



**Applied PM Course Schedule
Spring 2018
Ms. Ilona Sher**

Date	Topics	Readings (for this class date)	Deliverables (for this class date)
January 11	Introductions and expectations <ul style="list-style-type: none"> • Team assignments • Review of case, assignments and grading 		Due: Completion of reading the Project Last Mile case. Be prepared to ask questions if you have any.
	Project Management Basics: <ul style="list-style-type: none"> • Definitions • Lifecycles and methodologies • Role of the Project Manager 	Larson and Gray, chapter 1	
	Setting up the project for success <ul style="list-style-type: none"> • Managing scope • Understanding the Triple Constraints • Key initiation documents 	FFMBA, Ch.4: Write the Rules, Five Key Documents	
January 18	Organizational Impacts on Projects <ul style="list-style-type: none"> • Project Selection • Organizational Structures and Cultures • Project, Program and Portfolio Management 5 Dysfunctions of a Team	Larson and Gray, chapters 2 – 3; Fast Forward MBA in Project Management (FFMBA), Ch. 18: Project Portfolio Management https://www.youtube.com/watch?v=w42Sfbh91vU	
	Stakeholder Engagement and Communication <ul style="list-style-type: none"> • Identifying the stakeholders • Determining their influence and interest • Communication Plans 	FFMBA, Ch. 3: Know Your Key Stakeholders	
January 25	Project schedules – focusing on the WBS	FFMBA, Ch.6: WBS; Larson and Gray, chapter 4	Due: Project Initiation Document (team assignment)
	Managing Risks and Issues <ul style="list-style-type: none"> • Key differences between risks and issues • Risk Management Framework 	10 Golden Rules of Project Risk Management, Bart Jutte; Larson and Gray, chapter 7	

February 1	Managing the Project Resources (Part 1) <ul style="list-style-type: none"> Managing the team 	Guest lecturer, Healthy Project Management	Due: Stakeholder Grid and Communication Plan (Team Assignment) And Risk Register (Team Assignment)
	Managing the Project Resources (Part 2) <ul style="list-style-type: none"> Key questions to ask when asked for an estimate Types of estimates and related accuracy 	Larson and Gray, chapter 5; FFMBBA ch. 8	
February 8	Monitoring and Project Control (Part 1) <ul style="list-style-type: none"> Baseline plans Budget versus actuals Understanding earned value 	Larson and Gray, chapter 13; FFMBBA, chapter 12; Basic Concepts of Earned Value Management (EVM), EVMS Education center	Due: Work Breakdown Structure (Team Assignment)
	Monitoring and Project Control (Part 2) <ul style="list-style-type: none"> Status meetings Revisiting the Communication Plan Taking action 	FFMBBA, chapter 11	
February 15	Global and Virtual Projects <ul style="list-style-type: none"> Managing virtual teams Outsourcing 	8 Tips for managing Outsourced Projects (CIO Magazine); Guest speakers	Due: Answers to Earned Value take home test
	Project Closure <ul style="list-style-type: none"> Wrap-up activities Project retrospectives and lessons learned 	FFMBBA, Chapter 11; Guide to the After Action Review	
February 22	PM Careers	Panel discussion	Due: Final paper (Individual report)
March 1	Putting it all together	Leadership and the Project Manager, Art Petty; Capturing The Value of Project Management through Decision Making and Enabling Organization Change; PMI's Pulse of the Profession	