

COURSE SYLLABUS

PROJECT MANAGEMENT



Course code: MGT 280

Semester and year: Fall 2021

Day and time: Mondays 11:30 to 14:15

Instructor: Greg Pezda

Instructor contact: greg.pezda@aauni.edu

Consultation hours: 15 minutes prior the class and 15 minutes after the class (Mondays, 11:15-11:30, 14:15-14:30)

Credits US/ECTS	3/6	Level	Introductory
Length	15 weeks	Pre-requisite	MGT245
Contact hours	42 hours	Course type	Bachelor Required

1. Course Description

Key concepts and definitions, project life cycle, initiation and definition of a project, planning (task generation, roles and responsibilities, task interdependence, earned value management, critical path, schedule development, resource loading, project budget, risk development plan), execution and control of a project.

The students will learn about the principles of projects and project management. They will learn that many of the things we do every day are "little or large projects". The students will learn how to decompose complex things into a set of simple tasks, transform these into a plan, calculate the duration of the project and identify the actions to do during the execution of the project.

2. Student Learning Outcomes

Upon completion of this course, students should be able to:

- Understand basic project management principles and vocabulary
- Understand main theories and methodologies of project management
- To be able to apply project management principles in different situations and for solving various problems in the everyday operation of business
- To be able to deconstruct complex things into a set of simple tasks, transform them into a plan, calculate the duration of a project and identify the actions to do during the execution of the project
- Write a project charter
- Make a project plan
- Execute a project

3. Reading Material

Required Materials (Available in Library)

- Focus on Project Success – First Edition – Luc De Ceuster*
- PowerPoint Presentation and in class distributed Materials

Recommended Materials (Available in the Library or via Interlibrary Loan, Instructor Provided)

- PMBOK
- www.pmi.org
- <http://www.planningplanet.com/forums/guild-project-controls-gpc>

4. Teaching methodology

In class training combined with case studies, practical exercises and group work and presentations.

Students will be shown how to start a project from scratch and work out a detailed project plan. Examples will demonstrate the theory. The course includes an introduction to decision making techniques and their use in Projects.

During the course, an example project will be used to demonstrate and show the topics learned at the same time students will form small groups that will each choose and complete a group project that will be presented to the class before the exam. Students will deliver a document describing all the elements related to their presentation.

The students will receive some homework tasks to improve their skills on the major items of the course. Homework will be delivered by the next weekend course or at the day of the exam.

5. Course Schedule

Date	Class Agenda
Sep 6	Topic: Introduction Description: Introductions, course program, decision making techniques Reading: see online resources will provide a link for uploads Assignments/deadlines: not applicable
Sep 13	Topic: Decision making Description: Continuing decision-making methods, exercises, key terms and terminology for project management Reading: see online resources Assignments/deadlines: tbd
Sep 20	Topic: Project Life Cycle Description: Project Life Cycle, Processes, Group project Reading: see online resources Assignments/deadlines: tbd
Sep 27	Topic: Process Step 1 Description: Defining the project, writing charter Reading: see online resources Assignments/deadlines: tbd

Oct 4	<p>Topic: Decomposition Description: Decomposing the project up to task level, Roles and Responsibilities, Estimates Reading: see online resources Assignments/deadlines: tbd</p>
Oct 11	<p>Topic: Network scheduling Techniques Description: AOA, AON, PDM, critical path method Reading: see online resources Assignments/deadlines: tbd</p>
Oct 18	<p>Topic: Midterm Exam Description: Midterm Exam Reading: see online resources Assignments/deadlines: not applicable</p>
Oct 25	<p>Topic: Mid Term Break Description: Mid Term Break Reading: none Assignments/deadlines:</p>
Nov 1	<p>Topic: Schedule Compression Description: Schedule compression techniques and Gantt chart Reading: see online resources Assignments/deadlines: tbd</p>
Nov 8	<p>Topic: Resources Description: Resources leveling and problem solving, Critical Chain and resources and reserve Reading: see online resources Assignments/deadlines: tbd</p>
Nov 15	<p>Topic: Budgeting Description: Cost estimating, Cost budgeting, Project cumulative budget, S-curve, critical path position, exercises Reading: see online resources Assignments/deadlines: tbd</p>
Nov 22	<p>Topic: Risk Management Description: Nature of Risk, Processes, Qualification, Quantification Reading: see online resources Assignments/deadlines: tbd</p>
Nov 29	<p>Topic: Execution and Closing Description: Execution, reporting, Variance Analysis, EVM, Closing actions of projects Reading: see online resources Assignments/deadlines: Presentation of group project</p>
Dec 6	<p>Topic: Presentation Description: Final Project Presentations, Review Exercises Reading: see on line resources Assignments/deadlines: Printed presentation in pdf</p>
Dec 13	<p>Topic: Final Exam Description: Final Exam Reading: see online resources Assignments/deadlines: Project Document</p>

6. Course Requirements and Assessment (with estimated workloads)

Assignment	Workload (average)	Weight in Final Grade	Evaluated Course Specific Learning Outcomes	Evaluated Institutional Learning Outcomes*
Final Project	38	20%	Presentation skills, Project plan	1, 2, 3
Midterm	30	30%	Theoretical knowledge related to project management first part of the course, exercises	1
Final Exam	40	40%	Theoretical knowledge related to project management of the course, exercises	1
Participation	42	10%	Way of participation in the class, discussions, solving exercises	1, 2, 3
TOTAL	150	100%		

*1 = Critical Thinking; 2 = Effective Communication; 3 = Effective and Responsible Action

7. Detailed description of the assignments

Midterm exam:

- 1 Test the knowledge of all materials taught during the first 6 weeks of the course.

Assessment breakdown

Assessed area	Percentage
Exercises and interpretation of scenarios	100%
Total	100%

Final exam:

- 1 Test the knowledge of all materials taught up to and after the midterm exam.

Assessment breakdown

Assessed area	Percentage
Exercises and interpretation of scenarios	100%
Total	100%

Class participation:

Attendance is mandatory. Students are allowed two unexcused absences without having an impact on their grade. The SBA office will review and approve student requests for additional class absences. Reading prior to class is necessary in order to participate in class discussion.

Assessment breakdown

Assessed area	Percentage
Contributions to class discussions (Participation)	100%
Total	100%

Final project:

The students will deliver a final project based on a group work done after class hours and during the course in class. They will prepare a document of max 15 pages including a charter, project plan as described in the course, report progress at 3 different moments during project execution and formulate their lessons learned (what would they do differently

next time) and present this in a 15min class presentation. The presentation is due the week before the final exam and a printed version has to be provided to the teacher.

The complete report is due at the beginning of the final exam in printed format.

Assessment breakdown

Assessed area	Percentage
Develop a project charter	10%
Make a complete project plan	20%
Execute the project and conduct lessons learned	20%
Quality of delivered final document	10%
PowerPoint presentation	20%
In class presentation (individual assessment)	20%
Total:	100%

8. General Requirements and School Policies

General requirements

All coursework is governed by AAU's academic rules. Students are expected to be familiar with the academic rules available in the Codex and Student Handbook and to maintain the highest standards of honesty and academic integrity in their work.

Electronic communication and submission

The university and instructors shall only use students' university email address for communication, with additional communication via NEO LMS or Microsoft Teams. Students sending e-mail to an instructor shall clearly state the course code and the topic in the subject heading, for example, "COM101-1 Mid-term Exam. Question". All electronic submissions are through NEO LMS. No substantial pieces of writing (especially take-home exams and essays) can be submitted outside of NEO LMS.

Attendance

Attendance, i.e., presence in class in real-time, is expected and encouraged. However, the requirement that students miss not more than 35% of real-time classes is temporarily suspended due to the COVID-19 pandemic.

Absence excuse and make-up options

Should a student be absent from classes for relevant reasons (illness, serious family matters), and the student wishes to request that the absence be excused, the student should submit an Absence Excuse Request Form supplemented with documents providing reasons for the absence to the Dean of Students within one week of the absence. If possible, it is recommended the instructor be informed of the absence in advance. Should a student be absent during the add/drop period due to a change in registration this will be an excused absence if s/he submits an Absence Excuse Request Form along with the finalized add/drop form.

Students whose absence has been excused by the Dean of Students are entitled to make up assignments and exams provided their nature allows. Assignments missed due to unexcused absences which cannot be made up, may result in a decreased or failing grade as specified in the syllabus.

Students are responsible for contacting their instructor within one week of the date the absence was excused to arrange for make-up options.

Late work: No late submissions will be accepted – please follow the deadlines.

Electronic devices

Electronic devices (e.g. phones, tablets, laptops) may be used only for class-related activities (taking notes, looking up related information, etc.). Any other use will result in the student being marked absent and/or being expelled from the class. No electronic devices may be used during tests or exams unless required by the exam format and the instructor.

Eating is not allowed during classes.

Cheating and disruptive behavior

If a student engages in disruptive conduct unsuitable for a classroom environment, the instructor may require the student to withdraw from the room for the duration of the class and shall report the behavior to the student's Dean.

Students engaging in behavior which is suggestive of cheating will, at a minimum, be warned. In the case of continued misconduct, the student will fail the exam or assignment and be expelled from the exam or class.

Plagiarism and Academic Tutoring Center

Plagiarism is "the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work." (Random House Unabridged Dictionary, 2nd Edition, Random House, New York, 1993)
Turnitin's White Paper 'The Plagiarism Spectrum' (available at <http://go.turnitin.com/paper/plagiarism-spectrum>) identifies 10 types of plagiarism ordered from most to least severe:

1. CLONE: An act of submitting another's work, word-for-word, as one's own.
2. CTRL-C: A written piece that contains significant portions of text from a single source without alterations.
3. FIND-REPLACE: The act of changing key words and phrases but retaining the essential content of the source in a paper.
4. REMIX: An act of paraphrasing from other sources and making the content fit together seamlessly.
5. RECYCLE: The act of borrowing generously from one's own previous work without citation; To self-plagiarize.
6. HYBRID: The act of combining perfectly cited sources with copied passages—without citation—in one paper.
7. MASHUP: A paper that represents a mix of copied material from several different sources without proper citation.
8. 404 ERROR: A written piece that includes citations to non-existent or inaccurate information about sources
9. AGGREGATOR: The "Aggregator" includes proper citation, but the paper contains almost no original work.
10. RE-TWEET: This paper includes proper citation, but relies too closely on the text's original wording and/or structure.

As the minimum policy the types of plagiarism from 1 through 8 results in the failing grade from the assignment and must be reported to the Dean. The Dean may initiate a disciplinary procedure pursuant to the Academic Codex. Allegations of bought papers and intentional or consistent plagiarism always entail disciplinary hearing and may result in expulsion from AAU.

If unsure about technical aspects of writing, students are encouraged to consult their papers with the tutors of the AAU Academic Tutoring Center. For more information and/or to book a tutor, please contact the ATC at: <http://atc.simplybook.me/sheduler/manage/event/1/>.

Course accessibility and inclusion

Students with disabilities should contact the Dean of Students to discuss reasonable accommodations. Academic accommodations are not retroactive. Students who will be absent from course activities due to religious holidays may seek reasonable accommodations by contacting the Dean of Students in writing within the first two weeks of the term. All requests must include specific dates for which the student requests accommodations.

9. Grading Scale

Letter Grade	Percentage*	Description
A	95 – 100	Excellent performance. The student has shown originality and displayed an exceptional grasp of the material and a deep analytical understanding of the subject.
A-	90 – 94	
B+	87 – 89	Good performance. The student has mastered the material, understands the subject well and has shown some originality of thought and/or considerable effort.
B	83 – 86	
B-	80 – 82	
C+	77 – 79	Fair performance. The student has acquired an acceptable understanding of the material and essential subject matter of the course, but has not succeeded in translating this understanding into consistently creative or original work.
C	73 – 76	
C-	70 – 72	
D+	65 – 69	Poor. The student has shown some understanding of the material and subject matter covered during the course. The student's work, however, has not shown enough effort or understanding to allow for a passing grade in School Required Courses. It does qualify as a passing mark for the General College Courses and Electives.
D	60 – 64	
F	0 – 59	Fail. The student has not succeeded in mastering the subject matter covered in the course.

* Decimals should be rounded to the nearest whole number.

Prepared by: Greg Pezda – June 30, 2021

Approved by:

Karel Kubias, Chair of Department of Management, July 7, 2021

Jan Vašenda, Dean of School of Business Administration, August 27, 2021