 Lecture 11: Effort Perspective: Critical Chain Multi Project Level

Readings:

Required readings:

Lechler, Ronen, Stohr, Critical Chain: A New Project Management Paradigm or Old Wine in New Bottles? (2nd part of the paper)

Lecture:

- **Analyzing Critical Chain Multi Project Management**
- **Understanding perceptions of effort which influence the project portfolio's value**
- **Understanding the portfolio as a time-dependent, throughput-constrained chain of value**
- **Scheduling effort in a project portfolio as a time-dependent chain of value**
- **Integrating changes to effort without destroying the project portfolio's structural integrity**
- **Risk Management with Buffers**

Final Project:

Start to write final. Please, refer for the questions, the required submission format to appendix D in this document and for the submission date to the course schedule.

11.13 Lecture 12: Project Value Perspective: Project Value Statement

Readings:

Required readings:

Keeney, Lechler, "The Project Value Statement"

Lecture:

- **Project Value Statement: Formalizing the Project Value Strategy™**
- **Developing the project value statement**
- **Project mission, vision, scorecard, assumptions, constraints**
- **Strategic Thinking: Using systemic differences in managing the project's strategic value**
- **Hierarchies: Outcomes use tasks that consume resources which incur costs to accomplish assigned missions**
- **Dependencies: Decomposition hierarchies have interdependent linkages which exhibit uncertainty**
- **PVN Schematics: Looking for the best opportunities to maximize wealth by managing projects strategically**

Final Project:

Write final. Please, refer for the questions, the required submission format to appendix D in this document and for the submission date to the course schedule.

11.14 Lecture 13: Project Value Perspective: Advanced Topics

Lecture:

- **Human side of Project Value Management**
- **What is the value/cost ratio of the next data point which could be used in a project's strategy?**
- **CC Lite**

Written Exam:

One-hour exam [50 multiple choice questions covering lectures 7 through 13]

Final Project:

Submit final.

12 Appendices: Written Assignments, Topics, and Formats

Unfortunately, several cases of cheating have occurred in past courses taught at the Wesley J. Howe School. Therefore, all students are required to begin every written assignment with the following statement:

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.

Signature:

12.1 Appendix A: Homeworks

In this section you find the description of the different homework assignments and their format for submission.

12.1.1 Orientation Week Assignment

Look for a project management joke. (10 points)

12.1.2 Homework 1 Questions

Analyze a specific project situation with a Current reality tree by using Lechler's hygiene factors. Identify one fundamental conflict with evaporating cloud model and develop a solution. (80 points)

12.1.3 Homework 2 Questions

Develop a Project Scorecard for a project which achieved high business results even as it suffered under schedule delays, cost overruns, and/or scope creep.

- Using the scorecard format, identify the project metrics that were actually used in the project.
- Using a new scorecard, identify and add the appropriate metrics to complement those value perspectives that were missing in the original plan. Use at least one measure for each value perspective.
- For the second scorecard, use the concept of comparative advantage to explain how the value perspectives are related to each other for this project. (80 points)

12.1.4 Homework 3 Questions

Prepare a simplified customer voice table for requirements on an actual project. Re-state the mission statement of the project. Derive at least five mission-specific customer needs and translate those needs into satisfiers, moments of truth, and expectations which can be managed during execution of the project. Evaluate the results in your simplified customer voice table and compare them to the traditional requirements gathered in your organization. Do you see any differences? (80 points)

12.1.5 Homework Submission Guidelines

Submission dates: Please refer to the course schedule.

Identification Data: Please start every written assignment with:
HW # Last Name, First Name, Student ID (last four digits), Date, Course Number

Submission Size: Your assignment should not exceed 3 typed pages (1.5 line spacing, using 12-point Arial font size).

File Naming Format: File names for the weekly written assignments uploaded as files in WebCt must be named as follows:

FirstName_Last Name_Hw#.xxx (e.g., Thomas_Lechler_Hw1.doc)

Remember No Spaces in between.
(Assignments will not be accepted if not following the above-mentioned file naming format).

Homework Format: Please start every homework with the honor pledge.

12.2 Appendix B: Extra Credits

Submissions of extra credit assignments could be sent by email or mail if it is the research project assignment.

12.2.1 Extra Credit: Research Project

Analyze a successful or a failed project by interviewing the project manager, a project team member and a senior manager using Lechler's Questionnaires: Success Factors of Project Management. The interviews with the questionnaires should be undertaken separately with the project manager, the team member, and the senior manager. The chosen project should have a minimum duration of 6 months and should have a minimum budget of \$500,000. The questionnaire is designed for a survey, so the interview could also be undertaken via telephone. If there is any question, please email [within](#) WebCT. Questionnaires and guidelines could be downloaded from the course website. The questionnaires could be submitted via mail, fax, or pdf.

12.2.2 Extra Credit: Essay

This essay is optional and should be only submitted if the achieved grade for the midterm exam is C or below!

Title: Analyzing Project Strategy with the Project Value Network

Select a project from your work environment or from a public project. Use the project value network to analyze the selected project. Specifically answer the following the questions:

1. In which of the value areas did the project succeed? Did the project achieve sufficient business value? Quantify the project's business value using the scorecard format.

2. Do you see a potential for improvements? Which of the value areas could be improved? Indicate the leverage relationships that exist between the areas which were identified for improvement. Which area offers the greatest contribution to generating value? Which area offers the greatest leverage in improving performance in the primary improvement area? Use data to justify your conclusions related to this question.
3. Was the project managed strategically? On which of the value areas was the strategic focus placed? Do you see evidence of changes of the strategy during the implementation phase?
4. Define for the project an alternative project strategy. Use the project scorecard tool to quantify the project's strategic execution of the alternative project strategy you have created.

Please answer each question separately. Number each answer to match the question's number (question 1 to 4).

Please, refer to the literature, the discussions, the slides and the notes of the first three lectures. Answers to each question will be evaluated using the following criteria:

- Logic of the answer,
- Appropriate references to literature,
- Uniqueness of own ideas and own point of views
- Responsiveness in addressing the assigned questions.

Title: *Elective Essay: Project Strategy*

Identification Data:

Essay, Last Name, First Name, Student ID (last four digits), Date, Course Number

Submission Size: Your assignment should not exceed 10 typed pages (1.5 line spacing, using 12-point Arial font size). (Submissions that are less than 5 typed pages will usually be inadequate to respond appropriately to all questions.)

File Naming Format: File names for the weekly written assignments uploaded as files in WebCt: must be named as follows:

FirstName_LastName_Essay, xxx (for e.g., Thomas_Lechler_Essay.doc)

Remember No Spaces in between.
(Assignments will not be accepted if not following the above-mentioned file naming format).

Essay Format: Please start the essay with the honor pledge.

12.3 Appendix C: Final Project

Analyze a finished, terminated or ongoing project (it could be a public project or an actual project in your company) using the Project-Value-Network.

Within published guidelines for this assignment, the paper could be co-written with another classmate. (2 people).

Title: *Managing Projects with Project Value Strategies*

12.3.1 Final Project: Outline

Submit an initial, broad outline of your planned approach for completing the final report. This submission should include a table of contents and a set of key bullet points that explain which project you have chosen and how you plan to address the different questions described in the section **Final Project: Case**. The instructor needs this information to support students in identifying a suitable project and an appropriate approach. Prose is neither needed nor expected for this submission. Submission dates please refer to course schedule.

Title: *Outline for Managing Business Value with Project Value Strategy*

Identification Data:

FC_Outline, Last Name, First Name, Student ID (last four digits), Date, Course Number

File Naming Format: File names for the weekly written assignments uploaded as files in WebCt: must be named as follows:

FirstName_LastName_FC_Outline, xxx (for e.g., Thomas_Lechler_FC_Outline.doc)

**Remember No Spaces in between.
(Assignments will not be accepted if not following the above-mentioned file naming format).**

Outline Format: Please start the outline with the honor pledge.

12.3.2 Final Project: Case

The final case report should use the concepts discussed within this course to present a detailed analysis of the identified project.. Please address the following questions:

1. Start with a brief description of the project. Use a table to summarize the major facts about the project.
2. Analyze the project from the perspective of the managerial success factors. What was the comparative advantage of the project? What were the major success or failure factors for the project? What metrics were used to implement the project's mission, vision, and justification?
3. You are now ready to re-plan the project. Define a project strategy. What is the comparative advantage that will be achieved by your new strategy? In your new strategy, on which of the value areas was the strategic focus placed? Which metrics should be used to implement this strategy?

4. Use the methods and tools offered in this course to build a strategic plan for your revised project. You must define a project scorecard to implement the your new project strategy.

Answer each question in detail. Apply the appropriate concepts from this class to plan the project. Please, refer to the literature, the discussions, the slides and the notes of all lectures. Answers to each question will be evaluated using the following criteria:

- Logic of the answer,
- Appropriate references to literature,
- Uniqueness of own ideas and own point of views
- Responsiveness in addressing the assigned questions.

Write a graduate-level research paper. The paper should be at least 15 typed pages per student (not including cover, diagrams, bibliography, etc). Use 1.5 line spacing and Arial 12-point font size.

Use current references. At least 10 different and reputable sources must be explicitly and appropriately referenced in your text to support your research. (These 10 sources are in additions to any website link you may elect to use. Do not use White Papers, technical documents, or technical manuals in your report). You can use papers from the course, Nevertheless, you need at least 5 other reference sources. The course instructor needs to be able to look-up the sources that you use. Therefore, if the course instructor cannot find a cited resource, it will not count towards meeting your research requirement). Use APA format for listing citations and references.

The contribution of each team member will be graded separately from the overall team performance. The larger the team, the higher the level of detail that should be achieved in the project's analysis. **Each team member has to write his/her own part which should not be less than 15 pages!** These parts have to be unequivocally marked with the names of the responsible author or authors.

Title: Case Report: Managing Business Value with Strategic Project Management

Identification Data:

FC_Report, Last Name, First Name, Student ID (last four digits), Date, Course Number

Also mark clearly which parts of the report were written by whom.

File Naming Format: File names for the weekly written assignments uploaded as files in WebCt: must be named as follows:

FirstName_LastName_FC_Report.xxx (for e.g., Thomas_Lechler_FC_Report.doc)

Remember No Spaces in between.

(Assignments will not be accepted if not following the above-mentioned file naming format).

Final Project Format: Please start the final with the honor pledge.