University of Hawaii, Shidler College of Business
Department of Information Technology & Management
and
International College of Seville
ITM 321: Project Management Fundamentals
Fall 2021

Professor:	William F. Donahue
Office:	ICS (office hours by appointment only)
Txt & Tel:	(808) 383-5534
Email:	donahuew@hawaii.edu
Course Time:	TBD
Course Location:	ICS Facility

Introduction and Overview of the Course

Project Management is a framework for thinking and set of skills that is as old as the first human endeavors, but it is emerging as a concept in-itself and as an increasingly codified body of knowledge that can be mastered and practiced.

Much of the work done in businesses today is organized around projects - establishing a new business, launching a new product, or implementing a new information system. Every functional area of a business does projects, and often a single project involves multiple areas.

The project manager (PM) coordinates the diverse personnel and activities of a project to ensure the project meets the business requirements within time and budgetary constraints. To be successful, the PM needs a variety of skills and sufficient breadth of knowledge to manage the technical, organizational and social aspects of the project.

This class covers the concepts and techniques historically common to all types of projects as well as specific project planning and control techniques that we expect to persist over time. Information technology initiatives are a major focus of this course. We will also emphasize the challenges of managing projects in virtual and global organizational settings.

Finally, we will look at where Project Management is headed and explore a normative, critical analysis of the categories and concepts which should fostered, and those which should be discarded.

Topics Covered:

- Project design & project selection
- Project initiation and definition
- Defining project scope
- Work breakdown structures and project estimation
- Project schedules and budgets
- Risk management

- Project communication and reporting
- Managing organizational change in project environments
- Managing the human side of project management
- Project implementation, closure and evaluation
- AI in project management
- "Mega Projects"
- **Role of European Union in Project Selection, Development, Oversight and Financing**
- **"A Tale of Two Railroads" – Project Management Histories of Spain's Renfe passenger rail system and Hawaii's Honolulu Area Rapid Transportation system examined from a PM perspective**
- **Prince2 Project Management Approach vs. Project Management Institute: Europe vs. The World?**

Course Materials:

- [Project Management by Adrienne Watt](#) (provided free under Creative Commons License
- [Mission Economy by Mariana Mazzucato](#)
- Readings and Audio/Visual Materials provided on [Google Team Website](#)
- Supplementary notes on some topics, assignments and grading rubrics, and case study files provided on Google Team Website

Course Requirements & Grading:

Grading	Points
In-class participation: You will be expected to answer questions, present arguments to support your viewpoint, and participate in topic discussions. The purpose is to give you practice at a skill that business executives must use every day – engagement in analytical discussion. If you miss a class, consider engaging me in an A/V call or email or text discussion of the topics covered in order to earn the points.	30
Quizzes and Exams: Students will take quizzes as well as a mid-term and final exam to allow them and the Lecturer to determine how well they are grasping the subject matter.	30
Presentation: Each student will prepare and deliver an in-class presentation (~15 minutes) on **a topic which the student has academic or professional experience or interest, and which has been approved by the Lecturer**.	20

<u>Writing projects</u>: Students will complete several short-to-middle size assignments which will require the use of several business/project management formats, as well as the expository essay format.	20

About your Instructor: Mr. Donahue has 30 years of experience in leading and managing IT and other projects in various business environments, including both publicly traded and closely held for-profit companies, non-profit enterprises, and government agencies. He has been involved in a number of healthcare and IT startups as well. In addition to his business experience, Mr. Donahue holds a JD and has practiced corporate law, healthcare law, and regulatory law.

Class Sessions	Topics
Preliminary Matters	- Overview of Course - Project Management - A Deconstructionist View - Pre-Project Management Thinking: Decision Bias - Project vs. Process - Project Lifecycle
Elements of Project Management I	- The Project Charter - Elements of a Project Plan **Project Plan Development Process: EU Environment** **Project Plan Development Process: Spain as a "Nation of Nations" Environment** - Projects within an Organizational Context - The Human Side of Project Management **Project Teams Across the EU and across the Globe** **Managing Multi-Lingual Project Teams – the "New Normal?"** - Identifying Project Type and Planning Accordingly - Formal Project Planning - Project Selection and Approval - Making the Business Case: Measurable Organizational Value - Project Leadership
Elements of Project Management II	- Work Breakdown Structure - Estimating Tasks **Estimating Costs in Constant Currency** **Estimating Costs in Cross-National Currency Arrangements** - Scoping Issues - Budget Issues - Scheduling Issues
Agile Project Management	- Adaptive Approaches to Project Planning and Management - Scrum and its Progeny - Information Technology Project Management Reconceived
Quality, Control, and Closure	- PMI and Certification - Project Reporting - Project Implementation - Monitoring, Controlling, Quality and Communication - Project Closure - Recovering from Project Failure
Megaprojects & the Future of	- Mega Projects **Spain & Hawaii: How our rail projects demonstrate the**

	differences in the Project Management Environments
Project Management	**differences in the Project Management Environments** ● Artificial Intelligence in Project Management ● Future of Project Managements ● Topic TBD based on time availability

BUS321- Learning Outcomes Rubric

Goal	Exemplary	Satisfactory	Unsatisfactory
Demonstrate knowledge of Decision Sciences as it pertains to Project Management	Identifies role of cognitive bias in decision making process and how to overcome obstacles to good decision making	Identifies basic influences of cognitive bias on business decisions	Fails to understand the of cognitive bias or their role in decision making
Demonstrate knowledge of Project Management Resource Planning Techniques	Fully understands all aspects of resource inventory and implications of diverse resource aspects	Demonstrates a basic understanding of financial and human resources involved in Project Management	Fails to demonstrate an understanding of resources within a Project Management context
Demonstrate knowledge of Project Team Management	Fully understands how Project Teams Function and how to manage the operations of remote and co-located teams	Understands basic Project Team Management tools and techniques	Fails to understand even basic Project Team Management concepts
Understands how Project Management will develop within the near-term time horizon, including the role AI will play in that process	Demonstrates an understanding of the dynamic forces impelling the development of Project Management as well as AI's impact on the process	Demonstrates at least a rudimentary understanding of where the field of Project Management will be in the next five to eight years	Unable to trace the outlines of the future of the field in any meaningful sense
Understand how Project Management functions within a Spain/EU Context by means of comparison with US Project Management environment	Actively participates in discussions and presentations which demonstrate culturally sensitive understanding of Project Management in the Spain/EU context	Actively participates in discussions, articulates modest degree of cultural clarity regarding Spain/EU Project Management environment	Does not actively participate in discussions. Is not able to articulate an understanding of cultural differences in Project Management environment