

EGRMGMT 560: Project Management – Fall 2023

Tuesdays 3:30 – 6:15 pm

Hudson Hall 208

Instructor: **Dina Requena, PhD, PMP**
Adjunct Associate Professor
Executive in Residence
Pratt School of Engineering
E-mail: dina.requena@duke.edu
Mobile: 919-986-2637
Office: Fitzpatrick 3529
Office Hours: Thursdays 10:00- 11:00 am or by appointment

Course Overview:

Recognizing the transformational power of projects, this course focuses on the planning, scheduling, organizing, and controlling of projects. The course integrates major topics of organizational strategy, project portfolio management, project organizational structure, project management tools, and project leadership. As the technical methods and business value of project management become increasingly more important, mastery of the PM (Project Management) profession's key tools and concepts is essential to maintain a competitive advantage in the marketplace. A survey of content from the Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK® Guide) is included.

Course Learning Objectives:

1. Students gain understanding and practical application of **project management processes, methods, and tools**.
2. Students **work on diverse project teams** and develop their team leadership and team collaboration skills to be applied in the workplace. These are essential business skills in today's market.
3. Students apply **industry consulting methods and practices** as they relate to executing projects and especially reporting status to Executive Managers and Steering Committees (this requires lots of documenting your ideas).

Note that it's more than just project management – and all objectives are important.

Course Details

The teaching philosophy for project management is that adults learn best by doing.

In this course, you will be placed in a variety of project and case study scenarios. You and your team will need to determine what actions to take based on the context of the situation; **you will need to make assumptions and use external resources** to determine the best course of action. Some assignment requirements and documentation are left purposefully vague to allow you to interpret the data.

You will acquire project management knowledge and consulting skills through:

- Textbook and Supplemental Readings
- Assuming client Executive Steering Committee (ESC) and project consultant roles.
- Developing team presentations and documenting team case study solutions.

- Analyzing case studies and doing individual homework assignments.
- Participation in Classroom and Canvas discussions.
- 360 Peer Evaluations of your team members.
- Software Simulations concentrating on leadership and project performance.
- Interaction with practicing professionals (our Guest Speakers); and
- Participating in a semester-long integrative case study of an assigned project scenario.

Each 2 hour 45-minute class period will be divided into several sessions with several breaks.

Depending on the material to be covered in the class session, you may experience:

- One part of class being Project Management lecture and / or topical discussion
- Other parts of class may include:
 - Case Study Group Presentations and discussion, or
 - Interactive discussion with a Practicing Professional / Guest Speaker, or
 - Student-led exploration of key issues / Group assignments / PM software labs.

Much of the class learning will be done in group format. Teams will typically consist of no more than 4 members tasked to analyze assigned cases. Teams will select a project manager / team leader for each deliverable and **the Team Leadership / PM role must rotate so that all team members lead the team to produce a deliverable**. All teams analyze cases and turn in assessments of the problem presented and the recommended course of action emphasizing business value objectives.

Textbook:

Project Management: The Managerial Process (Eighth Edition)

Gray and Larson; McGraw Hill Education © 2021; ISBN 978-1-260-23886-0 (bound edition)

Readings:

We will also use selected articles and cases as outlined in the course lessons, these readings are posted on canvas. Readings may be in the HBR Coursepack on in the PMBOK guide.

Harvard Business Review Project Management Coursepack:

<https://hbsp.harvard.edu/import/1077225>

Project Management Body of Knowledge (PMBOK) Guide Seven Edition – eCopy:

A negotiated rate of \$10 student annual membership fee with a discount code NASTUMEM22 will allow students registered on this course to become PMI members. This way, they can download the PMBOK guide as well as benefit from other membership perks. To register visit: <https://www.pmi.org/>

Course Schedule Outline

Note that weekly content may require change as we progress through the semester. It is the student's responsibility to always check Canvas for the latest reading and assignments due for any class session.

Class Week	Date	Description	Textbook Reading	Quiz or Exam
1	Aug 29	Introduction to Project Management	Chapter 1	
2	Sep 5	Strategy, Organization, Portfolios Guest speaker: Sue Mathias	Chapters 2 and 3	
3	Sep 12	Project Team Leadership	Chapter 10 and 11	
4	Sep 19	Project Team Leadership (cont.) Guest speaker: John Allesio		
5	Sep 26	Defining the Project	Chapter 4	Quiz 1
6	Oct 3	Project Cost & Schedule Estimation	Chapters 5 and 6	
7	Oct 10	Risk Management Guest speaker: Robert Tahamtan	Chapter 7	
	Oct 17	Fall Break		
8	Oct 24	Cost, Resource & Schedule Management	Chapter 8 and 9	
9	Oct 31	Earned Value Management & Project Presentation I	Chapter 13	Quiz 2
10	Nov 07	Agile Project Management I	Chapter 15	
11	Nov 14	Agile Project Management II		
12	Nov 21	Project Presentation II & Delivery Management	Chapter 12	
13	Nov 28	Delivery Management (cont.) - Course Review		Quiz 3
14	Dec 05	Final Exam	None	

Course Project Teams:

Just as with most industry projects, the course requires project team effort and cooperation; the reward (grade) is based upon the quality of the total deliverable, not on the work of any single individual. Approximately 55% of your grade will be based upon the performance of your team. Note that just meeting the requirements of any assignment will not be considered outstanding (A-level) work. You and your team are expected to exceed assignment requirements to earn the highest marks.

Classroom Professionalism:

Students shall exhibit professionalism during our class sessions. This includes:

- **Class and Canvas Participation:** Active participation in Canvas and classroom discussion is required. You must endeavor to learn from each other as well as from the instructor. All comments and posts on Canvas must be composed professionally.
- **Electronics use during class time:** Out of respect for your instructor, Guest Speakers, and your peer students, when you are in class, computers may be open only for class notes and they may be used to support classroom learning. Please refrain from checking your email or surfing the web while class is in session. - **Absolutely no Mobile Phone Use permitted during class (texting or voice). Please save that for the break time.**
- **Punctuality:** Please respect everyone's schedule and arrive on time. **This is especially important for sessions that include guest speakers.** **Students who arrive 15 minutes late will lose 10% of their participation points for the week they arrived late.**

- **Classroom guidance for COVID-19:** Students, guests and the instructor will observe University directed social distance guidelines in place (if any) at the time of class.

Grading:

Grades will be determined using the following breakdown (55% Team / 45% Individual):

Please Note: certain grades are assessed by your peers (classmates / teammates) and the Teaching Assistants as well as the instructor. If you require clarifications, please ask the instructor.

Case studies	20%	Drop lowest
Lessons learned report	5%	
Course Project	20%	
Homework assignments (team & individual)	15%	
Quizzes	15%	Drop lowest
Final exam	5%	
360 Evaluations	10%	
Participation & attendance	10%	Includes discussion forums

All assignments must be completed. Failure to turn in an assignment will result in a grade of zero. Late individual assignments, without prior permission, will have credit deducted - **Any group Assignment submitted after the due date will not be graded and will receive zero credit.**

Case Studies and Presentations: These are scheduled assignments. Carefully review instructions for each assignment to ensure you are working appropriately. **Review the grading Rubric carefully before beginning each assignment.**

360 Peer Evaluations: Peer input of contributions to teamwork will be assessed through two mandatory peer review ratings. This includes a quantitative evaluation and a written assessment of the student's strengths and suggested areas for improvement. Peer input of your leadership and 'followership' skills will be assessed by your teammates. **Please Note: The instructor reserves the authority to revise peer assessments if unfair or collaborative conditions are evident.**

Comprehensive Semester-Long Project: No later than the third-class session, each Group / team will be assigned a case study scenario requiring the application of all the tools and concepts studied during the course. Group / team membership will be predetermined by the teaching team.

Quizzes and Exams: There are 3 quizzes that will cover the last 4 sessions. See class schedule for expected dates. The lowest quiz may be dropped. Quizzes have a multiple-choice component and an essay component; all quizzes will be take-home. The Final Exam will be a comprehensive, individual, exam that covers all topics learned in class from sessions 1-13. The final exam is an in-class multiple choice exam.

Class Participation & Attendance: You must be aware of your active class participation. You will earn points through the semester by contributing to class discussions, asking questions, being engaged with guest speakers, posting to online forums, and attending class regularly as conditions allow. Class participation also includes participating in class discussion forums.

Class attendance is mandatory. Students who do not attend a class will not get credit for the week they missed. This course follows the MEMP class attendance policy attached at the end of this document.

Grade scale:

A+	97 - 100	C+	77 – 79.99
A	93 – 96.99	C	73 – 76.99
A-	90 – 92.99	C-	70 – 72.99
B+	87 – 89.99	D	60 – 69.99
B	83 – 86.99	F	<60
B-	80 – 82.99		

Software:

In addition to word processing, power point, and spreadsheet software, we use Microsoft Project software & Jira Software.

- MS Project is available to all Duke Engineering students via the URL = <https://azureforeducation.microsoft.com/devtools>
- Jira Software is available for free at <https://www.atlassian.com/software/jira>

Additional details for software access, installation, and use in this course will be posted to Canvas.

MEMP Class Attendance Policy

MEM's policy is that campus students are expected to attend class regularly and **in person**, adhering to Duke's Academic Calendar. Attending MEM classes is mandatory. MEM follows the Graduate dates within the calendar when applicable.

It is especially important that students attend the first day and the last day of class for **all** courses in which they are enrolled. Unless and until **all** coursework and examinations (whether comprehensive final exams, quizzes, or otherwise) have been completed for **all** courses in which a student is enrolled, a student is expected to remain at Duke **in person** through the end of final exam week as set forth on Duke's Academic Calendar.

In their first classes, faculty set course goals and standards, frame the course's subject matter, form student teams and begin to create the class community.

At the conclusion of the first class of each course, the faculty will report any unexcused absences to the MEM program administration. Thereafter, such students shall be dropped from the course. If students miss the first classes of the semester, they detract from their own educational experience and undermine that of their classmates. Furthermore, they create additional work for the professors and TAs.

Responsibility for regular and punctual class attendance rests with individual students. The course faculty shall refer a student to MEM's administrators in the event of excessive absences.

A student seeking an "excused" absence must work directly with her or his course faculty and must initiate the request in advance and as soon as possible. A student may be excused from attendance due to truly extenuating circumstances such as significant illness, personal/family emergency, or important religious observance.

Whether an absence is excused or not, a student will be held fully accountable for any in-class graded participation or assignments an absence caused the student to miss.