



MIS 363-002 HAIES

Course Title: Project Management for Managers

Course Number: MIS 363 - Section 002

Semester: Spring 2025, Time: TR (Tuesdays & Thursdays) 4:00 PM to 5:20 PM

Location: KUPF 106

Instructor: Frances Haies – email: frances.haies@njit.edu

Office Hours: Tuesdays 3-4pm, or by appointment

Note: A Windows platform is needed to install the Microsoft Project, you must download of MS Project for this course. 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, monitoring and control, and closing). It will also emphasize aspects of team, performance, risk, and quality management.

TEXTBOOKS:

Required: Jeffery K. Pinto, Project Management, Achieving Competitive Advantage, 5th edition.

e-book available via for students to purchase the Pearson - eBook for \$10.99 per/month

<https://www.pearson.com/en-us/subject-catalog/p/project-management-achieving-competitive-advantage/P200000006022/9780137477258>

Also available in the NJIT bookstore (different options available, digital, used, new)

Additional readings by F. Haies will be made available on the Canvas course site.

*Additional Helpful Recommended References **(optional!)**:*

- Project Management Book of Knowledge, 6 & 7th Edition, which is available with PMI student membership <http://www.pmi.org/>
- Wu, T. (2020). Optimizing Project Management. Boca Raton, FL: CRC Press Taylor & Francis Group.

COURSE OBJECTIVES: Most organizations work 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, Agile Scrum Master 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
 - Bridge theory with practical project management
- Understand the Project Lifecycle
 - Understand a variety of project methodologies including Agile principles
- Recognize and use Project Scheduling Techniques & software
- Familiarize with Project Control and Governance Mechanisms
- Understand Team Management
- Recognize the importance of Project Documentation and Evaluation

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 learning objectives.

Competencies	Outcome
LC 1 Develop an Understanding of Business Concepts and the Technical Knowledge to Solve Business Problems	LO 1.1 Our students will demonstrate the knowledge and application of business fundamentals
	LO 1.2 Our students will demonstrate the ability to solve business problems using current technology
	LO 1.3 Our students will demonstrate the ability to use technology for effective project management
LC 2 Develop Effective Communication Skills	LO 2.1 Our students will demonstrate the ability to deliver effective presentations enhanced by technology
	LO 2.2 Our students will demonstrate the ability to write clear and concise reports based on relevant information
LC 3 Interact Effectively in Teams	LO 3.1 Our students will demonstrate the ability to understand and use team building behaviors to accomplish group tasks
LG 4 - Develop Ethical Reasoning Skills	LO 4.1 - Our students will demonstrate the ability to identify ethical dilemmas and make decisions grounded in ethical principles

COURSE METHODS: The course will consist of lectures, active learning exercises 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. A laboratory component of the course will focus on task management 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.

COURSE WEBSITE: Please go to CANVAS. The Canvas Learning Management System is our central hub for this course. Make sure you have an NJIT UCID and password so that you are able to access Canvas. I will use Canvas to post announcements and supplemental materials throughout the semester. So, please be sure to check the site (canvas.njit.edu) DAILY. If you have any issues with accessing, please contact IT helpdesk (973-596-2900) or via NEXUS https://nexus.njit.edu/highlander_nexus

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. ***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 at dos@njit.edu

ACCOMMODATIONS: Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. If you are in need of accommodations due to a disability please contact Scott Janz (oars@njit.edu), Associate Director of the Office of Accessibility Resources & Services (OARS), Kupfrian Hall 201, to discuss your specific needs. A Letter of Accommodation Eligibility from the OARS authorizing your accommodations will be required. Accommodations need to be requested in advance and will not be granted retroactively.

CLASSROOM and GRADING POLICY:

Assignments will use Turnitin to check for plagiarism. The following scale will be used to determine your grade for the class (there will be no curve): A [90% – 100%]; B+ [85% -90%]; B [80% – 85%]; C+ [75% – 80%]; C [70% – 75%]; D [60% – 70%]; F [less than 60%]

GRADING: Grades will be based on the following task distribution:

Class Participation (Discussion boards & Attendance): 20%

Homework: 20% (including team contract)

Case Study Project & Presentation: 20%

Integrative Lab Test (MS project schedule development) 10%

Mid-term (multiple choice) 10%

Final Exam 20%

- All homework is due on the dates indicated (typically Fridays, by midnight), unless specified otherwise.
- Late submission of HW (based on the submission timestamp on Canvas) is not allowed. *Serious extenuating circumstances may be presented to the instructor for consideration.*
- All grading is based on the submissions in Canvas, unless specified otherwise.
- All assignments must be typed in computers, will not accept hand-written assignments. File formats are specified in Canvas.
- Any questions and/or issues regarding to grading of an assignment or an attendance/ participation points must be submitted within one week after the score is posted.

TASKS:

- Canvas Discussions: You are required to post a response to the questions posed on the discussions in several modules, this will act as preparation to our in-class discussions and learning. We will be incorporating AI tools, this will help you prepare for the future of project management, learning to prompt AI is a critical skill for the future. You are required to respond to classmates AI posts and use it to learn from each other's point of view. Discussion responses should be a concise paragraph written by yourself (not AI), properly written in English which clearly expresses your perspective/argument. You should use researched material to support your position and replies. You MUST document any outside references used to support your discussion post (using APA citations).

The way it will work:

No later than Thursday post your AI response to the question: Include which tool you used and the prompts you used along with a copy/paste of what the tool output is.

By Friday Midnight – review your classmates posts, choose 2 to respond to. Responses are in your own words, however do research /reading to support any claims/opinions you may form.

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

• Case Project & Presentation (team-based project). The team will prepare PowerPoint slides and make a 10-minute presentation based on the slides. The presentation must be at least 10 minutes but no greater than 15 minutes, meaning that you need 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 (each will have a focus topic),
- Summarize the key problems of the case,
- Discuss possible solutions (based on research) in a Conclusion

While the case is 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 no more than 15 minutes. Note that the slides, contributed by multiple team members, shall be consolidated and have the same style and spirit. Each Slide Note Section: should have the team members name who wrote the content. Content should be a written summary of the expected information to be presented (**NOT Just bullet points**). The presentation slides are expected to be professional, document any outside reference material used (in APA citation style). **Do not** insert Videos into the presentation (unless you have a compelling reason which will require instructor permission). The case study project will be evaluated based on the content of the presentation per requirements above, presentation professionalism, 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.

Project Timeline: Starting week 4 and on each Tuesday through the course, teams will give their 10-15 minute case study presentation. Note: Since we have no in-person lecture week 6 week will double up presentations on week 5 with teams 2 and 3

Mid Term Exam: In person, closed book exam (multiple choice), in Canvas (using lockdown browser)

Integrative Lab Test: Schedule development using MS Project

Final Exam: Full course final exam, in person closed book, in Canvas (using lockdown browser)

COURSE SCHEDULE: Please note that the schedule is subject to change depending on the speed with which we cover the material.

Week/Module (Tue/Thurs)	Lecture Topics	Case Study Team	In-Class	Tasks/HW & Due Dates
W1/Module 1 Jan 21, 23	Course Intro PM basics: Chapter 1, Chapter 4 Leadership	Introduce yourself to other team members, finalize team membership, work on team contract	How to cite APA style video: https://youtu.be/HOn-97j-ddA?feature=shared	Read Chapter 1 & Chapter 4, Watch APA citation video Initial Discussion post by Friday 1/24 Final/Response Discussion Posts by 1/25
W2/Module 2 Jan 28, 30	Chapter 6: Team Building, Conflict & Negotiation		Fun Communication Exercise Negotiate – who gets the orange??	Read Chapter 6 by 1/28 HW: Team Contracts due in Canvas by End of Day 2/1
W3/ Module 3 Feb 4, Feb 6	Chapter 2: Org Context:			Read Chapter 2 by 2/4

	Strategy, Structure & Culture			Final Discussion post by Feb 8
W 4/Module 4 Feb 11, Feb 13	Chapter 3: Project Selection & Portfolio Management	Starting week 4 & every Tuesday -10 minute presentations Team 1		Read Chapter 3 by 2/11 HW: Submit problems 3.11 and 3.25 Submit in Canvas using file attachment google sheet, MS excel or pdf (NO handwritten submissions) Due 2/15
W5/Module 5 Feb 18, Feb 20	Project Domains & Project Frameworks	Team 2		<u>Read by 2/18:</u> PM Basics Introduction by F. Haies found in Canvas by 2/18 HW: For each waterfall phase list activities from each domain /knowledge area Due Sat Feb 22
W6/Module 6 Feb 25, Feb 27	Chapter 5 Domain: Scope Management	Team 3		Read Chapter 5 by 2/20 Initial Discussion Post by Friday 2/28 Final/response posts by Sat 3/1
W7/ Module 7 Mar 4, Mar 6	Chapters 9 & 10 Domain: Scheduling /Task Management	Team 4	WBS, schedule development, MS Project: Demo/training	Read Chapters 9 & 10 & Appendix B by 3/4 HW: Create project schedule (to level 3) using dependencies parallel tasks and baseline, based

				on the case Due Sat March 8
W8/Module 8 Mar 11, Mar 13	Multiple Choice (Tues) and Integrative Lab Test (building a comprehensive schedule) Thursday	NO Team Presentations	Mid term March 11 & 13: multiple choice and MS project schedule	STUDY!
<i>Spring break: March 18 & 20</i>	No class this week!			
W9/Module 9 Mar 25, Mar 27	Chapter 12: Resource Management Intro to other Tools - Smartsheet	Team 5	Case 12.2 – be prepared to participate in discussion around Case Questions 1-5	Read Chapter 12 by 3/25 Read case 12.2 by 3/25
W10/Module 10 April 1, April 4	Agile PM	Team 6		Read Chapter 11 only up to LO 11.2 (pg. 397) by 4/1 Read Agile introduction by F.A. Haies file in canvas Initial Discussion Post by 4/4 Final Response posts by 4/5
W11/Module 11 Apr 8, Apr 10	Ch 8 Cost Mgmt & procurement and vendor management	Team 7		Read Chapter 8 by 4/8
W12/Module 12 Apr 15, Apr 17	Ch 7 Risk Management	Team 8	In class intro to a Risk and Issue log	Read Chapter 7 by 4/15 HW: Case Study 7.3 Develop Risk Registry with at least 8 risks (ignore the questions in the case) Due April 19

W13/Module 13 Apr 22, Apr 24	Ch 13 Monitor & Controlling Projects (earned value)	Team 9		Read Chapter 13 by 4/22 Initial Discussion Post due 4/18, Final Response posts by 4/19
W14/Module 14 Apr 29, May 1	Project Closure	Team 10	Team 11	Read Chapter 14 by 4/29
Review Class May 6 Note: Reading Days: May 8 and 9 (no classes)	Practice questions Final Review			
Finals May 10th to May 16th				

Discussion Posts

Week 1 – After reading Chapters 1 and 4 Answer the following:

Using an AI tool of your choice and your own prompt instructions, post a response to:

"What personality traits and professional skills are needed to be a successful project manager and why?"

AFTER your initial post which is due Thursday by 11:59pm, reply to at least two other classmate posts and critically analyze the AI tool responses. Replies are due by 11:59pm Friday.

Use outside resources to support your responses. Cite any outside resources used using APA format.

Make sure your initial post includes the following: Which AI tool you used, what are your prompts and the final output.

Week 3 – After reading Chapter 2 Answer the following:

Using an AI tool of your choice and your own prompt instructions, post a response to:

"What type of organizational structure do you think is least conducive to ensuring project success and why?"

Post your AI tool response by Thursday and reply to 2 classmates by (end of day) Friday. Use outside resources to support your responses. Cite any outside resources used using APA format.

Make sure your initial post includes the following: Which AI tool you used, what are your prompts and the final output.

Week 6 – After reading Chapter 5 Answer the following:

Using an AI tool of your choice and your own prompt instructions, post a response to:

“What do you feel is the most critical element of a project charter and why?”

Post your AI tool response by Thursday and reply to 2 classmates by (end of day) Friday. Use outside resources to support your responses. Cite any outside resources used using APA format.

Make sure your initial post includes the following: Which AI tool you used, what are your prompts and the final output.

Week 10 – After reading Chapter 11

Using an AI tool of your choice and your own prompt instructions, post a response to:

“What do you feel are the advantages and disadvantages of Agile project management methodology?”

Post your AI tool response by Thursday and reply to 2 classmates by (end of day) Friday. Use outside resources to support your responses. Cite any outside resources used using APA format.

Make sure your initial post includes the following: Which AI tool you used, what are your prompts and the final output.

Week 13: After reading Chapter 13 Answer the following:

Using an AI tool of your choice and your own prompt instructions, post a response to:

“What are the major advantages of using Earned Value Management and what do you feel are the disadvantages?”

Post your AI tool response by Thursday and reply to 2 classmates by (end of day) Friday. Use outside resources to support your responses. Cite any outside resources used using APA format.

Make sure your initial post includes the following: Which AI tool you used, what are your prompts and the final output.

Project Focus Areas: Actual project cases to be assigned to each team

Team 1/Group 1 – Week 4: Team Building, Stakeholder Management, PM Skills and Org culture influences [Case Study 6.1 Columbus Instruments \(Pinto pg. 232\)](#)

Team 2/Group 2 – Week 5: Portfolio Management, Competing project priorities, resource management [Case Study 3.1 Keflavik Paper Company \(Pinto, pg. 115\)](#)

Team 3/Group 3 – Week 6: Scope Management, Key project objectives, controlling change [Case Study 5.3 Dotcom.com \(Pinto, pg. 192\)](#)

Team 4/Group 4 – Week 7: Project charter content, project governance structure and project initiation [Global Green Books Project Kick off](#)

Team 5/Group 5 – Week 8: Project objectives, Work breakdown structure, schedule milestones [Case Study 9.1 Moving the Historic Capen House \(Pinto, pg. 345\)](#), Note: For Question 2 only a high-level network diagram is necessary and ignore Q 3 in the case.

Team 6/Group 6 – Week 10: Major project dependencies, importance of project baselines, network diagrams, crashing schedules. [Pinto Case Study 10.1 and 10.2 Project Scheduling at Blanque Cheque Construction](#)

Team 7/Group 7 - Week 11: Budget/Cost management, procurement and vendor management, [Global Green Book Company Budget and cost estimation](#)

Team 8/Group 8 – Week 12: Choosing the best methodology for a project (Agile vs Waterfall), Integration management, key knowledge areas [Case Study 11.1 It's an Agile World \(Pinto, pg. 416\)](#)

Team 9/Group 9 – Week 13: Identifying project risks, managing project issues, controlling and monitoring a project [Global Green Books Publishing Risk Management](#)

Team 10/Group 10 – Week 14: Project closure, lessons learned, post project evaluations, transitioning to operational management. [Global Green Books Publishing Closure](#)

Team 11/Group 11 – Week 14: Project Integration management, balancing multiple knowledge areas to ensure project success [Case Study 1.3 Disney's Expedition Everest \(Pinto, pg. 31\)](#)

Project Rubric

A, Superior 90-100	B+, Excellent 85-90	B, Very Good 80-85	C+, Good 75-80	C, Acceptabl e 70-75	D, Minimum 60-70	F, Inadequate
Accurate content, contains all topic areas with expanded insights or links to other knowledge areas	Contains all topic areas in note section built with clear understanding of required topic areas	Contains most topic areas, missing some content in slide notes, but overall accurate	Contents missing more than 2 topic areas, missing significant content in notes	Written with just bullet points, missing content in slide notes	Bare minimum, inaccurate info presented with multiple errors in notes	Failed to hand in, blank or missing most content
Well Written in English with no mistakes	Written with 1 or 2 mistakes, some	Written project contains	Poorly written in English,	Very Poorly written in English,	Poorly written with multiple	No score for less than poor

Is properly annotated	annotation errors	multiple errors	Wrong reference annotation style used	Wrong reference annotation style used	mistakes, Missing some annotations	
Superior Summary & Conclusion demonstrating critical thinking	Summary and Conclusion are accurate	Summary and Conclusion missing information or presented with some minor inaccuracies	Summary and /or conclusion written poorly with multiple errors	Summary and /or conclusion written poorly with many errors or parts of it missing	Missing a summary or conclusion entirely, completely wrong info	No score for less than missing
In person Presentation is well delivered, on time (15 min), team is prepared, answers Q&A clearly without errors	Presentation is delivered well – under/over by few minutes Q&A is acceptable	Over/under by more than 3 minutes Presentation is not clearly presented but flows well Q&A is acceptable	Over/under by more than 5 minutes. Presentation is difficult to understand, Q&A: replies are difficult to follow	Over/under by more than 6 minutes. Team is unprepared and reading directly from slides Q&A contains errors	Over/under by more than 7 minutes. Team does not cover content contained on slides. Unable to answer Q&A	No presentation will be allowed without written project

Project Structure:

10 to 15 slides (remember you are team of 3 or 4 so manage your content and presentation time accordingly)

The Note Section of your slide deck is built out for content. Proper English in paragraph form (not just bullet points)

Introduction to the project facts and details (summary of pertinent info for the audience).

Answer and expand on the questions in the case (some cases have only a few questions and some have more), **use critical thinking to make connections from the case to the TOPICS**. Use outside resources to expand the learning knowledge for you and your classmates.

Conclusion - Summarize the overall connections to the topics, what did you learn, **can you add anything we did NOT cover in class?**

Scholarships related o project management

Please see this link from the Project Management Institute for Scholarships provided by PMI related to project management! Applications open March 2025

Also, monitor PMINJ.org for local scholarship opportunities!