COURSE SYLLABUS

TCMG-555-6T1 Project Management

Semester Offered: Spring 2016  Instructor: John Jagtiani
Course Number: TCMG 505 6T1  Office: Ph.D. Offices – Tech Mgmt
Credit Hours: 3 SH  E-mail: ljagtian@bridgeport.edu (pref)
Office Hours: Tuesdays By Appt.  Phone: 203-554-2027
Class Meets: Tuesdays, 6:15 PM to 8:45 PM, Man (320)

Course Description:

The adoption of project and program management (PM) processes, techniques, tools and disciplines has expanded exponentially as global organizations have adopted PM to initiate, plan, manage, control and implement a broad range of strategic enterprise wide programs and targeted projects. Through effective PM techniques organizations increase their probability of project success via on time, on budget, on scope delivery with high quality and customer satisfaction. PM methods have improved new product development, IT application, network and e-commerce solution delivery, construction programs, mergers and acquisitions and a myriad of other activities. Effective PM also improves the management of people, resources, facilities, budgets, customers, sponsors and vendors. This is a practitioner’s course in PM. By immersing the student in PM concepts, cases, hands on projects and examples from industry students gain an understanding of project management in a real world context. This grounds them in concepts they can access later to increase their own project or program success. The teaching approach consists of on-campus lectures, expert videos, case studies, individual projects, class readings, and a team research paper.

Course Objectives:

• Achieve an understanding of the concepts, processes and tools for managing projects and programs on time, on budget, within scope, with high quality and customer satisfaction.
• Apply lessons learned to manage all types of projects.
• Examine the role of the project manager as a leader and team builder.
• Investigate and analyze effective techniques for planning and controlling budgets, costs and schedules.
• Gain experience with organizational and managerial project and program contexts as well as project management tools and methods.
• Improve analytical skills via synthesis and writing.
• Achieve an understanding of self-directed, virtual team management.
• Gain proficiency with the use of a major project management software package – Microsoft Project

Required Text Book
Grading Outline:

Attendance, Punctuality, Current Events, Discussions 20%
Case Study Analyses 20%
Mid-Term Exam 20%
Team Project and Presentation 20%
Individual Research Paper 20%

Total 100%

Attendance, Punctuality, Current Events, Discussions – 20%

Attendance at each class session is expected. Students must be on time for class. Each week, you will be evaluated on three equal dimensions: (1) If you are present in class, (2) if you present on-time and (3) if you participated in class discussions, as required.

Current Events: At the beginning of the term, each student will find, print out and bring a current events news article related to projects and project management topics to class. Throughout the semester, students will be called at random to orally review their news articles. All students should “hold onto” their news articles, keeping them until called upon. When called upon, students should go to the front of the classroom, quickly summarize their current event and then discuss any successes, challenges, or lessons learned from a project management perspective for their current events. Students must then successfully field questions from the instructor and other students in the class. Students (in the audience) are also responsible for asking relevant questions to [peer] challenge project management aspects of the current events of other students when they are presenting in front of the class.

Case Study Analyses – 20%

Cases: Students will complete four (4) written cases (as per class schedule below). For each assigned case, prepare a typed, double-spaced (12 point font) response, following this outline:

Case study assignments will completed in several steps: first, students will read the case, during the next class session we will briefly review the case and students will have an opportunity to ask questions. After that students will submit their case assignments and then we will discuss the case in class after the submission date.

Must Haves (To receive passing grade):

- The case analysis must be double spaced, 12 point, Times New Roman Font
- The case analysis must be 4 – 6 pages in length
- If citations are used, they must be in the APA 5th Format
- The case analysis must be original work. No collaboration with other students is permitted
- The paper must have a 25% or better rating when using TurnItIn Similarity Rating
- The paper’s required outline must include:
Summary - Summarize the key issues and facts of the case
Questions - Answer the questions provided
Recommendations - Make recommendations based on the facts and your experience
Lessons Learned - Identify lessons learned

Content Evaluation Rubric (Total 100 Points):

- Clarity of Thoughts & Concepts (20 points)
- Logical Flow of Points (20 points)
- Relevance to Course Material (20 points)
- Expert (Master’s Level) Use of English & Grammar (20 points)
- Creative Approach to Topic (20 points)

Mid-Term Exam – 20%

The mid-term exam will help reinforce the material and topics covered during the course of the semester and to ensure that the material and discussions have been absorbed and mastered by the students. The test will entail an open book test in which students will be asked multiple choice, short answer, and short essay questions to help reinforce and test their knowledge of Project Management.

Individual Research Paper – 20%

Must Haves (To receive passing grade):

- For the individual research paper, students will apply one topic covered between sessions 1 and 14 to real life situations using examples from current events. The goal is to provide deeper study in the topic area of the students choice than can be otherwise achieved in the classroom or through reading the text book. Topics must be from ones discussed during sessions 1 through 14. Topics may be a deeper view into an aspect of any of sessions 1 through 14
- The paper must be double spaced, 12 point, Times New Roman Font
- The paper must be at least fifteen (15) pages in length but no more than (20) pages
- The paper must incorporate ten (10) or more reference citations
- The citations must be in the APA 5th Format
- The paper must be original work. No collaboration with other students is permitted
- The paper must have a 25% or better rating when using TurnItIn Similarity Rating
- The paper’s required outline must include:
  - Introduction
  - Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
- All students will be required to present an informal summary of his/her term paper in class where they will answer these questions. The summary must be approximately 5 minutes in duration. Verbal narration will suffice and PowerPoints are optional for the informal summary.
  - How would you summarize the topic of your individual research paper?
What specific project management lessons did you learn from researching and writing your individual research paper?

Content Evaluation Rubric (Total 100 Points):

- Clarity of Thoughts & Concepts (20 points)
- Logical Flow of Points (20 points)
- Relevance to Course Material (20 points)
- Expert (Master’s Level) Use of English & Grammar (20 points)
- Creative Approach to Topic (20 points)

Please Note:

The purpose of assigning individual term papers in project management is to focus on project management topics. Papers must explicitly reference project management concepts to receive full credit – this is not just an exercise in learning about your corporate examples or about general business concepts, instead papers must cite specific project management concepts and lessons learned.

This is an individual term paper. Collaboration between students on this term paper is strictly prohibited and will be considered plagiarism. See the section on academic honesty for more information.

Team Project & Presentation – 20%

Team Term Project: During the semester, teams will be formed. Each team will be responsible for planning a project chosen by the team and obtaining approval from the instructor. This team project entails developing a project description and scope, a project plan, work breakdown structure (WBS), budget and schedule. Teams will present their projects to the class. Projects may be related to your academic program, personal or work experience or an area of interest related to engineering or technology projects. Focused projects of limited scope tend to be more manageable and result in higher grades.

Team Project Assignment Parts 1 to 5 (as per class schedule below)

Part 1: A brief proposal describing the project the team will focus on for the semester. This submission should include a list of all team members. Each team member will submit a copy of this assignment via Canvas. (1 -2 paragraphs)

Part 2: A detailed description of team’s project objectives, scope of work and assumptions. Each team member will submit a copy of this assignment via Canvas. (1–2 pages)

Part 3: A Microsoft Excel spreadsheet with two tabs, the first tab containing the project’s work breakdown structure (WBS) activities list, estimated durations and predecessors (20–40 tasks) and the second tab containing a budget cost sheet covering labor and raw materials. Each team member will submit a copy of their Microsoft Excel spreadsheet via Canvas.
Parts 4 and 5 will be submitted via Canvas on the night of the team project presentation and will receive separate grades for each part. Be sure to read the descriptions in the Canvas assignments prior to submitting:

**Part 4:** A Microsoft Project plan containing the project’s schedule and network diagram. Each team member will submit a copy of this assignment via Canvas.

**Part 5:** A Microsoft PowerPoint presentation that includes slides covering:

- Project Proposal
- Objectives
- Scope
- Assumptions
- Costs
- Team Member Assignments
- Lessons Learned
- If research is required, a Reference List in APA format

Each team will submit their PowerPoint and Microsoft Project files via Canvas before their team presentations and the instructor will download them and have them available for presentation.

Team presentations will be graded for their quality and the active involvement of every team member.

**Must Haves (To receive passing grade):**

- For the team project, students will apply many of the topics covered in the course to their selected project.
- The presentations must include at-least ten (10) slides
- Any citations, if required, must be in the APA 5th Format
- The presentation must be original work. No collaboration with students outside the assigned teams will permitted
- The presentations must have a 25% or better rating when using TurnItIn Similarity Rating
- All team assignment submissions can be the same for each of the team members. The assumption is that the team has equitably worked on the assignment and the team may be asked to validate this assumption for their project at any given time during the semester.

**Content Evaluation Rubric (Total 100 Points):**

- Clarity of Thoughts & Concepts (20 points)
- Logical Flow of Points (20 points)
- Relevance to Course Material (20 points)
- Expert (Master’s Level) Use of English & Grammar (20 points)
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**Schedule & Assignments**

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<tr>
<th>Session</th>
<th>Date</th>
<th>Scheduled Topics of Lecture &amp; Discussions / Assignments Due By Date</th>
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<tr>
<td>1</td>
<td>1/19/16</td>
<td><em>Introductions and syllabus review</em></td>
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<td>1/26/15</td>
<td><em>Strategic Management and Project Selection</em></td>
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<td>3</td>
<td>2/2/16</td>
<td><em>The Project Manager</em></td>
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<td>4</td>
<td>2/9/16</td>
<td><em>Managing Conflict and the Art of Negotiation, Watch the Youtube video “A Conference Call in Real Life”.</em></td>
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<td>5</td>
<td>2/16/16</td>
<td><em>The Project in the Organizational Structure</em></td>
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<td>6</td>
<td>2/23/16</td>
<td><em>Project Activity and Risk Planning, introduce Case 1 – Creating a WBS</em></td>
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<td>3/1/16</td>
<td><em>Budgeting: Estimating Costs and Risks, introduce Case 2 – Case for Superior Risk Management Discipline</em></td>
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<td><strong>Spring Break</strong></td>
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<td><em>Resource Allocation, introduce Case 3 -- Resource Allocation &amp; Management</em></td>
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| 3/29/16| **Lecture:** Monitoring and Information Systems  
**Homework:** Read M&M Chapter 10, submit case 3, and continue to work on team projects, be ready to participate in a current event discussion |
| 4/5/16 | **Mid-Term Examination - Details will be provided later in the semester** |
| 4/12/16| **Lecture:** Project Control, introduce Case 4 – The Case of the Never Ending Scope  
**Homework:** Read M&M Chapter 11 and continue to work on team projects, be ready to participate in a current event discussion |
| 4/19/16| **Lecture:** Project Auditing  
**Homework:** Read M&M chapter 12, submit case 4 and Part 3 of Team Project is due, be ready to participate in a current event discussion |
| 4/26/16| **Lecture:** Project Termination, Global / Multi-cultural Project Management  
**Homework:** Read M&M chapter 13, read below articles global project and team management, and continue to work on team projects, be ready to participate in a current event discussion |
| 5/3/16 | **Finals Week – There will be no final exam for this course; During this session we will conduct Team Project Presentations, Course Evaluations, and conclude the course.**  
**Homework:** Read International Project Management Article, finalize and submit team presentations and Microsoft Project File(s) – Parts 4 & 5, be ready to participate in a current event discussion |

**General Policies for the Course**

**Attendance:** Students will only be afforded one excused absence or late arrival for the semester unless consideration is required for special circumstances.

**Work Effort & Expectations:** As a UB policy, for a three credit course like TCMG 505, it is expected that each student that attends one hour of classroom instruction will require a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester.

**Academic Honesty:** Cheating and plagiarizing means using the work of others as your own and is unacceptable. If you are caught cheating or plagiarizing, you will be warned once and you will receive a zero (0) grade for that assignment. A second offense will result in an F grade for the course. We will use Turnitin’s plagiarism review features and we will not accept assignments submitted outside Canvas. Likewise, research papers must be completed independently. Failure to write research papers independently will be considered plagiarism.
Submitted Work: All assignments must be submitted via Canvas. Written assignments should be typed and double spaced using 12 point Times New Roman font and cover sufficient length to address the homework assignment’s requirements.

Deadlines and Late Policy: Canvas assignments close at the beginning of the session they are due. Assignments must be submitted by the deadline to receive any credit and be graded.

Personal Devices: The use of portable devices is prohibited. Students must turn off and stow all personal devices (laptops, phones, tablets, etc.) during class.