SCHOOL OF MANAGEMENT

SYLLABUS FOR – MIS 363 PROJECT MANAGEMENT FOR MANAGERS (SPRING 2015)
Class meets   MALL PC37   Mondays 6-9pm

Instructor: Dr. Shivon Boodhoo   *Contact:* boodhoo@njit.edu or 973-596-8459
Office Location: Honors College 2nd Floor Room 226
Office Hours: Mondays 2-4pm or Monday-Friday by appointment

COURSE DESCRIPTION

This course covers theories, tools, and techniques to successfully manage projects. Students will learn how to put together a project charter, define project goals, and develop project teams, schedules, and budgets. The course will illustrate the key aspects of project lifecycles (initiation, planning, execution, monitor and control, and closing). It will also emphasize aspects of team, performance, risk, and quality management. The course will use a hands-on software and case-study projects as well as a reference research oriented approach to achieve student learning objectives.

COURSE OBJECTIVES: Any organization works on projects. Regardless of the industry or functional specialization, students need to have a clear understanding of the factors that make a project successful (and those that hinder project success). PM is an interdisciplinary field that covers multiple theoretical concepts, and also requires substantial application. Many positions available in the job market, including entry level positions, require applicants to show formal project management skills. In fact, many firms also require professional certifications, such as the CAPM, PMP and more complex program management certifications. The course intends to build a wide range of analytical, communication, interpersonal, leadership, and technology skills (see *Expected Learning Outcomes* on the last page of the syllabus). Students will be able to:

- Explain the Fundamentals of Project Management
- Understand the Project Lifecycle/s
- Recognize and use Project Scheduling Techniques
- Familiarize with Project Control Mechanisms
- Understand Team Management
- Recognize the importance of Project Documentation and Evaluation
- Be acquainted with available software for Project Management

COURSE METHODS:

The course will consist of lectures and discussion sessions to introduce new material, models and techniques. Case studies will focus on organizational challenges faced by key decision makers and managers and will entail a written submission and a class presentation. A laboratory component of the course will focus on using PM software.

COURSE ASSESSMENT CRITERIA: Total = 200 pts = 100%

Grades are based on individual and team performance as follows:

15 pt Homework #1   15pt Homework #2   15pt Homework #3
20pt Exam #1   25pt Exam #2   35pt Exam #3 (Final)
30pt   MS Project Labs #1, 2, 3, 4, 5 and 6 at 5pts each
25pt   Group Project – Final Presentation & Term Paper
10pt   Individual analysis of group project
10pt   Participation in class and online discussions on Moodle

ASSIGNMENTS:

All paper submissions are Times New Roman 12 font, 1.5 line spacing, 1 inch margins, (page count excludes pictures and graphs). All presentations are 6 minutes in total length. This includes 1 minute for setup at the beginning, 3 minutes material presentation with an additional 2 minutes for Q&A at the end.

Homework (individual): Will be based on the course text/case studies, projects and lecture. This is an individual effort and must done **without** collaboration unless otherwise instructed. Homework will be submitted to the course Moodle website before the day and time it is due with late submissions counted as a zero.

Exams (individual): Will be based on the course text/case studies and lecture. This is an individual effort and must done without collaboration. The exam will be closed-book and closed-notes and may include use of the PM software. Exams will be during class time and no make-up exams will be given unless a note is received by the instructor from the Dean of Students office. A missed exam will be counted as a zero.

Lab assignments (individual). Each student will submit a short assignment related to the course materials.

Participation: Students enrolled in this class have a range of levels in their experience with project management both in the U.S. and internationally. An important learning aspect involves the sharing of knowledge and perspectives during in-class and online discussions. Students are expected to post meaningful comments on Moodle **each week** and engage with their classmates and participate wholeheartedly to all discussions. Discussion topics should include references to the WSJ and the week's course material.

Final Group Project: (Team size to be determined by number of students in class). Each team must choose a case study from the verified list (Why Projects Fail, Catalogue of Catastrophe - http://calleam.com/WTPF/?page_id=3). Then use the material learned in the course to demonstrate mastery of the skills taught in the course. The team will insert themselves into the case study management team and demonstrate an understanding of the Fundamentals of Project Management, The Project Lifecycle, Project Scheduling Techniques,

Project Control Mechanisms, Team Management, The importance of Project Documentation and Evaluation and use of software for Project Management.

At the end of the semester, the team will do an in-class PowerPoint presentation (all members must be present) and submit a ten page term paper based on the project (one paper for the group with a work breakdown structure to show individual contributions). The paper must include key concepts from each lecture to demonstrate mastery over the subject matter.

Group members should be selected within the first two class meetings and all members should subscribe to the *Wall Street Journal,* as the HW, Exam and Project will expect insightful comments that reflect an understanding of economic considerations both local and global as it relates to the subject.

Individual element of the Group Project: Each student will engage in a discussion of one or more problems identified in the group project case and will propose implementable solutions based on the materials learned in the course. The discussions will be evaluated based on depth of analysis, originality, links to the class materials, and a general mastery of course topics.

COURSE MATERIALS

Course lectures slides and case study materials: moodle.njit.edu

(1) Jeffery K. Pinto, Project Management, 3rd Edition ISBN-10: 0-13-266415-1; ISBN-13: 978-0-13-266415-8

(2) Why Projects Fail case studies - http://calleam.com/WTPF/

(3) Harvard Business Review case studies – https://hbr.org

(4) To order Wall Street Journal: Go to http://www.wsj.com/studentoffer
Cost = $1 per week for the semester

Recommended References:
Project Management Book of Knowledge, 5th Edition, which will be available with PMI student membership http://www.pmi.org/GetInvolved/Pages/Student-Memberships.aspx

Special Guest Lectures:
Schedule permitting, guest lecturers may be invited to give Ted-talks style lectures on application of project management in their field – academia, banking, petroleum, IT etc.

COURSE OUTLINE

Week	MATERIAL	TOPIC	*(Project Progress & Assignments due)*

1. (Jan 26th)   Text 1, Ch1 and Text 2   **Introduction and Tacoma Narrows Bridge**

    Why study Project Management?   See also, PMBOK Ch 1 – PM Framework
    Why study Epic Failures?

(Belbin Self-Evaluation and Personality Test)
(Introduction Slide to Moodle Forum)

---

2. (Feb 2nd)   Text 1, Ch 6 and Text 3   **Teams**

    Teams Building, Conflict, Negotiation   See also, PMBOK Ch 9 – HR Mgmt

Read ahead for in-class and Moodle discussion
https://hbr.org/2012/04/the-new-science-of-building-great-teams

(Groups Formed)
(Post group case study selection to Moodle forum)
(Individual – post key questions to Moodle forum for discussion)

---

3. (Feb 9th)   Text 2, Text 3 and MS Visio, MS Project   **Risk, Project Needs & Solutions**

    Read ahead for in-class and Moodle discussion
    https://hbr.org/2011/09/why-your-it-project-may-be-riskier-than-you-think
    http://calleam.com/WTPF/wp-content/uploads/articles/Whatmakes.pdf

    Lab – Organizational Chart in Visio and MS Project Overview
(Homework 1)

(Draw an organizational chart for your case study with key stakeholders)
(In class Group Presentation of case study overview)

---

4. (Feb 16th)   Text 1, Ch 2 and 3   **Projects and the Organization**

   Stakeholders management   See also *PMBOK Ch 2 – Organization*
   Project Portfolio

(Exam 1)
(Group project Economic considerations)

---

5. (Feb 23rd)   Text 1, Ch 5   **Scope Management**

Scope Management, RASIC Charts   See also PMBOK Ch 5 – Scope Mgt

Read ahead - http://www.matchware.com/en/products/mindview/mindmapping.htm
Lab - WBS, Roles & Responsibilities in MS Project

COURSE OUTLINE

Week	MATERIAL	TOPIC	*(Project Progress & Assignments due)*

6. (Mar 2nd)   Text 1, Ch8   **Cost Estimation, Budgeting**

Techniques and tools for estimating cost   See also PMBOK *Ch 7 – Cost Mgt*

(Case study cost estimates and budget)

Lab – MS Project and Costs
Resource - http://carstenknoch.com/2013/02/how-to-estimate-a-project-using-microsoft-project/

---

7. (Mar 9th)   Text 1, Ch 9 and 10   **Project Sheduling**
See also *PMBOK Ch 6 – Time Mgt*

Resource Management   Text 1, Ch 12

Lab - MS Scheduling / Network Diagrams / CPM

(Homework 2)

(Case study schedule)

---

8. (Mar 16th)   SPRING BREAK   **No class**

Read   Text 1, Ch 4   **PM Leadership, Code of Ethics**

---

9. (Mar 23rd)   Text 1, Ch 13 and Text 3   **Evaluation and Control**

See also PMBOK Ch 8 – Quality Mgt

Project control

Lab - MS Project Baselines and Control Mechanisms

(Exam 2)

---

10. (Mar 30th)   Text 1, *Ch 7*, Text 2   **Risk Management**

Risk Assessment Templates   See also PMBOK Ch 11 – Risk Mgt
Denver Airport baggage handling - http://calleam.com/WTPF/?page_id=2086

Lab – Risk assessment for Final Project

TODAY is LAST DAY TO WITHDRAW FROM COURSES

COURSE OUTLINE

Week	MATERIAL	TOPIC	*(Project Progress & Assignments due)*

11. (Apr 6th)   Text 2   **Triggers of Failure**

Common Causes of Failure - http://calleam.com/WTPF/?page_id=2338

Group Project Update Day   **Project Updates**

(Presentations - In class project updates by each group)
(Individual Project Assessment papers due on Moodle)

12. (Apr 13th)   Text 2   **Communication Management**
                                                      See also *PMBOK Ch 10 – Communication*

Read ahead
http://www.pmi.org/~/media/PDF/Business-Solutions/The-High-Cost-Low-Performance-The-Essential-Role-of-Communications.ashx

SNCF France: http://calleam.com/WTPF/?p=6708

Lab - Communication Planning – in Web 2.0 environments

13. (Apr 20th)   Text 2 and Text 3   **Balanced Scorecard**
Read ahead
https://hbr.org/1993/09/putting-the-balanced-scorecard-to-work

Getting Hired - http://calleam.com/WTPF/?p=7271
                                                      (Homework 3)

14. (Apr 27th)   Text 1, Ch 14 and Text 2   **Documenting Lessons Learned**

Project Closeout and Termination
                                                      See also PMBOK Ch 4 – Integration Mgt
          Lab – MS Project software review

15. (May 4th)   **Project Presentations**
          - *Group Project presentations in class*
          - *Group Project paper to be submitted to Moodle*

Exam 3 *during Final Exam period May 8th – 14th as scheduled by the Registrar*

Academic Integrity: The University's academic integrity code will be strictly enforced and all suspected violations will be referred to the Dean of Students office. Details can be found at (http://www.njit.edu/academics/pdf/academic-integrity-code.pdf)

EXPECTED LEARNING OUTCOMES
In addition to content specific course objectives, the course intends to help students develop a wide range of analytical, communication, interpersonal, and technology skills. Lecture and discussion sessions, class projects and assignments are designed in order to meet the following levels (**A**ncillary, **M**edium, **C**ritical) of broader learning objectives.

	A	M	C
Learning Goal 1 – Develop Analytical and Problem Solving Skills			
Learning Outcome 1.1. Our students will demonstrate knowledge in business concepts and an ability to apply these concepts to solve business problems.			√
Learning Outcome 1.2. Our students will demonstrate an ability to use quantitative methodologies as tools to solve business problems.		√	
Learning Goal 2 - Develop Communication and Information Literacy Skills	A	M	C
Learning Outcome 2.1. Oral Communication - Our students will demonstrate the ability to deliver effective presentations enhanced by technology.		√	
Learning Outcome 2.2. Written Communication- Our students will demonstrate the ability to write clear and concise reports.			√
Learning Outcome 2.3. Information Literacy - Our students will demonstrate the ability to search databases and locate relevant information.		√	
Learning Goal 3 - Develop and Enhance Interpersonal and Team skills	A	M	C
Learning Outcome 3.1. Our students will demonstrate the ability to work as a team member.			√
Learning Outcome 3.2. Our students will demonstrate the ability to lead group members effectively.			√
Learning Goal 4 - Develop Ethical Reasoning Skills	A	M	C
Learning Outcome 4.1. Our students will demonstrate the ability to identify ethical dilemmas and make decisions grounded in ethical principles.			√
Learning Goal 5 - Acquire Technological Skills	A	M	C
Learning Outcome 5.1. Our students will demonstrate the ability to use technology for effective project management.			√
Learning Goal 6 - Understand the Global Context of Business	A	M	C
Learning Outcome 6.1. Our students will demonstrate the ability to understand the global context in which business is conducted.			√