



NYU

**TANDON SCHOOL
OF ENGINEERING**

**Department of Technology Management and Innovation
MG-GY 8203 – Project Management
Spring 2018**

Professor: Denise Bracamonte

Contact Details: dab470@nyu.edu or (917) 692-1375. I am available in person on class nights. At any other time your text messages will usually get the fastest response. In some cases you may get a callback, depending on the question. Please use our course site for all email during the session.

Office/Hours: Wednesday's, 6:00-8:30pm
RGSB 602

Course Pre-requisites: Adviser's approval and graduate standing

Course Description:

This course focuses on managing technology- based projects, ranging from individual research and development to large-scale and complex technological systems. Topics: feasibility and risk analyses, project selection and portfolio optimization, functional and administrative structures, coordination and scheduling of activities, personnel planning, negotiations and contracts, cost estimation, capital budgeting, cost controls and effective matrix management.

Course Objective:

To understand the multi-disciplinary nature of project management including:

1. the role of the project manager
2. project selection, portfolio optimization, & managing multiple projects
3. the project management processes and knowledge areas

4. the realities of making tradeoffs and managing interdependencies

5. common methodologies, tools and techniques

This course introduces the core concepts of the Project Management Body of Knowledge (PMBOK®) Guide-5th Edition and provides the classroom hours required to sit for PMP or CAPM certification. For details on these certifications go to www.PMI.org.

Course Structure:

Lecture, class discussions, simulated game play and class exercises, assignments, term project and presentation, mid-term and final exams

Readings:

Required Text(s):

Kathy Schwalbe, Information Technology Project Management, 8th Edition. Course Technology - Cengage Learning, 2014, ISBN-13: 978-1285452340, also available to buy or rent online from Cengage. Earlier editions may be used. (Text will cost between under \$10 to over \$100 depending on provider and version chosen). (We follow PMI best practice for IT and learn how this may be applied in any industry.)

Required Course Pack: In order to participate fully in simulations, each student is required to create a login to Harvard Business Publishing for Educators and purchase the required course pack (pack will cost about \$30-\$40) at: <http://cb.hbsp.harvard.edu/cbmp/access/73054458>.

Not required: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fifth Edition, Project Management Institute, ISBN13 9781935589679

Course Assignments and Grading:

Reading of all assigned materials before class, attendance and participation in our weekly discussions, individual and team exercises, and assignments that will demonstrate student's understanding of key concepts covered in this course, and on-time delivery of all assigned work.

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|-------------------------------|--------------------|
| Preparation & Participation | 10% of final grade |
| Simulations | 10% of final grade |
| Team Assignments | 15% of final grade |
| Midterm Exam | 20% of final grade |
| Final Exam | 20% of final grade |
| Team Project and Presentation | 25% of final grade |

Student Preparation & Participation - Students are expected to read or prepare as for each week's topic and activities. Students must attend class and actively participate in discussions and exercises. Advanced preparation is critical to maximize your investment. Please arrive in class ready to discuss the readings, participate in all exercises and deliver assignments on time.

Simulations - Students will work individually or in teams, in class or between classes, on assigned simulations and will be asked to defend their choices and discuss their results. Note: Everest is a multiplayer simulation that must be run in class. All team members must be present and prepared for their role in this simulation.

Team Assignments - Students will work in teams* to complete assignments designed to support team work and their term Event & Presentation.

Exam 1 - Midterm exam - Students will work individually on this evaluation which covers key concepts from the first half of the semester.

Exam 2 - Final exam - Students will work individually on this evaluation which covers key concepts from the second half of the semester.

Class Event & Presentation – students will work in teams* to create a 2.5 hour event to host their final team presentations. Event is paid for by students and costs between \$10 -\$15 per person, depending on student's choices and each team's requirements. For the final presentation, students will work in teams* and choose any technology or technology-based project to study OR pick one project management concept to research and present in greater detail than may be discussed in this course. You will have a lot of flexibility in defining the scope of your group project (the presentation) to fit your team's interests. Standard presentation requirements for all teams will be defined and guidance will be provided by your instructor throughout the semester. Topics must be pre-approved by the instructor. Duplicate topic choices will not be allowed.

*teams will consist of minimum of 4 to 7 students; formed by students in groups of your choice

See our weekly Course Schedule for all assigned reading materials and due dates.

Course Topic Outline

| Week & Date Due | | Required Readings and Planned Activity |
|-----------------|-----------|--|
| Week 1 | 1/24 | Introduction and Overview: Getting to know each other and the course |
| Week 2 | 1/31 | Ch 1 Introduction to PM; what is a project and what is project management? After Class begin signup for teams on NYU Classes. |
| Week 3 | 2/7 | End signup for teams on NYU Classes Ch 2 Organizational Influences and Technology Context Introduction to Team Assignment “Team Contract” |
| Week 4 | 2/14 | Each team must bring at least one question on this week’s topic: Ch 3 Project Management Process Groups Introduction to Simulations, <i>Simulation PM A</i> DUE before class: Team Contracts submitted online |
| Week 5 | 2/21 | Each team must choose between Waterfall or Agile Project Management methodology and prepare an argument for the one they chose and why it is better for technology projects? Ch 4 Integration Management Introduction to Team Assignment “Presentation Topics” |
| Week 6 | 2/28 | Each team will choose a side, scope creep is good or scope creep is bad and prepare an argument for the side they chose. Ch 5 Scope Management; <i>Simulation PM B</i> DUE before class: Team’s presentation topic choices submitted online |
| Week 7 | 3/7 | CLASS CANCELLED - SNOW DAY |
| SUNDAY | 3/11 | DUE no later than 11:30PM: Midterm exam must be submitted online |
| NO CLASS | 3/14 | |
| Week 8 | 3/21 | CLASS CANCELLED - SNOW DAY |
| Week 9 | 3/28 | Ch 6 Time Management & Ch 7 Cost Management; <i>Simulation PM C</i> Introduction to Team Assignment for “Class Event and Team Presentations” |
| Week 10 | 4/4 | Ch 8 Quality Management; <i>Simulation PM D</i> DUE: Teams’ event & presentation plan submitted online before class starts; After class prepare for Team Everest Sim next week |
| Week 11 | 4/11 | BEFORE we meet; students know their roles and instructions for Simulation Team Everest to be executed in class tonight. Ch 9 Human Resource Management; <i>Simulation Team Everest</i> DUE: Team’s presentation outline submitted online before class starts |
| Week 12 | 4/18 | Ch 10 Communications Management; <i>Simulation Team Everest Part II</i> DUE: Team’s and Lead PMs status 1 submitted online before class starts |
| MAKEUP CLASS 1 | SAT. 4/21 | Same time 6 – 8:30PM, same room RH602 Ch 11 Risk Management; <i>Simulation PM E</i> |
| Week 13 | 4/25 | Ch 12 Procurement Management Review DUE: Team’s and Lead PMs final status 2 submitted online before class starts |
| MAKEUP CLASS 2 | SAT. 4/28 | Same time 6 – 8:30PM, same room RH602 Ch 13 Stakeholder Management |
| Week 14 | 5/2 | Final Review DUE: Team’s and Lead PMs status 3 submitted online before class starts DUE: Team’s peer evaluations must be submitted online before class starts |
| SUNDAY | 5/6 | DUE no later than 11:30PM: Final exam must be submitted online |
| Week 15 | 5/9 | DUE: Final Event & Team Presentations |

Academic Integrity:

All students are responsible for understanding and complying with the NYU Statement on [Academic Integrity](#).

Academic Integrity for Students at NYU

This policy sets forth core principles and standards with respect to academic integrity for students at New York University. Each school at New York University may establish its own detailed supplemental guidelines for academic integrity, consistent with its own culture, and consistent with the University-wide general guidelines described in this document.

At NYU, a commitment to excellence, fairness, honesty, and respect within and outside the classroom is essential to maintaining the integrity of our community. By accepting membership in this community, students take responsibility for demonstrating these values in their own conduct and for recognizing and supporting these values in others. In turn, these values will create a campus climate that encourages the free exchange of ideas, promotes scholarly excellence through active and creative thought, and allows community members to achieve and be recognized for achieving their highest potential.

In pursuing these goals, NYU expects and requires its students to adhere to the highest standards of scholarship, research and academic conduct. Essential to the process of teaching and learning is the periodic assessment of students' academic progress through measures such as papers, examinations, presentations, and other projects. Academic dishonesty compromises the validity of these assessments as well as the relationship of trust within the community. Students who engage in such behavior will be subject to review and the possible imposition of penalties in accordance with the standards, practices, and procedures of NYU and its colleges and schools. Violations may result in failure on a particular assignment, failure in a course, suspension or expulsion from the University, or other penalties.

Faculty are expected to guide students in understanding other people's ideas, in developing and clarifying their own thinking, and in using and conscientiously acknowledging resources - an increasingly complex endeavor given the current environment of widely available and continually emerging electronic resources. In addition, students come to NYU from diverse educational contexts and may have understandings regarding academic expectations that differ from those at NYU. NYU values and respects all academic traditions; however, while at NYU, students are expected to adhere to the norms and standards of academic integrity espoused by the NYU community and will be assessed in accordance with these standards. Students should ask their professors for guidance regarding these standards as well as style guide preferences for citation of sources for assignments in their courses.

Following are examples of behaviors that compromise the academic and intellectual community of NYU. The list is not exhaustive. Students should consult the websites and guidelines of their individual schools for an extended list of examples and for further clarification.

1. Plagiarism: presenting others' work without adequate acknowledgement of its source, as though it were one's own. Plagiarism is a form of fraud. We all stand on the shoulders of others, and we must

give credit to the creators of the works that we incorporate into products that we call our own. Some examples of plagiarism:

- a sequence of words incorporated without quotation marks
- an unacknowledged passage paraphrased from another's work
- the use of ideas, sound recordings, computer data or images created by others as though it were one's own

2. Cheating: deceiving a faculty member or other individual who assess student performance into believing that one's mastery of a subject or discipline is greater than it is by a range of dishonest methods, including but not limited to:

- bringing or accessing unauthorized materials during an examination (e.g., notes, books, or other information accessed via cell phones, computers, other technology or any other means)
- providing assistance to acts of academic misconduct/dishonesty (e.g., sharing copies of exams via cell phones, computers, other technology or any other means, allowing others to copy answers on an exam)
- submitting the same or substantially similar work in multiple courses, either in the same semester or in a different semester, without the express approval of all instructors
- submitting work (papers, homework assignments, computer programs, experimental results, artwork, etc.) that was created by another, substantially or in whole, as one's own
- submitting answers on an exam that were obtained from the work of another person or providing answers or assistance to others during an exam when not explicitly permitted by the instructor
- submitting evaluations of group members' work for an assigned group project which misrepresent the work that was performed by another group member
- altering or forging academic documents, including but not limited to admissions materials, academic records, grade reports, add/drop forms, course registration forms, etc.

3. Any behavior that violates the academic policies set forth by the student's NYU School, department, or division.

Moses Center Statement of Disability

If you are student with a disability who is requesting accommodations, please contact New York University's Moses Center for Students with Disabilities at [212-998-4980](tel:212-998-4980) or mosescsd@nyu.edu. You must be registered with CSD to receive accommodations. Information about the Moses Center can be found at www.nyu.edu/csd. The Moses Center is located at 726 Broadway on the 2nd floor.