

**Management 562  
Project Management  
Executive MBA in Banking and  
Financial Institutions Program**

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**Prerequisites: Graduate Standing**

**Required Text:**

Cleland, David I. & Ireland, Lewis, R. Project Management: Strategic Design and Implementation. Fifth Edition. McGraw-Hill/Irwin.

**Description of Course:**

Project management in commercial banks, trust companies, Federal Reserve Banks, and other credit institutions. Special attention is given to the use of flexible teams to implement organizational strategies—particularly changes in products, services, and processes. Cases will be used to amplify text material and to provide an opportunity for project management theory to be grounded in practical reality.

**Class Meetings:**

Class will meet on Tuesday, Thursday, and Saturday from 3:00 pm to 5:50 pm for two weeks with the first in residence meeting on Tuesday, August 7, 2007. The last residence session is on Saturday, August 18, 2006.

**Determinants Of The Course Grade**

**Points/Percentages:**

Exam	=	100 Points (25%)
Research Paper	=	100 Points (25%)
Group Cases	=	100 Points (25%)
Web-Based Assignments	=	100 Points (25%)

**Total** **400 Points**

<b>Grades:</b>	<b>A.....360-400 Points</b>
	<b>B.....320-359 Points</b>
	<b>C.....280-319 Points</b>
	<b>F.....0-279 Points</b>

## **Exam:**

Exams are designed to test the student's understanding of terms, facts, concepts, theories, and problem solving techniques. The ability to perform well on the exam will require substantial reading of the text, as well as, attentive listening and active participation in class discussions. An exam will be given over the materials covered in the residency portion of the course.

## **Research Paper:**

Each student will be required to turn in a research paper. The topic will be selected in consultation with the instructor. The paper shall be 18-20 pages in length, double spaced, using 12 pt Times or Times Roman font in Word Format. Margins should be one inch on all sides. The paper must contain a 100-word or less abstract. Other sections of the paper shall be as follows: introduction, literature review, analysis, discussion, summary, references and appendix (if needed). Authors must be cited where appropriate, utilizing any acceptable style, as long as you are consistent throughout the paper. All direct quotes must also cite the page number(s). Do not use footnotes or endnotes. Any figures or tables should be incorporated into the body of the paper. Most references should come from books, trade journals, and academic journals (minimize the use of internet sources).

The research paper will be completed during the web-based portion of the course. This assignment will be completed in three stages: 1) your topic title and 100-word or less abstract, 2) your references pages, and 3) your final paper.

## **Group Cases:**

Each group will be assigned two business cases, with the first case assigned during the residency period and the second case assigned during the web-based portion. The group cases provide the student with not only an opportunity to work in a group environment, but to also apply the knowledge gained through the course to a practical business problem. The first case will be analyzed by the group and the "Student/Reader Assignment" questions answered in a five-page summary to be turned in on August 18, 2007. For the second case, the team should analyze the case and submitted a five-page summary of the "Student/Reader Assignment" associated with the case. Each group will analyze the same business case for the second case, which will provide an opportunity to make relative comparative evaluations of the groups. The second case is due May 21, 2008.

## **Web-based Assignments:**

Eight specific individual assignments will be required of the student. Four assignments will be end-of-chapter questions from assigned readings in the text. Three will be associated with your research paper. One will be your second group case project.

Assignment 1-4: End-of-chapter questions

Assignment 5: Group Case #2

Assignment 6: Research paper title and abstract

Assignment 7: Research paper references section.

Assignment 8: Final Research paper

Please note that the final research paper and second group case are graded under their own categories and will not be included in the web-based portion of your grade. Therefore, the web-based assignments grade will only be based on assignments 1-4. The specific web-based assignments will be assigned during the residency portion of the course. However, these assignments will not be due until the April 7, 2008 to July 27, 2008 window provided by the Executive MBA program.

### **Class Attendance:**

Each student is expected to attend every class, although it is recognized that an absence may be unavoidable. Attendance will be taken at each class period.

### **Handicapped Student Policy:**

It is the policy of Sam Houston State University that no otherwise qualified disabled individual shall, solely by reason of his/her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic, Student Life program, or activity. Handicapped students may request academic assistance by visiting the Director of the Counseling Center in the Lee Drain Building Annex, or by calling 294-1720.

### **Tentative Schedule**

#### **DATES**

#### **SUBJECT**

#### **In Residence**

August 7	Introduction To Course Chapter 1: The Evolution of Project Management Chapter 2: Why Project Management
August 9	Chapter 3: The Project Management Process Chapter 4: When To Use Project Management
August 11	Strategic Management Overview Chapter 5: The Strategic Context Of Projects
August 14	Chapter 7: Project Stakeholder Management
August 16	Chapter 8: Strategic Issues In Project Management
August 18	Chapter 9: Organizing For Project Management
	Case #1 Is Due Exam #1 (Chapters 1-8)

## **Web Study**

- Assignment #1: Chapter 13: Project Planning  
Complete The “Student/Reader Assignment” (pg. 295, Questions 1-5)  
**Due: April 16, 2008**
- Assignment #2: Chapter 13: Project Monitoring, Evaluation, And Control  
Complete The “Student/Reader Assignment” (pg. 344-345, Questions 1-5)  
**Due: April 23, 2008**
- Assignment #3: Chapter 18: Project Leadership  
Complete The “Student/Reader Assignment” (pg. 399)  
**Due: April 30, 2008**
- Assignment #4: Chapter 21: Continuous Improvement Through Projects  
Complete The “Student/Reader Assignment” (pg. 462)  
**Due: May 7, 2008**
- Assignment #5: Group Case #2 (Project Management Situation—Technical Project Team—  
20:13, pg. 438-439, plus Student/Reader Assignment 20.14, pg. 439)  
**Due: May 21, 2008**
- Assignment #6: Research paper title and abstract  
**Due: June 4, 2007**
- Assignment #7: Research paper references section.  
**Due: June 18, 2007**
- Assignment #8: Final Research paper  
**Due: July 23, 2007**