

NEW JERSEY INSTITUTE OF TECHNOLOGY
MARTIN TUCHMAN SCHOOL OF MANAGEMENT

Course Title: Project Management For Managers **Course Number:** MIS 363 - 001

Semester: Fall 2023 **Time:** MR 11:30 AM - 12:50 PM

Location: CKB 217

Instructor: Yi Chen <yi.chen@njit.edu>

Office Hours: R 12:50-1:50 AM at CAB 2008 or by appointment

Note: A Windows platform is needed to install the Microsoft Project.

Prerequisites: Familiarity with MS Office productivity tools.

COURSE OVERVIEW:

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.

TEXTBOOKS:

Required:

Jeffery K. Pinto, Project Management, 3rd or higher edition

*Additional Instructions/readings are available at the course canvas site: <https://njit.instructure.com/> with Selected Cases from **Harold Kerzner**, Project Management Case Studies, 3rd Edition, ISBN: 978-0-470-27871-0 Paperback, March 2009*

Recommended References:

- Project Management Book of Knowledge, 5th Edition, which will be available with PMI student membership <http://www.pmi.org/>
- Understanding Business, 10th Edition 10th Edition, by William G. Nickels, James M. McHugh, Susan M. McHugh

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 discipline 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
- 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. Case studies will focus on organizational challenges faced by key decision makers and managers and will entail a class presentation and discussions. A laboratory component of the course will focus on using PM software.

CLASS SESSIONS: This is an in-person learning course. Students are expected to attend the class and take an active role in the discussion at the scheduled course time unless prior approval is obtained.

ACADEMIC INTEGRITY:

Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university. Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the academic code of integrity policy that is found at: <http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf>.

*Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. **Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university.** If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at dos@njit.edu*

REQUEST FOR EXCEPTION:

When a student invokes extenuating circumstances for any reason (late withdrawal from a course, request for extension on deadline, request for a make-up exam, request for an Incomplete grade, request for accommodation due to illness – COVID related or other –) the student should be sent to the Dean of Students Office. The Dean of Students will be making the determination of whether extenuating circumstances exist or not and will be notifying the instructor accordingly. Instructors should never request or accept medical or other documents from students; such documents need to be submitted by the student to the Dean of Students.

GRADING POLICY:

The following scale will be used to determine your grade for the class:

A [90 – 100]; B+ [85, 90); B [80 – 85); C+ [75 – 80); C [70 – 75); D [60 – 70); F (Below 60)

GRADING:

Grades will be based on the following task distribution:

<u>Class Participation</u>	25%
<u>Homework</u>	13%
<u>Team Contract</u>	3%
<u>Case Study Project (with Peer Evaluation)</u>	10%
<u>Final Integrative Lab Test</u>	16%
<u>Mid-term & Final Exam (10 + 23)</u>	33%

- ***All due time is 11:30AM (before class) on the due date (typically Thursdays), unless specified otherwise.***
- ***Late submission of HW and Team Contract (based on the submission timestamp on Canvas) is subject to a deduction of 30% of full mark per hour.***
- ***Late submission of In-Class Activities, Case Study Presentation are NOT accepted, and will result in a score of zero.***
- ***All grading is based on the submissions in Canvas, unless specified otherwise.***
- ***All assignments must be typed in computers, I do not accept hand-written assignments.***
- ***Any question and/or issue regarding to grading of an assignment or an attendance/participation points must be submitted within one week after the score is posted. Please note that regrading of assignment may end up with either a higher or a lower grade of the original one.***

TASKS:

- **Class participation** is essential as we will use the class times to discuss new materials, readings and conduct various in-class exercise. The evaluation will be based on the **presence, active discussions** and **in-class activities**.
- **Homework** (*individual*). There are several homework assignments about the content discussed in class.
- **Team Contract** (*team*) Each team will typically have 3 members and make a team contract together. Each individual will sign the team contract made by the team and make peer evaluation of team members at the of the team-based project – Case Presentation.
- **Case Presentation** (*team-based project*). Each team will lead a 25-minute discussion about a case in the assigned week. The team will prepare PowerPoint **slides** and make a **13-17 minute presentation** based on the slides and then lead 8-12 minutes **Q&A discussions** in the class (you will ask questions to the class, and answer questions asked by the instructor and the classmates). **The presentation must be at least 13 minutes**, meaning that you need to sufficient amount of content to discuss! The information of the presentation shall
 - Provide comprehensive information about the case,
 - Link the case to the class materials,
 - Discuss the key problems of the case,
 - Discuss possible solutions,
 - Invoke discussions. The team will prepare 3-5 questions for the class to discuss in class
 - Include a reference of all external resources that are used for the presentation.

While the case is either based on the material in the textbook or provided by the instructor, the team is expected to search for additional information to investigate the case with depth, and make an informative presentation of at least 13 minutes.

Note that the slides, contributed by multiple team members, shall be consolidated and have the same style and spirit. The presentation slides are expected to be professional.

The team can include video, but no longer than 4 minutes unless a prior approval from the instructor is made. The video is NOT a replacement of the team's presentation for case introduction and case analysis, but is considered as a supplement material to enrich the presentation.

The case study project will be evaluated based on the content of the presentation per requirement above, presentation manners, the extensiveness of the efforts on case investigation, team coordination, and punctuality. Please check out the grading rubric about the evaluation criteria before your preparation. All the students in the class and the instructor will make evaluation on the presentation.

Timeline:

- Each team will be assigned for case study presentation in a specific week, see Weekly Schedule for Case Study presentation schedule, where Team 1 presents Case 1, Team 2 presents Case 2, and so on. The team will choose a specific project case from the options listed in the Case Study Forum. E.g. Team 1 will choose a project from several options listed under Case 1, and so on. Each team shall reply to the corresponding Case Study Thread at the Case Study Forum **THREE weeks in advance** by Thursday about the project case chosen.
 - Each team will have a scheduled week for presentation. Typically, the presentations will be on Thursdays, unless noted otherwise on the Weekly Schedule or be notified by the instructor one week in advance based on actual course progress.
 - The file of slides (NOT the link to the slides file) shall be uploaded in Canvas by replying to corresponding Case Study Thread at the Case Study Forum **before the scheduled class** of the presentation.
 - The meeting records as a group submission and peer evaluation (using the form in Team Contract) as each individual team member submission must be submitted to Canvas Assignment **by the end of the day of the scheduled class** of the presentation. Individual student's score is based on the team presentation score and the peer evaluation scores given by other team members.
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- **Final Integrative Lab Test** (*individual*). A final comprehensive lab test is an in-person closed-book test.
 - **Exams** (*individual*). We have a midterm and a final exam, both of which are in-person closed-book exams.

COURSE SCHEDULE: Please note that the schedule is subject to change depending on the speed with which we cover the materials. In particular, the Case Study presentation date may change.

Week (M,Th)	Lecture	Case Study (present on Thurs. by default, except the red below)	In-Class Activities	Due Time (Th 11:30am)
W1 9/7	Course Introduction & Ch1: PM Overview			
W2 9/11, 9/14	Ch1: Cont. Ch6: Prj. Team Building, Conflict and Negotiation		Team Forming	
W3 9/18, 9/21	Ch6: Cont. Ch2: Org Context: Strategy, Structure, and Culture	Case Study 0 (Instructor)	Exercise: Ch6 (conflicting mgmt) Exercise: Ch2 (organizational structure)	Team Contract
W4 9/25, 9/28	Ch2: Cont. Ch3: Prj. Selection and Portfolio Mgt		Exercise: Ch2 (PMO), Exercise: Ch3 (profile model)	
W5 10/2, 10/5	Ch3 Cont.		Exercise: Ch3 (payback period, discounted payback & NPV)	HW: Ch 1,6,2
W6 10/9, 10/12	Project Initiating	Case Study 1 (charter)	Project Document: Project Charter, Stakeholder Register	HW: Ch3
W7 10/16, 10/19	Ch5: Scope Management Procurement Mgt	Case Study 2 (stakeholder)	Project Document: WBS, MSP: Secope.	
W8 10/23, 10/26	Ch 9 & 10: Project Scheduling	Case Study 3 (stakeholder) present on M 10/23	Exercise: Ch9&10 (network, pass)	HW: Project Initiating & Ch 5 & Procurement Mgt
W9: 10/30, 11/2	Ch 9 & 10 Cont.& Midterm (11/2, cover materials till Ch 5 and Procurement mgmt)		MSP: Schedule	
W10 11/6, 11/9	Ch 8 & 12: Cost, Budgeting and Resource Mgt	Case Study 4 (resource)	Exercise: Ch8&12 (learning curve, time-phased budget), MSP: Resource.	
W11 11/13, 11/16	Ch 7: Risk Management	Case Study 5 (risk mgmt)	Project Document: Risk Register	HW: Ch 9&10
W12 11/20, 11/21 (Tues)	Ch 13: Evaluation & Control	Case Study 6 (risk mgmt) present on M 11/20	Exercise: Ch13 (EVM, 1, 2)	
W13 11/27, 11/30	Ch 13 Cont.	Case Study 7, 8 (control)	MSP: Tracking	HW: Ch8&12, 7
W14 12/4, 12/7	Ch 14: Project Closeout, Final Exam Review	Case Study 9,10 (termination)		HW: Ch13, 14
W15 12/11	MS Project Lab Test			
TBA	Final Exam			

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 (Ancillary, Medium, Critical) of broader learning objectives.

Learning Goal 1 – Develop Analytical and Problem Solving Skills				A	M	C
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.						√