

**GEORGE MASON UNIVERSITY**  
**Schar School of Policy and Government**  
**Syllabus for PUBP 680-B01 Summer 2017**

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**Course:** Project Management in the Human Capital Arena  
**Day and Time:** Tuesdays – 4:30 to 7:10 pm  
**Location:** Arlington Campus: Founders Hall room 465  
**First Class:** June 6, 2017  
**Last Class:** July 25, 2017  
**Final Project Due:** July 27, 2017 (4:30 pm)  
**Instructor:** Sarah Shores  
**Office Hours:** After class or by appointment.  
**Phone:** 540-522-1335  
**E-mail:** [sshores@gmu.edu](mailto:sshores@gmu.edu)

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**Course Description:**

This course provides the basic terminology, tools, and techniques of project management adopted for the Human Resources professional. The instructor will demonstrate how the common functions of Human Capital Management such as training or rolling out an HR initiative can be improved through project planning and management. I will also instruct students how to use project management to effectively implement strategic change in an organization.

**Student Learning Outcomes:**

The course is designed to be both strategic and practical. By the end, students should be able to apply basic project management techniques to their work and answer a series of key questions about project management, including:

- What is project management? How can it be applied to Human Capital Management? And what key competencies does a high-performing project manager need to have?
- How does project management in Human Capital Management differ from other forms of project management? What are common project management practices that are transferable to Human Capital Management?
- What are the key techniques of project management? How do Human Resources professionals use the key tools of project management in their work?
- How can Human Resources professionals increase their knowledge and skills in project management?

The initial "foundation" segment of the course will include discussions of project management planning, project management lifecycle, the nine knowledge areas of project management, and project management tools such as the Work Breakdown Structure, Gantt chart, and other planning/scheduling/budgeting tools. The second part of the course is the practical application of these skills.

## **Grading Elements and Weights:**

- 25% Class participation\*
- 25% Homework Assignments
- 25% Group Project assignment
- 25% Final Project Plan (Instructor will provide project details)

\*Note: Class participation will be based on the quality of the views and questions offered and the degree to which those views and questions reflect a command of the reading material.

## **Required Texts:**

Martin, Vivien Managing Projects in Human Resources, Training and Development (2006)  
Harvard Business School Press The Essentials of Project Management (2006), Business Literacy for  
HR Professionals

## **Schedule of Classes:** (may be adjusted during the term)

- Jun 6      Subject: **Course overview and student skill assessment, What is a project; Different types of project; What is project management; How does project management add value in HR, Project management process overview; Project life cycle, Project scope management;**  
Readings: The Essentials of Project Management (EPM) pages 1-25  
**Assignment:** complete self assessment 1-1 and 1-2 on pages 13 and 17 and bring scores to class. Also please read: Martin chaps. 1-4, EPM chap 2-4,  
**Assignment: Project Overview and Charter –due 13 June**
- Jun 13     Subjects: **Work Breakdown Structure**  
Readings: Martin chaps 6-7, EPM chap 5-6  
**In Class Assignment:** WBS, Gantt Chart
- Jun 20     Subjects: **Project Scheduling and Risk**  
Readings: Martin chaps. 5, 8 EPM Chap 7-10  
**In Class Assignment:** Gantt Chart and Estimating, Risk Plan  
**Assignment: Gantt Chart and Risk Plan Due Jun 27**
- Jun 27     Subjects: **Implementing the project; Monitoring and control, project close out**  
Readings: Martin chaps. 9-15, EPM chap 11-13  
**Assignment: Group projects Due Jul 11**
- Jul 4        No Class – Holiday**
- Jul 11      Subject: **Procurement and Knowledge Management in Projects**  
Readings: Martin 16-17, EPM 16  
**Assignment: Final Projects Due Jul 27**

Jul 18      **Subject: Change Management in Projects, Managing Conflicts in Projects**  
Readings: TBD  
**Assignment:** Work on Final Project

Jul 25      **Subject: Your Project Management Career, Certification and Advancing your skills, Course summary and discussion of HRPM Challenges for the future**  
**Assignment:** Work on Final Project

Jul 27      **Final Projects Due by 4:30 PM**

### **Disability Statement:**

If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

### **Honor Code Policy:** ( Schar School of Policy and Government)

All work submitted to fulfill course requirements shall be solely the work product of the individual(s) whose name(s) appear on it. Except with permission of the instructor, no recourse is to be had to projects, papers, lab reports or any other written work previously prepared by another student. Except with permission of the instructor, no paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course in the Department of Public and International Affairs. No assistance is to be obtained from commercial organizations which sell or lease research help or written papers. Proper footnotes and attribution are required for all written work. Students should follow an accepted reference/style manual such as Turabian or APA. Faculty in SPG have zero tolerance for academic dishonesty and will strictly enforce Mason's honor code.