NEW JERSEY INSTITUTE OF TECHNOLOGY
MARTIN TUCHMAN SCHOOL OF MANAGEMENT

Course Title: Project Management For Managers   **Course Number:** MIS 363 - 102

Semester: Spring 2024   **Time:** W 6:00 PM - 8:50 PM

Location: CAB 3052

Instructor: Paul Moodey <paul.s.moodey@njit.edu>

Office Hours: After Class

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, 704 pages, 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). Project Management 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 Project Management software.

CLASS SESSIONS: This is a F2F course. Students are expected to attend the class on and take an active role in the discussion at the scheduled course time unless prior approval is obtained. Student participation is important for overall effectiveness of course.

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

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:

Class Participation	**7%**
Homework	**10%**
Lab Assignments (3)	**12%**
Course/Team Contract	**5%**
Case Study Project	**13%**
Final Integrative Lab Test	**13%**
Mid-term & Final (15 + 25)	**40%**

- ***All due time is 'end of day' on the due date**, unless specified otherwise.*
- ***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.*

- ***Late submission (based on the submission timestamp on Canvas) is subject to outright deduction of 40% of full mark,*** *unless instructor approval is obtained **BEFORE** the due time based on valid justification. Late submissions exceeding one calendar week will receive zero grade unless instructor approval is obtained.*
- *Any question and/or issue regarding to **grading of an assignment** 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.*
- *Attendance/participation is based on timely attendance to class. Students will be marked absent for late attendance (more than 5 mins late to class) unless they inform the professor in advance. No class participation credit will be given for continual late attendance (final decision is at professor's discretion).*

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, attention, active discussions,** and **in-class exercises & quizzes**. Key contribution factors to achieving participation grade:
  - Attends all classes actively participates in class – 7%
  - Attends all classes but does not participate in class – 5%

  Other varying and attendance and participation levels will receive less than 5% (final decision is at professor's discretion).

- **Homework (***individual***)**. There are several homework assignments about the content discussed in class.

- **Lab assignments (***individual***)**. Each student will submit an assignment related to the lab materials.

- **Team Contract & Peer Evaluation (***individual & team***)** Each team will typically have 3 members and make a team contract together. Each individual will submit the team contract made by the team and make peer evaluation of team members. This is an individual submission.

- **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 **15-20 minute presentation** based on the slides and then lead 5-10 minutes **Q&A discussions** in the class. **The presentation must be at least 15 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 15 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. The team will choose a specific project case from the options provided by the professor or can select a topic of its choice. Each team will confirm topic **THREE weeks in advance** of the presentation week by Wednesday about the project case chosen.

- Each team will have a scheduled week for presentation. Typically, the presentations will be on Wednesdays, unless noted otherwise on the Weekly Schedule or be notified by the instructor <u>one week in advance</u> based on actual course progress.

- <u>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.</u>

- <u>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.</u>

- **Final Integrative Lab Test (***individual***)**. A final comprehensive lab test is a comprehensive submission of the case study in Microsoft Project and a written document. See Details on Final Integrative lab test.

- **Exams (***individual***)**. We have a midterm and a final exam, both of which are closed-book exams.

When a student invokes extenuating circumstances for any reason (late withdrawal from a course, request for a make-up exam, request for an Incomplete grade, etc.) the student will be sent to the Dean of Students. The Dean of Students will be making the determination of whether extenuating circumstances exist or not and will be notifying the instructor accordingly.

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 (Thu)	Lecture	Case Study	Lab
W1 - Jan 17	Course Introduction & Ch1: Project Management Overview		
W2 - Jan 24	Ch1: Continued Ch6: Project Team Building, Conflict and Negotiation		Team Contracts / Norms / Evaluation, Team forming
W3 - Jan 31	Ch6: Continued Ch2: Organization Context: Strategy, Structure, and Culture		Project Charter - Example
W4 - Feb 07	Ch2: Continued Ch3: Project Selection and Portfolio Mgt		Review Case Study - Example
W5 - Feb 14	Ch3 Continued/Completed		
W6 -Feb 21	Microsoft Project Fundamentals Ch5: Scope Management		MS Project (MSP) Fundamentals
W7 – Feb 28	Ch 9 & 10: Project Scheduling	Team 1	MSP: Tasks & WBS
W8 - Mar 06	Ch 9 & 10: Project Scheduling (cont.) Ch 7: Risk Management	Team 2	In-class MSP Exercise (Chapter 5 – WBS)
Mar 13	*SPRING BREAK*		
W9 - Mar 20	Catch-up Midterm	Team 3	In-class MS Project Exercise (Chapter 9 - Scheduling, Dependencies and Constraints)
W10 - Mar 27	Ch 8 & 12: Cost, Budgeting & Resource Mgt	Team 4	
W11 - Apr 03	Ch 13: Evaluation & Control	Team 5	In-class MS Project Exercise (Chapter 10 - Costs, Resource assignment and leveling)
W12 - Apr 10	Ch 13 Continue & Ch 14: Project Closeout	Team 6	In-class Exercise (Ch13 - Baseline & Tracking & Reporting)
W13 - Apr 17	Ch 13 Continued & Ch 14: Project Closeout	Team 7, Team 8	MS Project Reporting (continued)
W14 - Apr 24	Catch-Up Topics		
W15 - May 04	**FINAL EXAM**		Final Integrative Lab Test Due

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.			√