

Course Outline

as of 10/18/19

PME 601: Advanced Project Management

On Campus Course

Instructor: Derek D. Podobas

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Office hours: Tuesdays and Thursdays 2PM to 5PM

Course Description: introduction to the in-depth theory and practice involved in the design and management of projects. It guides students through Concept, Study, Design, and Implementation. The latest developments in the field as intricate framework of organizational behavior and structure, global project management, and a project management maturity model will be covered.

Prerequisites: ENM 600, ENM601, ENM602 and ENM 603

Course Textbook:

Kerzner, Harold; Project Management: a systems approach to Planning, Scheduling, and Controlling, John Wiley& Sons, Inc., New York.

Kerzner, Harold; Project Management: Case Studies, John Wiley& Sons, Inc., New York.

Other class material: Class lectures, online case studies associated with the text, videos, and other supplemental material as assigned by your instructor.

Learning Outcomes: Upon successful completion of this course, students will be able to:

- Understand the theory and practice involved in managing projects
- Apply the following tools: project maturity models, six-sigma, and conflict resolution models
- Demonstrate skills to manage small, medium, and large projects
- Recognize where to apply methods such as concurrent engineering

Standards and expectations:

Students are expected to:

- Attend every class session.
- Participate in class discussions.
- Be prepared and demonstrate understanding of the material and the use of best-in-class engineering practices.
- Be an active participant in team collaboration: Each student is required to participate in every aspect of the team effort and fully contribute his/her team success.
- Behave in a civil and respectful manner.

Course Schedule

Week 1:

Readings:

- Chapters: 1-3
- Handouts and PowerPoint presentations

Tuesday (10/1/19):

- Lecture:
 - Class overview
 - Project types and their organizational structures
 - Project management and ethical considerations
 - The behavioral context of project management
- Team Collaboration on the team project

Thursday (10/3/19)

- Lecture:
 - Cross-functional approach to Project Management
 - Portfolio optimization and project selection
 - Trade-offs, constraints, and externalities
 - Project related examples
 - Homework 1 Overview
- Team Collaboration on the team project

Week 2:

Readings:

- Chapters: 4-6
- Handouts and PowerPoint presentations

Tuesday (10/8/19):

- Lecture:
 - Project leadership styles
 - Concepts in utility and risk taking
 - Making decisions with: Certainty, Risk, Uncertainty
- Mid-term Exam Study Guide Overview
- Team Collaboration on the team project

Thursday (10/10/19):

- Lecture:
 - Project team building: addressing and resolving conflicts
 - Scope management
 - Homework 2 Overview
- Team Collaboration on the team project
- Homework (Case) 1 Due
- Midterm exam

Week 3:

Readings:

- Chapters: 7-11
- Handouts and PowerPoint presentations

Tuesday (10/15/19):

- Lecture:
 - Project risk management tools
 - Cost estimation and budgeting
- Team Collaboration on the team project

Thursday (10/17/19):

- Lecture:
 - Project scheduling review
 - Gantt (deterministic) and PERT (probabilistic) charts
 - Critical Path method
 - Homework 3 Overview
 - Final Exam Overview
- Homework (Case) 2 Due
- Team Collaboration on the team project

- **Week 4:**

Readings:

- Chapters: 12-14
- Handouts and PowerPoint presentations

Tuesday (10/22/19):

- Lecture:
 - Advanced topics in planning and scheduling
 - Statistical tools for prediction
 - Resource Management
- Homework 4 (Case) Overview
- Team Collaboration on the team project.

Thursday (10/24/19):

- Lecture:
 - Project evaluation and control
 - Project close-out and termination
- Homework (Case) 3 Due
- Team Collaboration on the team project

Saturday (10/26/19)

- Final Exam
- Project Write-up due
- Project Final Presentation
- Homework (Case) 4 due

Grade ranges:

Letter Grade	Percentage Range	
A	100.00	96.00
A-	95.99	90.00
B+	89.99	87.00
B	86.99	84.00
B-	83.99	80.00
C+	79.99	77.00
C	76.99	74.00
C-	73.99	70.00
D	69.99	66.00
D-	65.99	60.00
F	59.99	0.00

Note: Fractional scores will be rounded up or down.

Student's Work Assessments:

- **Weeks 1-4 homework (cases):** (4x50): 200 points
- **Midterm:** 200 points
- **Week 4 team project presentation:** 200 points
- **Attendance:** 100 points
- **Final exam:** 300 points

Total: 1000 points

Grading:

<i>Undergraduate Courses</i>		
A	Outstanding Achievement	<i>Significantly exceeds standards</i>
B	Commendable Achievement	<i>Exceeds standards</i>
C	Acceptable Achievement	<i>Meets standards</i>
D	Marginal Achievement	<i>Below standards</i>
F	Failing *	

* Student receiving this grade in a course that is required for his/her degree program must repeat the course.

I Incomplete A grade given at the discretion of the instructor when a student who has completed **at least two-thirds of the course class sessions** and is unable to complete the requirements of the course because of *uncontrollable* and *unforeseen* circumstances. The student must convey these circumstances (in writing) to the instructor **prior to the final day of the course**. If an instructor decides that an “Incomplete” is warranted, the instructor must convey the conditions for removal of the “Incomplete” to the student in writing. A copy must also be placed on file with the Office of the Registrar until the “Incomplete” is removed or the time limit for removal has passed. An “Incomplete” is not assigned when the only way the student could make up the work would be to attend a major portion of the class when next offered.

An “I” that is not removed within the stipulated time becomes an “F.” No grade points are assigned. The “F” is calculated in the grade point average.

W Withdrawal signifies that a student has withdrawn from a course after beginning the third class session. Students who wish to withdraw must notify their admissions advisor before the beginning of the sixth-class session in the case of graduate courses, or before the seventh class session in the case of undergraduate courses. Instructors are not authorized to issue a “W” grade.

General NU Policies

Ethics:

Being an engineer carries with it a burden of being right. In our profession, people can be injured or killed, or a lot of money can be lost, if we lack attention to detail. Therefore, it is important NEVER to fake it or guess. If you don't know an answer, or don't understand something, say so and ask questions. There are no stupid questions, but a lot of damage might be done by the question that wasn't asked. More broadly, ethical behavior in the classroom is required of every student. Students are also expected to identify ethical policies and practices relevant to course topics by checking with the course instructor if in doubt.

About Plagiarism:

Papers in this course will be run through a plagiarism checker. Plagiarized papers will receive zero points without an opportunity for makeup. This includes the homework! Be sure you are citing your sources with care. If your match results are more than 15-20% including quoted material that is a problem. Don't write a paper by gluing together quote after quote; such papers rarely even make sense. Start writing in your own words, then analyze and synthesize. I consider plagiarism the equivalent of shoplifting and deal with it accordingly.

While a beginning student may not be aware of the seriousness of plagiarism, at this level all students are presumed to be well aware of the issue and its consequences. If anyone in this course commits plagiarism you will find me particularly unforgiving and you may receive an F (failing grade) in the course. I regard plagiarism as morally equivalent to shoplifting.

Plagiarism is representing someone else's ideas as your own. For example, simply copying quotes and representing these quotes as your own ideas is the most blatant kind of plagiarism. But it is also important to realize that even paraphrasing another's ideas without giving them credit is plagiarism.

Copying another student's work, or recycling materials from another course without discussing it with the instructor first are considered plagiarism.

Why is plagiarism such a grave academic offense? First of all those that come up with innovative ideas should receive the due credit for those ideas. Academic scholars labor to refine and put forward new and original ideas and should be given credit for their work. To take someone's ideas and present them as your own amounts to academic theft. NU's policy can be found here:

<http://www.nu.edu/OurPrograms/StudentServices/AcademicPoliciesandP/AcademicDishonestyan.html>

Academic Dishonesty:

Academic dishonesty includes cheating, plagiarism, and any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means. Please review the following link for details.

<http://www.nu.edu/OurPrograms/StudentServices/AcademicPoliciesandP/AcademicDishonestyan.html>

Technology:

Students are expected to be competent in the use of Microsoft Office Suite, the use of the Internet, and email. Especially important in this class is the use of Microsoft Excel.

Windows based PC and the Windows 10 OS environment.

Diversity:

Learning to work with and value diversity is essential in every class. Students are expected to exhibit an appreciation for multinational and gender diversity in the classroom.

Student Accessibility Services:

National University is committed to providing equitable access to learning opportunities for all students. Student Accessibility Services (SAS) is the office that collaborates with students who have disabilities and faculty members to provide and/or arrange reasonable accommodations.

If you have, or think you may have, a disability (e.g., mental health, attentional, learning, chronic health, sensory, or physical), please contact SAS at sas@nu.edu or 858.521.3967 to arrange a confidential discussion regarding equitable access and reasonable accommodations. To receive

any course-related adaptation or accommodation, the student must first be registered with SAS; registration information and steps can be found by visiting www.nu.edu/sas. The SAS team works with students confidentially and does not disclose disability-related information without his/her permission.

If you are already registered with SAS and have a current accommodation letter outlining approved accommodations, we encourage you to contact your instructor early in the term, by the first-class session preferably, to review how the accommodations will be applied in the course. You are encouraged to arrange a confidential phone or in person meeting with your professor to discuss the approved accommodations.

Civility:

As a diverse community of learners, students must strive to work together in a setting of civility, tolerance, and respect for each other and for the instructor. Rules of classroom behavior include but are not limited to the following:

- Conflicting opinions among members of a class are to be respected and responded to in a professional manner.
- Side conversations or other distracting behaviors are not to be engaged in during lectures, class discussions or presentations
- There are to be no offensive comments, language, or gestures

For additional details, please refer to

<http://www.nu.edu/OurPrograms/StudentServices/AcademicPoliciesandP/CodeofClassroomEtiqu.html>

Writing Across the Curriculum:

Students are expected to demonstrate writing skills in describing, analyzing and evaluating ideas and experiences. Written reports and research papers must follow specific standards regarding citations of an author's work within the text and references at the end of the paper. Students are encouraged to use the services of the University's Writing Center when preparing materials. Please refer to the following link for more details.

<http://www.nu.edu/OurPrograms/StudentServices/WritingCenter/WritingAcrosstheCurr.html>

National University Library System:

The National University Library System is an integral part of the University, supporting its mission through the timely provision of resources and services to faculty and students. The National University Library System (NULS) provides library services and resources to students and faculty in the United States from Alaska to California and Hawaii, as well as to online students anywhere in the world. For details, please refer to <http://library.nu.edu/>