Instructor

Larry M. Joseph, Ph.D., PMP
lj65@georgetown.edu

Class meetings

5:20 – 7:50 p.m. Tuesdays

Overview

This course provides an overview of the theory and practice of managing any project in any organization. The fundamental building blocks of project management are addressed, including project planning, organizing, team building, and effective control mechanisms. Students gain a solid understanding and foundation to successfully manage each phase of the project life cycle, work within organizational and cost constraints, set goals linked directly to stakeholder needs, and utilize proven project management tools to complete the project on time and within budget. Students apply the essential concepts, processes, and techniques that are used in the management of large scale governmental or commercial programs as small and mid-sized organizations. The key management aspects and proven techniques that differentiate project management from other types of management are fully examined.

Learning Objectives

At the conclusion of this course, students should be able to:

1. Master the fundamental principles of project management and examine how multiple projects fit into the overall programs and strategic direction of an organization.
2. Apply the ten recognized project management areas of competency to successfully manage projects of varying size and complexity.

3. Develop an integrated project plan to include project goals and objectives, statement of work, work breakdown structure, project activity network diagram, project schedule and milestones, project budget, and cost-time performance tracking measures.

4. Examine the organizational and behavioral aspects of project management and develop "soft skills" to effectively lead, manage, communicate, and resolve conflicts.

5. Use project management software to effectively plan, execute and track all types of projects.

6. Analyze both successful and unsuccessful projects and apply state-of-the-art and proven techniques to the "real-world" projects in a series of case studies.

**Required Textbook**

*An Introduction to Project Management, Fourth Edition*

*Kathy Schwalbe*

Textbook ISBN-10: 0982800339  

Copies of the text will be available at the Georgetown bookstore; a copy also will be placed on 2-hour reserve at Lauinger Library. The publisher also sells access to electronic versions. You are free to purchase the book wherever you wish, but *be sure to get the correct edition*. You can be sure that you have the correct edition if the ISBN on the back cover matches what is listed above. You must have access to the textbook by the first week of class; extensions to assignments will not be granted because you do not have access to the textbook. Each chapter of this text has an Opening Case. These will provide the bases for on-line discussions.

**Supplementary materials**

The course requires reading supplementary materials and viewing videos. All are available on the course’s Blackboard site.
Technical problems with viewing online videos on Blackboard should be directed to the Hoya Computing help desk at (202) 687-4577 or techhelp@georgetown.edu. Extensions to assignments will not be offered because of difficulty in viewing the videos. Plan accordingly.

**Grading**

A student’s course grade will be computed based on your performance on the course’s assignments.

The course includes several types of learning activities. Grades will be lowered for poor grammar, unclear writing, or incorrect spelling. The types of assignments are:

1. Completion of the weekly assignments. A running case will be used in this class. Many of the assignments will relate directly to this case study. All work will be delivered via Blackboard. Cumulatively, these assignments will count for **20 percent** of the final grade.

2. Participation in class meetings. Full, engaged participation in each session, reflecting understanding of the assigned readings and videos and their application to the topic at hand, is worth **10 percent** of your course grade. These points cannot be made up in case of an absence.

3. Participation in the class blog on project management. Topics will be posted on a weekly basis. They will vary but will be intended to further broaden the subject of that week’s lecture and will often stem from the running case study. One purpose of these discussions is to share experiences with the class. When responding to someone else’s posting a substantial posting is one that says more than "Me too" or "I disagree." A substantial response will explain why you agree or disagree and will provide evidence or examples to support your position. Cumulatively this participation will count for **15 percent** of your course grade.

4. Two take home examinations will assess your understanding of the course material. Each is worth **15 percent** of your course grade or a cumulative **30 percent** of your grade.

5. A 15-page term project which will be assigned by the second week of the semester. It is due on the last day of classes. The paper must be word processed on a computer. It must be double spaced, with 1-inch margins on all sides, using a 12-point font. The paper must follow the referencing style rules of the American Psychological Association, sixth edition. The 15-page minimum does not include the title page, references, tables or figures. An oral presentation on your term project is to be delivered also at the last class meeting. This 10-minute presentation should
describe your main findings and engage your class members in discussion. This paper and presentation are worth **25 percent** of your course grade.

6. The course grade will be determined using the following scale:

   - 93-100=A
   - 90-92=A-
   - 88-89=B+
   - 83-87=B
   - 80-82=B-
   - 78-79=C+
   - 73-77=C
   - 70-72=C-
   - 68-69=D+
   - 63-67=D
   - 0-62=F

**Attendance**

Attendance is essential. After the student is absent twice, the student will receive a grade of F in the course regardless of the grades earned in assignments in the course.

If a student misses a class meeting, the student should obtain class notes from a fellow student in the class; the professor will not provide them.

At several times during the semester the class will not meet in the classroom. Rather these classes will be given through Blackboard. For these sessions students you will have reading assignments, my slides would be posted, homework assignments would be given (so far this is my normal approach), and I would use expanded blog discussions to simulate the classroom. The exact number of schedule for these “distance learning classes will be given at the first day of class.

**Incompletes**

Incompletes are not available in this course. Plan accordingly.

**Submitting Assignments**

All written assignments must be submitted electronically to Blackboard through a link on the page where the assignment is listed. An assignment will not count as submitted until it has been uploaded to Blackboard. It is the student’s responsibility to submit materials to the site.
Printed assignments will not be accepted and will earn no credit. Similarly, assignments submitted to the instructor by e-mail will not be accepted and will earn no credit.

All written assignments must follow the style rules of the American Psychological Association, sixth edition. APA style is not taught in this course. A summary of APA style is available at http://owl.english.purdue.edu/owl/resource/560/01/

Late assignments

**Important: No credit will be given for any assignment that is submitted late without the instructor's prior approval.** "Prior approval" means that the student must communicate with the instructor before the assignment's deadline.

An assignment that is submitted late with the instructor's prior approval will have its grade reduced by 10 percent for every day it is late, regardless of the reason for the assignment's lateness.

Blackboard has been programmed not to accept assignments submitted after the deadline.

**Academic Misconduct policies**

The sources for all information and ideas in your assignments must be documented. In addition, all quotations must be identified as quotations, using quotation marks and indicating the source of the quotation, as mandated by APA style. Anything less than these standards is plagiarism. In accord with university policy, all incidents of suspected plagiarism or other Honor Code violations will be reported to the Honor Council without fail.

If the Honor Council finds that any student assignment has been plagiarized or has violated the Honor Code in any other way, the student will receive a grade of F for the course. This is separate from any sanction that the Honor Council might recommend.

All students are expected to follow Georgetown's honor code unconditionally. Please read the honor code material located at www.georgetown.edu/honor, and in particular read the following documents: Honor Council Pamphlet, What is Plagiarism, Sanctioning Guidelines, and Expedited Sanctioning Process.

Submitting material in fulfillment of the requirements of this course means that you have abided by the Georgetown honor pledge:

*In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown Honor System: To be honest in any academic endeavor, and to conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.*
Classroom behavior

During class, students are expected to refrain from use of laptops, tablets, and cellphones that is not related to the class material. Violation of this rule will lead to the student being instructed to leave the class, resulting in a recorded absence.

Recording class sessions without the instructor’s permission is not permitted. The Code of Student Conduct (available at http://studentconduct.georgetown.edu/237180.html) governs acceptable classroom behavior.

Disabilities

If you are a student with a documented disability who requires accommodations or if you think you may have a disability and want to inquire about accommodations, please contact the Academic Resource Center at 202-687-8354 or arc@georgetown.edu.

Snow and other emergencies

During inclement weather or other emergencies on a day when we are scheduled to meet face-to-face, check the university’s Web site or call (202) 687-7669 for information on whether the university is open. If the university is open, this class will meet. If the university is closed, this class will not meet. Due dates for written assignments submitted through Blackboard will not be changed due to inclement weather.

The university recently has acquired the capability to send text messages and recorded messages about emergencies to cell phones and other mobile devices. Sign up on MyAccess.

Office hours

Feel free to call or email me at any time. I would be glad to meet you with an appointment at a time that is convenient for you. I do not have an office on campus but will be glad to make suitable arrangements.

Response time

This course uses online technology, but it still includes a flesh-and-blood instructor. I, however, am an Adjunct faculty member and run my own business. This means:

1. Your written assignments are not graded by the computer. They are graded by me, and I cannot do that instantly. You can expect to receive grades on a written assignment within a week after the assignment's due date.
2. I am online frequently but not 24/7. That means you will not get instant responses to e-mail inquiries. I will answer e-mails, questions posted to the discussion board and telephone messages as quickly as I can -- within one business day after I received it.

Policy Accommodating Students’ Religious Observances

The following is university policy:

Georgetown University promotes respect for all religions. Any student who is unable to attend classes or to participate in any examination, presentation, or assignment on a given day because of the observance of a major religious holiday or related travel shall be excused and provided with the opportunity to make up, without unreasonable burden, any work that has been missed for this reason and shall not in any other way be penalized for the absence or rescheduled work. Students will remain responsible for all assigned work. Students should notify professors in writing at the beginning of the semester of religious observances that conflict with their classes.

In accordance with this policy, students for whom the schedule of this course will cause conflicts with a religious observance should notify me in writing (e-mail is acceptable) no later than start of the first class. I will make reasonable accommodations for all conflicts identified by this date. In line with this policy, requests for accommodations submitted after the start of the first class, will not be considered, and oral requests will not be considered at any time.

Course outline

<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Principal topics</th>
<th>Chapter in Schwalbe</th>
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<tbody>
<tr>
<td>September 8</td>
<td>Introduction to Project, Program, and Portfolio Management</td>
<td>Read Chapters 1</td>
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<tr>
<td>September 15</td>
<td>Project, Program, and Portfolio Selection</td>
<td>Read Chapter 2</td>
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<td>September 22</td>
<td>Initiating Projects</td>
<td>Read Chapter 3</td>
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<td>September 29</td>
<td>Planning Projects Part 1</td>
<td>Read Chapter 4</td>
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<td>October 6</td>
<td>Planning Projects Part 1 (continued)</td>
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<tr>
<td>October 13</td>
<td>Planning Projects Part 1 (continued)</td>
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<tr>
<td>Meeting date</td>
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<td>Chapter in Schwalbe</td>
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<tr>
<td>October 20</td>
<td>Planning Projects Part 2</td>
<td>Chapter 5</td>
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<td>Take-home exam 1 is distributed at the end of class.</td>
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<tr>
<td>October 27</td>
<td>Planning Projects Part 2 (continued)</td>
<td>Take-home exam 1 is due at the start of class.</td>
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<td>November 3</td>
<td>Planning Projects Part 2 (continued)</td>
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<td>November 10</td>
<td>Executing Projects</td>
<td>Chapter 6</td>
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<td>November 17</td>
<td>Monitoring and Controlling Projects</td>
<td>Chapter 7</td>
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<td>November 24</td>
<td>Monitoring and Controlling Projects (continued)</td>
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<td>December 1</td>
<td>Closing Projects</td>
<td>Chapter 8</td>
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<td>December 7</td>
<td>Best Practices in Project Management</td>
<td>Chapters 9</td>
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<tr>
<td>December 14</td>
<td>Project presentations</td>
<td>Take-home exam 2 is distributed at the end of class.</td>
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Final paper and second take-home examination are due in Blackboard by 11:59 p.m. on December 18, 2015