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1 Objectives

We introduce students to Project Planning and Control using Microsoft Project Professional 2013. A practical textbook is required (Kerzner 2013), along with a number of academic articles surveying advanced topics. Five themes are covered: (1) Schedule: work breakdown structure (WBS), CPM/PERT, task networks, and dependencies; (2) Budget: budgeting, earned value analysis (EVA), and cost control; (3) Change: schedule changes, costs and constraints, and resource re-allocation; (4) Risk: risk identification, risk networks, cost consequences, and risk mitigation strategies; (5) Control: monitoring and baseline comparison, auditing and root-cause analysis, project escalation, and project termination criteria.

2 Textbooks

Required: Harold R. Kerzner, (2013), Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Edition, Wiley, 978-1-118-02227-6, 1296 pages (eBook price = CAN\$87)

- Buy: <http://ca.wiley.com/WileyCDA/WileyTitle/productCd-1118022270.html>
- Resources: <http://bcs.wiley.com/he-bcs/Books?action=index&itemId=1118022270&bcsId=8033>

Optional: Carl Chatfield, Timothy Johnson, (2016), Microsoft Project 2016 Step by Step, Microsoft Press, 608 pages, eBook ISBN 978-0-7356-9877-2 (eBook price = US\$16 with coupon code = MVA-EBOOK)

- Buy: <https://www.microsoftpressstore.com/store/microsoft-project-2016-step-by-step-9780735698772>

3 Software

Microsoft Project Professional 2016, free trial version

- Overview: <https://products.office.com/en-us/Project/project-and-portfolio-management-software>
- Download: <http://www.microsoft.com/en-us/evalcenter/evaluate-project-professional-2016>
- Tutorial: <https://support.office.com/article/afac1e38-1219-4a88-bd22-81534778d528>
- Certification: <https://www.microsoft.com/learning/en-ca/exam-74-343.aspx>

4 Evaluations

#	Type	Activity	Objectives and Due Date	Compute	Value
1.	Individual	Class Exercises	4 Exercises from Book, in-class last hour, days 1-4	4 Exercises x 5%	20%
2.	Individual	Final Exam	30 Questions from the Book, 1 week after course	30 Questions x 1%	30%
3.	Team	Case Report	1 case to resolve using MS Project, due 2 weeks after	1 Report x 50%	50%
	Total				100%

5 Calendar

Day >	Wednesday	Thursday	Friday	Saturday	Sunday
Theme >	Schedule	Budget	Change	Risk	Control
1 st Bloc (4 hours)	Ch. 11	Ch. 13	Ch. 15	Ch. 17	Ch. 19
2 nd Bloc (4 hours)	Ch. 12	Ch. 14	Ch. 16	Ch. 18	Ch. 20

6 Readings

Ch.	Textbook Chapters	Research Topics	Articles
11.	Planning	Knowledge Management, Front-End Uncertainty	[1] [2]
12.	Network Scheduling Techniques	Project Management Office (PMO), Agile Methods	[3] [4]
13.	Project Graphics	Complex Project Risk Management	[5]
14.	Pricing and Estimating	Net Present Value (NPV) vs. Real Options	[6]
15.	Cost Control	Monte Carlo Simulations	[7]
16.	Trade-Off Analysis in a Project	Project Constraints and Risk Networks	[8]
17.	Risk Management	Risk Auditing	[9]
18.	Learning Curves	Project Governance	[10]
19.	Contract Management	Control Protocols	[11]
20.	Quality Management	Illusion of Control	[12]

7 Bibliography

- [1] Ahern, T., Leavy, B., & Byrne, P. J., (2014), "Complex project management as complex problem solving: A distributed knowledge management perspective", *International Journal of Project Management*, 32 (8): 1371-1381.
- [2] Williams, T., & Samset, K., (2010), "Issues in front-end decision making on projects", *Project Management Journal*, 41 (2): 38-49.
- [3] Hill, G. M., (2004), "Evolving the project management office: A competency continuum", *Information Systems Management*, 21 (4): 45-51.
- [4] Drury, M., Conboy, K., & Power, K., (2012), "Obstacles to decision making in Agile software development teams", *Journal of Systems and Software*, 85 (6): 1239-1254.
- [5] Thamhain, H., (2013), "Managing risks in complex projects", *Project Management Journal*, 44 (2): 20-35.
- [6] Benninga, S., & Tolkowsky, E., (2002), "Real options - An introduction and an application to R&D valuation", *Engineering Economist*, 47 (2): 151-168.

- [7] Kwak, Y. H., & Ingall, L., (2007), "Exploring Monte Carlo Simulation Applications for Project Management", *Risk Management*, 9 (1): 44–57.
- [8] Brookfield, D., & Boussabaine, H., (2009), "A complexity-based framework of financial risk assessment in large-scale projects", *Risk Management*, 11 (1): 44-65.
- [9] Jani, A., (2011), "Escalation of commitment in troubled IT projects: Influence of project risk factors and self-efficacy on the perception of risk and the commitment to a failing project", *International Journal of Project Management*, 29 (7): 934-945.
- [10] Biesenthal, C., & Wilden, R., (2014), "Multi-level project governance: Trends and opportunities", *International Journal of Project Management*, 32 (8): 1291-1308.
- [11] Gregory, R. W., Beck, R., & Keil, M., (2013), "Control Balancing in Information Systems Development Offshoring Projects", *MIS Quarterly*, 37 (4): 1211-A1214.
- [12] Fang, C., & Marle, F., (2012), "A simulation-based risk network model for decision support in project risk management", *Decision Support Systems*, 52 (3): 635-644.

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1 目标

我们向学生介绍项目规划和控制使用微软项目专业 2013 年。实际的教材是需要 (Kerzner 2013 年), 以及大量的测绘高级的主题的学术文章。五个主题涵盖: (1)附表 : 工作分解结构 (WBS)、CPM/PERT、任务网络和依赖关系; (2)预算 : 预算编制、挣值分析 (EVA) 和成本控制; (3)变化 : 计划变化、成本和约束和重新分配资源; (4)风险 : 风险识别、风险网络、成本后果和风险缓解策略; (5)控制 : 监测和基准比较、审核和根本原因分析、项目升级项目终止标准。

2 教材

需要: Harold R. Kerzner, (2013), Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Edition, Wiley, 978-1-118-02227-6, 1296 pages (eBook price = CAN\$87)

- 购买 : <http://ca.wiley.com/WileyCDA/WileyTitle/productCd-1118022270.html>
- 资源 : <http://bcs.wiley.com/he-bcs/Books?action=index&itemId=1118022270&bcsId=8033>

可选的 : Carl Chatfield, Timothy Johnson, (2016), Microsoft Project 2016 Step by Step, Microsoft Press, 608 pages, ISBN 978-0-7356-9877-2 (eBook price = US\$16 with coupon code = MVA-EBOOK)

- 购买 : <https://www.microsoftpressstore.com/store/microsoft-project-2016-step-by-step-9780735698772>

3 软件

微软项目专业 2016 年, 免费试用版

- 概述 : <https://products.office.com/zh-cn/project/project-and-portfolio-management-software>
- 下载 : <https://www.microsoft.com/zh-cn/evalcenter/evaluate-project-professional-2016/>
- 教程 : <https://support.office.com/article/afac1e38-1219-4a88-bd22-81534778d528>
- 认证 : <https://support.office.com/zh-cn/article/afac1e38-1219-4a88-bd22-81534778d528>

4 评价

#	类型	活动	目标和到期日期	计算	价值
1。	个人	课堂练习	4 练习从书·类在最后 一小时·天 1-4	4 锻炼 x 5%	20%
2。	个人	期末考试	从这本书中·1 周后课 程 30 个问题	30 问题 x 1%	30%
3。	团队	一例报告	1 案例中为解决使用 MS 项目到期后 2 周	(1) 报告 x 50%	50%
	总计				100%

5 日历

一天 >	雷德方便	星期四	星期五	星期六	星期日
主题 >	附表	预算	变化	风险	控制
1 st 集团 (4 小时)	章 11	章 13	通道 15	章 17	章 19
2 nd 集团 (4 小时)	通道 12	章 14	章 16	章 18	通道 20

6 读数

通道	教材的章节	研究课题	文章
11。	规划	知识管理·前端的不确定性	1, 2
12。	网络计划技术	项目管理办公室 (PMO), 敏捷方法	3, 4
13。	工程图形	复杂项目风险管理	5
14。	定价和估算	净现值 (NPV) 与实物期权	6
15。	成本的控制	蒙特卡罗模拟	7
16。	在一个项目中的权衡分析	项目约束条件和风险网络	8
17。	风险管理	风险审计	9
18。	学习曲线	项目治理	10
19。	合同管理	控制协议	11
20。	质量管理	控制幻想	12

7 参考书目

- [1] Ahern, T., Leavy, B., & Byrne, P. J., (2014), "Complex project management as complex problem solving: A distributed knowledge management perspective", *International Journal of Project Management*, 32 (8): 1371-1381.
- [2] Williams, T., & Samset, K., (2010), "Issues in front-end decision making on projects", *Project Management Journal*, 41 (2): 38-49.
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