



**MBAD 6207-U90/DSBA 6207-U90 Business Project Management
Course Syllabus – Spring 2020**

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Office Hours: Wednesday: 4:30 – 5:30 pm (Faculty offices 7th floor, CCB)
Monday & Wednesday: 12:10 – 1:20 pm and by appointment (Friday room # 254A)

Required Course Materials: Project Management, The Managerial Process, 7th Edition, Eric W. Larson and Clifford F. Gray, McGraw Hill ISBN: 978-1259666094.

Readings:

- R1: Steele, R. and Albright, C. Games Managers Play at Budget Time. Sloan Management Review, Vol. 45, No. 3, Spring 2004, pp. 81-84.
- R2: Keil, M. and Mahring, M. Is Your Project Turning into a Black Hole? California Management Review, Vol. 53, Number 1, Fall 2010.
- R3: DeMayer, A. et al. Managing Project Uncertainty: From Variation to Chaos. Sloan Management Review, Vol. 43, No. 2, Winter 2002.
- R4: Viaene, S. and Van den Bunder, A. The Secrets to Managing Business Analytics Projects. Sloan Management Review, Vol. 53, Issue 1, Fall 2011, pp. 65-69.
- R5: Cullen, S. Seddon, P., and Wilcox, L. Managing Outsourcing: The Life Cycle Imperative. MIS Quarterly Executive, Vol. 4, No. 1, March 2005.

Cases:

- C1. Volkswagen of America: Managing IT Priorities.
- C2. TerraCog Global Positioning Systems: Conflict and Communication Project Aerial.
- C3. Enterprise Risk Management at Hydro One (B): How Risky are Smart Meters?
- C4. The AtekPC Project Management Office.

The following link will allow you to purchase cases from Harvard business School publishing:

<https://hbsp.harvard.edu/import/685297>

Other course materials including copies of presentations will be provided on the Course Canvas website at: <https://canvas.uncc.edu>

Poll Everywhere app/web link and smartphone/tablet/laptop computer.

**Course
Description:**

Catalog Description: Project management is widely used in a variety of business environments to manage complex, non-routine, endeavors. Examples of projects include consulting and process improvement projects, advertising projects, and technology projects. This course focuses on tools, techniques, and skills for business project management, with attention to both the quantitative and the qualitative aspects of project management. Topics include project evaluation, estimation, monitoring, risk management, audit, managing global projects, outsourcing, and project portfolio management. Students also gain experience using Project Management Software.

Prerequisite: MBAD 5121 or equivalent and MBAD 6141.

**Course
Objectives:**

All significant human undertakings can be viewed as projects; some have more successful outcomes than others. Project management is essential both to the individual worker planning his/her own week and the multinational company developing new production facilities for the new century. The role of projects in organizations is receiving increasing attention. Projects are becoming the major tool for reaching the strategic goals of the organization. Given savage worldwide competition, many organizations have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization that is flexible, and project driven.

This course introduces both a holistic and integrative view of project management. A holistic view of project management focuses on how projects contribute to the strategic goals of the organization. The linkages for integration include the process of selection of projects that best support organizational strategy and all the technical and managerial processes to manage and complete those projects.

The course will introduce various concepts and techniques of project management in enough detail to be immediately useful in working environment. The first part of the course will consider the evaluation and selection of projects including time analysis, constraints, cost estimation, benefits and risks while second part will examine their management including project teams, progress monitoring, project audit and closure. Critical issues such as cost control, budgets, technical quality and international projects will also form part of class discussions.

Several short case studies from the textbook and business cases will be examined in the class sessions to understand the concepts and relate to class participants' experiences. Homework assignments will be used to enhance the learning experience. Students will also work on a semester long project, which will be based on independent research, a case study, book chapter, or project situations familiar to students.

**Canvas
Course
Website:**

You are required to access regularly the Canvas Course website and, in particular, before each class. In addition to containing helpful information, Canvas will be used to communicate information on assignments, changes to syllabus, and other announcements of general interest.

**Grading
Policies:**

Following letter grades will be used:

A	90.0 – 100%
B	80.0 – 89.99%
C	70.0 – 79.99%
D	69.99% and below

Student performance in the course will be weighted as follows:

Mid-term Exam	20%
Final Exam	20%
Short Case Studies	10%
Home Work	15%
Microsoft Project Assignment	15%
Course Project	15%
Class Participation	5%

**Exams,
Assignments,
etc.**

Examinations:

There will be two exams for the course. The exams will be given as scheduled in the syllabus. Exams will be non-cumulative. All exams will be in-class, closed book, and closed notes. Typical duration of the exam will up to 2 hours.

Group Assignments:

Students will be required to complete homework, short case presentations, Microsoft Project assignment, and a course project working in groups. Instructor will assign students to groups on the first day of the class. Each group will have up to 5-6 students. It is hoped that with random assignment of group you will have an opportunity to work with different members of the class and build better connections with each other. At the end of the course the instructor may seek input from group members regarding the contribution of each group member's participation and that feedback will be incorporated into determining each member's participation score.

Homework Assignments:

1. Chapter problems will be assigned as homework during some weeks. Homework normally will be due in one week from the Wednesday of the week in which the assignment is made unless specified differently.

2. Homework will be graded on attempt, understanding of the concepts, and not on absolute correctness. The results will be posted in your grade book. Correct solution to the problems will be posted whenever appropriate. It is recommended that you practice on problems when possible. If you have difficulty, contact the instructor during the office hour.

Readings:

During some of the classes, students are assigned articles for reading. These article reprints are available from Atkins Library and should be read before the class for discussion. Students will be graded for participation in the class discussions. No report submission is required for readings.

Case Discussions:

During some of the classes, we as a class will discuss some cases which are identified in the syllabus. Case discussion will be led by the instructor. Cases are available from Harvard Case Services. Students are expected to have read the case and are prepared to participate in the discussion. Students will be graded for participation in the class discussions. No report submission is required for case discussions. Cases may be included in the exam materials.

Short Case Discussions:

1. Short cases are case exercises taken mostly from the textbook to better understand the course materials and concepts.
2. Some of the class sessions will be used for short case discussions.
3. Short cases will be assigned to student groups and will be prepared and presented by them during the semester.
4. Maximum time allotted for short case presentation is 20 minutes which includes at least 10 minutes for Q/A and interaction.
5. Presenting student group will be required to lead the case discussion and submit a written report before the start of the class session.
6. Student groups are encouraged to use suitable audio visuals during the short case presentations.
7. Every student is expected to read the short case before the class session and come prepared to participate.
8. There is no "correct" solution for each short case. Emphasis will be on application of concepts within the framework of this course and your real-world experience. State all the assumptions made and provide clear approach.

Course Project:

Student groups will be assigned a course project by the end of the third week. This will be a semester long project and will involve independent research on a topic in project management - a case study, textbook chapter (Chapters 8, 12, and 14), or project situations familiar to students in their business environment. A final report and a 20-minute presentation will be required during the last two weeks of the course. The instructor will provide the guidelines for the report and presentation during the first three weeks of the course.

Participation:

Participation refers to: regular class attendance; contributing positively, constructively, regularly, and significantly to class discussions; being well-prepared for class, as well as the timely and careful completion of assigned homework and exercises by collaborating within

your groups as needed. Keep the instructor informed about your absences and any issues regarding class participation, well in time.

**Class
Policies:**

Class Attendance:

Students must attend all lectures, labs, quizzes, examinations, and presentations and are expected to contribute actively to the class discussions. Class attendance is highly correlated with learning the material and performing well on the course examinations. Tardiness or early departure are disruptive and are, of course, discouraged. Note that (1) some topics discussed in the classroom are not covered adequately in the textbook, thus the instructor will present alternative approaches, and (2) historically, those who skip the classes tend to make less than their target grades.

Attendance may be taken at any point **during the class (beginning, middle, and end) and may even be checked multiple times.** Any attempt to provide attendance electronically, while not physically present in the class will be considered a violation of Academic Integrity Code and will result in further disciplinary action.

Students will be held responsible for any material covered, announcements made, assignments passed out, and any other type of work that they may miss during any absence from class.

Class Preparation and Participation:

Students are expected to study the textbook and other posted materials (tutorials, notes, videos, presentations, etc.) **prior to each respective class session.** Additionally, students must be prepared to intelligently contribute to active class discussions and answer questions related to the current topics.

Due Dates Policy:

A deadline is like a ticket for a cruise. If you arrive after the scheduled departure time, the ship will have sailed without you and your ticket (homework/assignment) will be worthless. Late homework and projects will not be accepted and will receive a grade of zero. If you know you will miss a class, plan to turn in your work ahead of time.

Grades Appeals Policy:

If you believe that the grade you received on an assignment or an exam was in error or unfair, you can appeal to the professor in writing within **seven calendar days** after the grades are posted. The appeal should clearly state the reasons why you believe the grade to be unfair or the nature of the error. Overdue appeals will not be considered.

Class Conduct Policy:

Disruptive behavior in the class distracts other students' ability to benefit from their in-class experience. Such behavior includes but is not limited to **side-bar conversations between two or more students during lecture,** unnecessary comments that add no value to class, arriving late, leaving early, surfing the net, and any activities that negatively impact the ability of other students to learn and/or listen in the class.

Rude and disruptive behavior will not be tolerated. If necessary, the instructor will deduct points from grades for any student who chooses to disrupt the class and distract others

repeatedly. In particularly egregious cases, the instructor will have the student permanently removed from the class.

Under no circumstances will students be permitted to spend their class time working on assignments for other classes, checking e-mail, surfing the Web, texting, or engaging in activities not related to the class. Attempts to engage in such behavior will be reflected in lower grades and may lead to removal from the course.

Electronic Devices in Class:

Use of computing, communication, or other devices during the class time for purposes other than those required for the class is prohibited and may result in being asked to leave the classroom for the remainder of the class period. This includes the use of laptops, lab computers, phones or other devices for Internet browsing, game playing, reading news, emailing, texting, chatting, IM, Facebook, or other activities not required for the class. **Cellular phones and other communication devices must be silenced and stored away during class.**

Class Recording:

Electronic video and/or audio recording is **not permitted** during class unless the student obtains permission from the instructor. If permission is granted, any distribution of the recording is prohibited. Students with specific electronic recording accommodations authorized by the Office of Disability Services do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. Any distribution of such recordings is prohibited.

Extra Credit Work:

There will be **NO EXTRA CREDIT** work offered for any individual student during the semester. **Please do not depend on any extra credit opportunities to improve your grade later in the semester.**

Class Cancellation:

If the instructor is unable to attend class, or the University is closed unexpectedly, assume the course material will be moved forward to the next meeting.

General Policies:

Student Academic Integrity:

Integrity is amongst the core values of the Belk College of Business. Students are responsible for knowing and observing the UNC Charlotte Code of Student Academic Integrity (<http://legal.uncc.edu/policies/up-407>). All work on exams and quizzes is to be done on an *individual basis*. This may also be extended to certain assignments and will be specified as such in class. There is always the possibility and temptation to consult with someone who has had the course (or class) previously or to consult case/class notes or project reports from another section or from a previous year or semester or that might be available on the Internet. This practice is *strictly prohibited* under all circumstances and unequivocally constitutes a *violation* of the *Code of Student Integrity*. Obviously, group projects involve cooperative effort. Everyone however, is *required* to contribute to the

effort for this class, and individual contributions will be evaluated through group peer review and participation score.

For this class, it is permissible to assist classmates in general discussions of computing techniques. General advice and interactions are encouraged. Each person, however, must develop his or her own solutions to the assigned homework and lab exercises. Students may not "work together" on graded assignments. Such collaboration constitutes cheating unless it is a group assignment. A student may not use or copy (by any means) another's work (or portions of it) and represent it as his/her own. If you need help on an assignment, contact your instructor or the TA, not other classmates. Any further specific requirements or permission regarding academic integrity in this course will be stated by the instructor and are also binding on the students in this course.

Ownership of Course Materials:

The lectures and course materials provided by the instructor including presentations, tests, quizzes, exams, videos, outlines, and similar materials are protected by copyright. The instructor is the exclusive owner of copyright in those materials created by instructor. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor you may knowingly allow others to reproduce or distribute course materials publicly without instructor's express written consent. This includes providing materials to commercial course material suppliers such as CourseHero, Chegg, etc. and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of the instructor's materials may be in violation of [University Policy - 406, the Code of Student Responsibility](#).

Diversity and Inclusion:

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socioeconomic status.

Disability Accommodations:

Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations. If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services during the first week of class. For more information regarding accommodations, please contact the Office of Disability Services at (704) 687-4355 or stop by their office in 230 Fretwell.

Non-discrimination:

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race, actual or perceived gender, color, religion, age, national origin, ethnicity, disability, or veteran status, or for any other reason, may constitute a violation of [University Policy – 406, The Code of Student Responsibility](#). Any student suspected of engaging in such conduct will be referred to the Office of Student Conduct.

Religious Accommodation for Students:

The instructor will observe [University Policy – 409](#) on matters of religious accommodation. Please note that the procedure prescribed by this policy requires a notice to the instructor prior to the census date of the semester (typically, the tenth day of the instruction).

Withdrawal from Class:

The administration of this institution has set deadlines for withdrawal from any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, the instructor cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Incomplete Grade:

As per [university policy](#), incomplete grades will be granted when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed by the deadline specified by the instructor or during the next semester (fall or spring) in residence, but no later than 12 months after the term in which the "I" grade was assigned, whichever comes first. If the "I" grade is not removed during the specified time, a grade of "F", "U" or "N" as appropriate is automatically assigned. *The grade of "I" cannot be removed by enrolling again in the same course.*

Course Changes Disclaimer:

The instructor reserves the right to make any necessary changes to the course content, schedule, and policies. Changes will be announced in class and/or will also be posted on the Course Canvas website.

MBAD 6207/DSBA 6207 Course Schedule – Spring 2020
Wednesday: 5:30 – 8:15 pm

Week	Date	Topic	Textbook Chapters, Readings, and Cases	Activities
1	01/08	Introduction and Modern Project Management	Chapters 1 and 2	Discuss Case, Reading, and Assignment guidelines, and expectations
2	01/15	Organization Strategy and Project Selection	Chapter 2; R1	Class Discussion: "Campus Wedding" short case
3	01/22	Project Selection; Organization Structure and Culture	Chapters 2 and 3; C1	
4	01/29	Organization Structure and Culture; Project Scope	Chapters 3 and 4; R2	
5	02/05	Project Estimation; Microsoft Project Tutorial	Chapter 5; C2	
6	02/12	Developing a Project Plan	Chapter 6	Short Case: Hector Gaming (pp 57) – Group #1
7	02/19	Managing Risk; Project Planning with Uncertainty	Chapter 7 - Appendix 7.1; R3	Short Case: Manchester United Soccer Club (pp 125) – Group #2
8	02/26	Mid-term Exam – Chapters 1, 2, 3, 4, 5, and 6		
9	03/04	Spring Break		
10	03/11	Project Planning with Uncertainty; PERT	Chapter 7 - Appendix 7.1; C3	Short Case: Sharp Printing, AG (pp 155) – Group #3
11	03/18	Reducing Project Duration	Chapter 9	Short Case: Alaska Fly-Fishing Expedition (pp 233) – Group #4
12	03/25	Project Leadership – Being an Effective Project Manager; Project Team Management	Chapters 10 and 11; R4	Short Case: Whitbread World Sailboat Race (pp 329) – Group #5
13	04/01	Project Progress and Performance Measurement/Evaluation	Chapter 13	Short Case: Cerberus Corporation (pp 372) – Group #6
14	04/08	Project Progress and Performance; International Projects	Chapters 13 and 15; C4	Short Case: Shoreline Stadium (pp 502) – Group #7
15	04/15	International Projects; Agile Project Management	Chapters 15 and 16; R5	Microsoft Project Assignment Due
16	04/22	Group Project Presentations		
17	05/06	Exam #2 @ 5:00 pm	Chapters 7, 9, 10, 11, 13, 15, and 16	