

**The University of Illinois at Chicago**  
College of Urban Planning and Public Affairs (CUPPA)  
Graduate Program in Public Administration

**COURSE SYLLABUS**

**PROJECT MANAGEMENT FOR PUBLIC MANAGERS  
(PA 462)  
Spring Semester 2010**

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***COURSE OVERVIEW***

Strong project management skills are becoming increasingly critical in today's public sector environment, where public administrators are required to deliver upon time-sensitive, critical projects while also attempting to keep the scope and costs in check. Unfortunately, studies have shown that a large percentage of projects across various industries often fail, in large part due to the lack of strong project management skills. Furthermore, governmental and non-profit project managers often experience challenges specific to the nature of the public sector.

*Project Management for Public Managers* will discuss the theory, principles, tools, and techniques behind a solid project management foundation. The Project Management Institute's (PMI) standards for project management will be emphasized throughout the course. Specific topics of discussion will include:

- The lifecycle and phases of project management;
- The project management team and organization;
- The leadership skills required of a project manager;
- Planning strategies and the ability to develop Work Breakdown Structures and project documentation;
- Scope and change management;
- Scheduling and cost estimation and control techniques;
- Risk management; and,
- Conflict resolution and negotiation strategies.

The course will make heavy use of project management books, articles, team discussions, and assignments, with a specific focus upon project management best practices. Various project management tools will also be discussed during the course, including Microsoft Project 2007 and Mindjet MindManager 8.

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***COURSE STRUCTURE AND FORMAT***

This course will be taught completely **online** and will be largely **asynchronous**, meaning that it will be largely self-directed. Students will be able to sign on to the course on days and times that are convenient to them. The course will be conducted almost exclusively on the Blackboard web site; this is where “lectures” will take place, as well as class discussions and even “office visits” with the instructor. **Students will normally not need to travel to campus, unless a special, optional real-time session is scheduled, or if you need to meet with me.**

There will also be some **synchronous** (real-time) elements to the class as well, including two (2) real-time study sessions during the semester (before the midterm and the final, respectively), during which time specific course material will be covered and students will have the opportunity to directly interact with the instructor and with their fellow students. Additional real-time sessions may also be added throughout the course.

Each week throughout the semester, lecture presentations will be uploaded to the Blackboard web site on the designated “formal” class day and time (Wednesday evenings). Students will be responsible for viewing presentations, as well as participating in discussions on the Blackboard Discussion Board. Responses will be posted to the Blackboard Discussion Board (these “class discussions” will serve as the “core” of the online learning experience). Assignments will also be assigned each week. Some of these assignments will be fairly short in duration (such as answering specific Discussion Board questions), whereas others will require additional time and effort as they will require you to incorporate material learned throughout the semester.

This course will be **reading intensive**. Weekly reading assignments (involving the required textbooks as well as articles and other material) will be posted to Blackboard. Students will be expected to have completed their readings prior to the beginning of the designated class day and time.

***CLASS PARTICIPATION***

**Online courses depend upon student participation in order to be successful!** Therefore, class participation is **required**, and will constitute 20% of the grade for the semester. For the most part, participation will take the form of posting responses to questions on the Discussion Board which will be related to the week’s topics (participation can also take place in any real-time sessions). Students will also have the option of creating new discussion threads, provided that they are related to the week’s topics. **Students are also highly encouraged to respond to each others’ postings.**

The general “scale” below will be used to evaluate postings and responses:

- **4 points:** Responds to the question, displays detailed and insightful knowledge of the topic or reading, has excellent substance, and adds a new perspective or insight.
- **3 points:** Responds to the question, displays specific knowledge of the topic or reading, has good substance, and/or adds a new perspective or insight.
- **2 points:** Responds to the question, displays knowledge of the topic or reading, but has only minimal substance or adds no new ideas or perspectives.

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- **1 point:** Responds to the question and seems to display knowledge of the topic or reading but lacks substance or merely repeats what someone else has said.
- **0 points:** Does not respond to the question or displays no specific knowledge of the reading.

Again, the success and benefit of an online course relies heavily upon the level of participation involved on the part of all students! It is also important to keep in mind that regular, active, and meaningful participation will certainly be considered in cases where a student is within a point or so of the next highest grade.

***GRADES, ASSIGNMENTS AND TESTS***

The following items (and their associated weights) will be used to determine the final grades during this course:

- |                              |     |
|------------------------------|-----|
| • <b>Class Participation</b> | 20% |
| • <b>Quizzes</b>             | 5%  |
| • <b>Assignments</b>         | 25% |
| • <b>Midterm</b>             | 25% |
| • <b>Final</b>               | 25% |

Details regarding assignments will be provided on Blackboard each week.

All work is due on time. Any late work will automatically receive a one point reduction in grade for each day beyond the due date that the assignment is submitted. Again, any student requiring special arrangements because of a disability or personal emergency should contact me to discuss further. Also, keep in mind that the academic honor code applies to all work, under all conditions. All work that is borrowed directly paraphrased or alluded to must be properly cited. The APA format is preferred.

***QUIZZES AND EXAMS***

Two quizzes will be offered online during the semester. Also, “self-assessment” quizzes may be given at the end of each week’s lecture presentation. Although not mandatory (and not graded), these self-assessment quizzes will be a good way for students to evaluate their skills and their knowledge of the subject matter.

There will also be a formal Midterm Exam as well as a Final Exam. Both of these exams will be require students to display a solid grasp of the material taught during the semester. The Final Exam will be a **cumulative** exam which will cover all topics covered throughout the semester.

***MICROSOFT PROJECT 2007***

Microsoft Project 2007 is one of the premier (and most popular) project scheduling and management tools on the market today. **You will be required to have at least a basic understanding of Microsoft Project 2007 and its capabilities, and at least one or two assignments will require access to Microsoft Project 2007 (2003 is also acceptable).** Students can access Microsoft Project 2003 and/or 2007 in the various computer labs on campus, including in CUPPA Hall.

**Note: You are NOT required to purchase a copy of Microsoft Project!** If you cannot readily access Microsoft Project then I can provide you with alternative, similar freeware

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products that you can use. **Note: I cannot provide you any support or assistance in the use of these products!**

Finally – students will be required to learn the basics of Microsoft Project 2007 on their own. For those who are completely new to Microsoft Project 2007, the *Microsoft Project 2007 Step by Step* tutorial book is an excellent (and inexpensive) book that you can purchase in order to teach yourself how to use this software. Also, I may schedule a live, in-class session (on campus) for students which will cover the fundamentals of Microsoft Project (and will also give you a chance to ask questions). Stay tuned for further information.

***TECHNICAL REQUIREMENTS***

The primary online forum for this course will be Blackboard, which is a fairly easy to use product and does not require a lot of formal training. There will be a short tutorial available on the course Blackboard site for students to become better versed in Blackboard and its capabilities.

In terms of hardware and other requirements, all students will need to have access to a PC or laptop with an Internet connection and a web browser (specific browser requirements are listed on the Blackboard site). Faster Internet connections will enable for a more robust online experience but are not required. In terms of software (aside from access to Microsoft Project 2007 or some other project scheduling tool), there are no special software requirements in order to participate in the course. That being said, plug-ins *may* be required to participate in real-time online events; if this is the case, then these can be downloaded (for free) directly from Blackboard, and will only need to be loaded once (more information will be provided in advance).

***ACADEMIC INTEGRITY AND PLAGIARISM***

As indicated above, the academic honor code applies to all work. ***Plagiarism of any kind will not be tolerated.*** The UIC Graduate College's statement on Academic Integrity can be found at: <http://www.uic.edu/depts/grad/regulations/integrity.shtml>  
It reads as follows:

“The University of Illinois is dedicated to learning and research, and hence is committed to truth and accuracy. Integrity and intellectual honesty in scholarship and scientific investigation are, therefore, of paramount importance. These standards require intellectual honesty in conducting research, writing of research results, and relations with colleagues. Graduate students may be faced with difficult choices regarding academic integrity in their various roles as student, teacher, and researcher. If this is the case, they should seek the advice and experience of their faculty advisors and the Graduate College staff.

The University publishes two documents that contain specific definitions of misconduct (such as plagiarism, falsification of data, etc.), procedures used for investigation of charges, and the consequences of that conduct. Students are governed by the Student Disciplinary Procedures (October 1993) and faculty are governed by the Policies and Procedures for Academic Integrity (June 1989).”

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**INSTRUCTOR AVAILABILITY**

In that this is an exclusively online course, I will not be traveling on campus too often! As already mentioned, there will be two real-time study sessions scheduled; these will be conducted in an online presentation format, and will not require your traveling to campus in order to participate.

Please feel free to contact me regarding any course-related matters during the semester. The best way to reach me is via email at [jeffrey.gawel@gmail.com](mailto:jeffrey.gawel@gmail.com) (I make it my goal to try and respond to emails within 24 hours). You can also call me on my cell phone at 312-286-1302. Also, although I do not use it often, I am available for conversation via Skype. Although my schedule tends to be extremely busy, I'm usually pretty flexible and also willing to "meet" with students online (through Blackboard or some other mechanism) or, if necessary, in person. **In that we will be covering a lot of material this semester, it is critical that you do not fall behind! Therefore, do not hesitate to ask for assistance if any is required.**

**COURSE MATERIALS**

The following books are required for this course:

Berkun, Scott. *Making Things Happen: Mastering Project Management (former title: The Art of Project Management)*. O'Reilly, 2008.

Brown, James. *The Handbook on Program Management: How to Facilitate Project Success with Optimal Program Management (1<sup>st</sup> Edition)*. McGraw-Hill, 2007.

Chatfield, Carl, and Johnson, Timothy. *Microsoft Project 2007 Step by Step*. Microsoft Press, 2007. **(Optional)**

Greene, Jennifer and Stellman, Andrew. *Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition)*. O'Reilly Media, 2009.

Norman, Eric; Brotherton, Shelly; and Fried, Robert. *Work Breakdown Structures: The Foundation for Project Management Excellence (1<sup>st</sup> Edition)*. Wiley, 2008.

Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. Project Management Institute, 2008. **(This book will be provided electronically.)**

All of the above books can be found on Amazon and through other online book sellers (and, in most cases, at discounted rates). ).

**Articles and Readings**

Additional articles and readings will be made available throughout the semester.

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**COURSE SCHEDULE – TOPICS AND READINGS**

Please note that reading assignments should be completed prior to the weekly lecture presentation in order to get the maximum benefit. **Be aware that this is only meant to serve as a high-level guide, and readings may change (and be added) as the course progresses, so please consult the Assignments section of the Blackboard web site for the most updated list of assigned readings.**

Note: The ++ that proceeds some of the readings is meant to indicate that these are the most important readings for the week. If you can only cover some of the reading material, then these are what you should focus upon. ***This is not to say that the other readings are not important or not necessary!*** However, this is meant to help you better prioritize your time and effort.

Also note that, as mentioned earlier, the “official” night of class is **Wednesday** of each week. This is the night at which time the lecture presentation will be uploaded to Blackboard. Your readings need to be completed by that time.

**Week #1 (January 13, 2010)**

- **Introduction to Project Management**
- **Readings:**
  - ++Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. **Chapter 1**
  - ++Greene, Jennifer and Stellman, Andrew. *Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition)*. **Chapter 1**
  - Berkun, Scott. *Making Things Happen: Mastering Project Management (former title: The Art of Project Management)*. **Chapter 1**

**Week #2 (January 20, 2010)**

- **Project Management Process Groups; Organizations; and the Role of the Project Manager**
- **Readings:**
  - ++Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. **Chapter 2 - 3**
  - ++Greene, Jennifer and Stellman, Andrew. *Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition)*. **Chapter 2 - 3**
  - Berkun, Scott. *Making Things Happen: Mastering Project Management (former title: The Art of Project Management)*. **Chapter 12**

**Week #3 (January 27, 2010)**

- **Project Management Knowledge Areas and Project Integration Management**
- **Readings:**
  - ++Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. **Chapter 4**

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- ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 4**

**Week #4 (February 3, 2010)**

- **Project Scope Management and Work Breakdown Structures**
- **Readings:**
  - ++Project Management Institute. A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition). **Chapter 5**
  - ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 5**
  - Berkun, Scott. Making Things Happen: Mastering Project Management (former title: The Art of Project Management). **Chapter 3 – 8 (Chapter 3 is ++)**

**Week #5 (February 10, 2010)**

- **Work Breakdown Structures continued; Project Time Management**
- **Quiz #1**
- **Readings:**
  - ++Project Management Institute. A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition). **Chapter 6**
  - ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 6**
  - ++Norman, Eric; Brotherton, Shelly; and Fried, Robert. Work Breakdown Structures: The Foundation for Project Management Excellence (1<sup>st</sup> Edition). **Chapter 1 – 4, 7 - 8**
  - Berkun, Scott. Making Things Happen: Mastering Project Management (former title: The Art of Project Management). **Chapter 2**

**Week #6 (February 17, 2010)**

- **Project Time Management continued; Project Cost Management**
- **Readings:**
  - ++Project Management Institute. A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition). **Chapter 7**
  - ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 7**

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**Week #7 (February 24, 2010)**

- **Project Cost Management continued**
- **Study Session #1**
- **Readings:**
  - **None**

**Week #8 (March 3, 2010)**

- **Midterm Exams Distributed**

**Week #9 (March 10, 2010)**

- **Project Quality Management**
- **MIDTERM EXAMS DUE**
- **Readings:**
  - ++Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. **Chapter 8**
  - ++Greene, Jennifer and Stellman, Andrew. *Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition)*. **Chapter 8**
  - ++Norman, Eric; Brotherton, Shelly; and Fried, Robert. *Work Breakdown Structures: The Foundation for Project Management Excellence (1<sup>st</sup> Edition)*. **Chapter 6**

**Week #10 (March 17, 2010)**

- **Project Human Resource Management**
- **Readings:**
  - ++Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. **Chapter 9**
  - ++Greene, Jennifer and Stellman, Andrew. *Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition)*. **Chapter 9**
  - ++Berkun, Scott. *Making Things Happen: Mastering Project Management (former title: The Art of Project Management)*. **Chapter 11, 16**

**SPRING BREAK (March 24, 2010)**

**Week #11 (March 31, 2010)**

- **Project Communications Management**
- **Readings:**
  - ++Project Management Institute. *A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition)*. **Chapter 10**

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- ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 10**
- ++Berkun, Scott. Making Things Happen: Mastering Project Management (former title: The Art of Project Management). **Chapter 9 – 10, 13**

**Week #12 (April 7, 2010)**

- **Project Risk Management**
- **Readings:**
  - ++Project Management Institute. A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition). **Chapter 11**
  - ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 11**

**Week #13 (April 14, 2010)**

- **Project Procurement Management and Project Close-Out**
- **Quiz #2**
- **Readings:**
  - ++Project Management Institute. A Guide to the Project Management Body of Knowledge (4<sup>th</sup> Edition). **Chapter 12**
  - ++Greene, Jennifer and Stellman, Andrew. Head First PMP: A Brain Friendly Guide to Passing the Project Management Professional Exam (2<sup>nd</sup> Edition). **Chapter 12 - 13**
  - ++Norman, Eric; Brotherton, Shelly; and Fried, Robert. Work Breakdown Structures: The Foundation for Project Management Excellence (1<sup>st</sup> Edition). **Chapter 5, 9 – 11**

**Week #14 (April 21, 2010)**

- **Program Management and Project Portfolio Management**
- **Study Session #2**
- **Readings:**
  - ++Brown, James. The Handbook on Program Management: How to Facilitate Project Success with Optimal Program Management (1<sup>st</sup> Edition). **Chapters 1 – 10**

**Week #15 (April 28, 2010)**

- **Course Wrap-up**
- **Final Exams Distributed**
- **Readings:**
  - **None**

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**Week #16 (May 5, 2010)**

- **FINAL EXAMS DUE**