NEW JERSEY INSTITUTE OF TECHNOLOGY
MARTIN TUCHMAN SCHOOL OF MANAGEMENT

MIS 363: PROJECT MANAGEMENT FOR MANAGERS

SECTION NUMBER: 452

TIME & LOCATION:

Spring 2024 Asynchronous online

Office hour: Thursdays 12-1pm or by appointment at https://njit.webex.com/meet/ychen

INSTRUCTOR:

Yi Chen <yi.chen@njit.edu>

PREREQUISITES:

Junior standing (57 credits).

COURSE OVERVIEW:

This course covers theories, tools, and techniques to manage projects in organizations. 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 available at NJIT bookstore and also at Amazon*

Recommended References:

Project Management Book of Knowledge, 5th Edition, which will be available with PMI student membership.

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 advanced program management certifications. The course intends to build a wide range of analytical, interpersonals, and technology skills (see *Expected Learning Outcomes* on the last page of the syllabus). Students will be able to:

	Assessments				
Learning Outcomes	Forum Participation (12%)	Knowledge Checks (20%)	Lab Assignments (25%)	Project (18%)	Final (25%)
Identify the fundamentals of project management and the project lifecycle	x	x		x	x
Evaluate the impact of organizational context, including strategy, structure and culture, on project management	x	x		x	x
Prioritize projects using various project selection models		x			x
Use methodologies, techniques and tools for project management lifecycle	x	x	x	x	x
Support your process using key documents				x	
Develop a project plan and track its execution using project management software			x		

	Assessments				
Project Management methodologies, techniques and tools	Forum Participation (12%)	Knowledge Checks (20%)	Lab Assignments (25%)	Project (18%)	Final (25%)
Project scope management	x	x	x	x	x
Project scheduling	x	x	x		x
Project resource management	x	x	x		x
Human resource management	x	x		x	x
Risk management	x	x		x	x
Evaluation and control mechanisms	x	x	x		x
Project closeout and termination	x	x			x

COURSE METHODS:

This course is organized into modules, which will introduce fundamental knowledge in Project Management (PM) and the use of an enterprise PM software: Microsoft Project. Each week, you must watch a video lecture and read corresponding chapters. Students will be assessed on the knowledge introduced in the lecture. Students will also analyze real-world projects using the Project Management knowledge introduced in class through Case Study in discussion forums. Students will also work on a project to generate various Project Management documents for the project.

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.

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:

Grading Scale

The following scale will be used to determine your grade for the class:
A [90 – 100]; B+ [87, 90); B [80 – 87); C+ [77 – 80); C [70 – 77); D [60 – 70); F (Below 60)

Grades will be based on the following task distribution:

Forum Participation	**11%**
Knowledge Checks	**20%**
Lab Assignments	**22%**
Project (team-based)	**17%**
Final	**30%**

- ***All grading is based on the submissions in Canvas****, unless specified otherwise****.***
- ***All assignments must be typed in computers,*** *we do not accept hand-written assignments****.***
- ***Late submission (based on the submission timestamp on Canvas) is subject to a deduction of 30 pts per hour after the due time,*** *unless instructor approval is obtained* ***BEFORE*** *the due time based on valid justification.*
- *Any question and/or issue regarding grading 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.*

Forum Participation (*individual*)

In addition to an introduction and a career opportunity activity, students will review case studies, analyze the problem using the knowledge learned in the class and discuss possible improvements. Students will be engaged in strategic thinking in project management. A student may either post their original thoughts on the case by 11:59pm Wednesday and provide constructive and critical comments to another student's post by 11:59pm Sunday. The instructor will provide feedback via posts on Forum.

Knowledge Checks (*individual*)

Students will answer questions on the knowledge covered in the lectures. These will multiple choice questions aimed at ensuring that students have grasped the core concepts.

Lab Assignments (*individual*)

Each student will submit a series of four tasks to be performed using MS Project: Tasks, Scheduling, Budgeting and Tracking. The instructor will provide feedback on each assignment using comments or attach a document in Canvas.

Project (team-based)

Each team will typically have 3 members. (1) Each team will make a team contract together, based on which all meeting documents are maintained and peer evaluation among the team members will be given. (2) Each team will work on a given project and generate several project management documents as milestone deliverables to discussion forums. There are four milestone documents: Project Charter, Stakeholder Register, WBS, and Risk Register. (3) Except for Risk Register, each individual will also provide constructive and critical feedback as well as making suggestions to another team's deliverables on the forum. (4) The original posting team will then evaluate the feedback (if available), update the documents accordingly, which will be submitted in Week 7. In doing so, students will develop skills around receiving and evaluating feedback. (5) In Week 7, each team will submit (i) updated project documents as the final deliverable based on feedback with all changes tracked, (ii) documents of all meetings held, (iii) peer evaluation of team members' performance on the project. The instructor will provide feedback using Canvas.

Team score	Document - Weight (team-based)	Document - Due time	Feedback to another team - Weight (individual)	Feedback to another team - Due time
Team Contract	15%	W1 Sun 11:59pm		
Project Charter	15%	W3 Sun 11:59pm	3%	W4 Wed 11:59pm
Stakeholder Register	15%	W3 Sun 11:59pm	3%	W4 Wed 11:59pm
WBS	15%	W3 Sun 11:59pm	3%	W4 Wed 11:59pm
Risk Register	15%	W7 Wed 11:59pm		
Updated final documents	10%	W7 Wed 11:59pm		
Meeting documents	5%	W7 Wed 11:59pm		
Peer evaluation	1%. However, failure of submission will result in 10% penalty	W7 Wed 11:59pm		
Individual score is based on team score adjusted by peer evaluation score				

Exam (individual)

We have a closed-book final exam on Sunday in Week 7. The exam helps to prepare students for similar industry-based certification exams.

Exam Policy

This course includes a final exam, which will be proctored online using Respondus Lockdown Browser. For more information on Respondus and how to download the software, see the NJIT Respondus Information page. For details regarding the exam instructions for this course, please see the Final Exam Instructions. Please review the NJIT Exam Policy to ensure you are familiar with your obligations, responsibilities, and rights.

Request for Exceptions

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.

Accessibility

This course is offered through an accessible learning management system. For more information, please refer to Canvas's Accessibility Statement.

Requesting Accommodations

The Office of Accessibility Resources and Services works in partnership with administrators, faculty, and staff to provide reasonable accommodations and support services for students with disabilities who have provided their office with medical documentation to receive services.

If you are in need of accommodations due to a disability, please contact the Office of Accessibility Resources and Services to discuss your specific needs.

COURSE SCHEDULE:

Week	Lecture	Discussion Forum	Team Project	MS Project	Knowledge Checks
Due Time		Original post due Wed. 11:59pm, Comments due Sun 11:59pm	See Project description for due time	Due Sun 11:59pm	Due Sun 11:59pm unless specified otherwise
W1 (1/16-1/21)	M1: Course Introduction & Ch1: PM Overview M2: Ch6: Project Team Building, Conflict and Negotiation	Introduce yourself, Survey PM job market	Form a Team, Team Contracts	MS Project Pre-Lab: Installing the Software	KC1 KC2
W2 (1/22-1/28)	M3: Ch2: Org Context: Strategy, Structure, and Culture M4: Ch3: Project Selection and Portfolio Management	Case Study A			KC3 KC4
W3 (1/29-2/4)	M5: Project Charter M6: Ch5: Scope Management		Project Charter, Stakeholder register, WBS	Scope	KC5 KC6
W4 (2/5-2/11)	M7: Ch 9 & 10: Project Scheduling		Peer Feedback	Schedule	KC7
W5 (2/12-2/18)	M8: Ch 8 & 12: Cost, Budgeting and Resource Management	Case Study B		Resource	KC8
W6 (2/19-2/25)	M9: Ch 13: Evaluation & Control	Case Study C		Tracking	KC9
W7 (2/26-3/4)	M10 Ch7: Risk Management M11: Ch 14: Project Closeout and Termination		Risk Register, Updated final project documents. Meeting documents. Peer evaluation.		KC10 (Due Friday) KC11 (Due Friday)

Program Student Learning Outcomes

In addition to content specific course objectives, the course intends to help students develop a wide range of analytical, 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.

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.			√