MBAD 6207-U90/DSBA 6207–U90 Business Project Management
Course Syllabus – Spring 2021

Instructor: Vinay Vasudev, Ph.D., PMP, CFPIM
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Phone: (704) 687-5640

Office Hours:
Monday and Wednesday: 10:30 – 11:15 am on Zoom
Join Zoom Meeting https://uncc.zoom.us/j/95206208734?pwd=RVVMYnIlcEFETGZ1YVliQHl3cXJUUT09
Meeting ID: 952 0620 8734 Passcode: 637236
Office Location: Friday Building, Room# 353A
Additional time available by appointment

Required Course Materials:

Readings:

Cases:
C1. Volkswagen of America: Managing IT Priorities.
C3. Enterprise Risk Management at Hydro One (B): How Risky are Smart Meters?
C4. The AtekPC Project Management Office.

Articles for readings can be retrieved from Atkins Library.
The following link will allow you to purchase cases from Harvard Business School Publishing:
https://hbsp.harvard.edu/import/787709
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.

Syllabus:
This syllabus contains the policies and expectations the instructor has established for this course. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

Instructor may make minor modifications to the standards and requirements set forth in this syllabus at any time. Notice of such changes will be by announcement in the class and/or by changes to this syllabus posted on the Course Canvas website.

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 Learning 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.

On-line Course: Please be aware that this course will be delivered completely online in a slightly hybrid format, which means that it will be delivered through a combination of on-line synchronous class lectures and discussion, and self-study of on-line content. Topics will be introduced to students online in the form of presentations and few video recordings, while on-line synchronous class time will be reserved for review of topic materials, focus on concepts and explanation of models, case discussions, in-class quizzes, exams, and questions/answers. Students will be expected to self-study posted materials on Canvas prior to each on-line synchronous class session. Students will also be working in groups to complete homework assignments, project work and Microsoft Project Assignment outside the class periods. While on-line course format provides increased flexibility to students, this also requires a commitment to invest additional time and effort outside of scheduled class sessions. The curriculum covered in this course is both conceptual and hands-on applications, thus it is strongly recommended that students continuously read/review the materials related to covered topics and practice assigned problems using required tools.

Grading Policies: Following letter grades will be used:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>90.0 – 100%</td>
</tr>
<tr>
<td>B</td>
<td>80.0 – 89.99%</td>
</tr>
<tr>
<td>C</td>
<td>70.0 – 79.99%</td>
</tr>
<tr>
<td>U</td>
<td>69.99% and below</td>
</tr>
</tbody>
</table>

Student performance in the course will be weighted as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
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<tbody>
<tr>
<td>Mid-term Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Short Case Studies</td>
<td>10%</td>
</tr>
<tr>
<td>Home Work</td>
<td>15%</td>
</tr>
<tr>
<td>Microsoft Project Assignment</td>
<td>15%</td>
</tr>
<tr>
<td>Course Project</td>
<td>15%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>5%</td>
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</tbody>
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Examinations:

**There will be two exams for the course.** The exams will be given as scheduled in the syllabus. Exams will be non-cumulative. Exams will be conducted on-line synchronously. To take the exam, you will be required to have a working Webcam and install Respondus Lockdown Browser/Monitor which is available from UNCC. Please also review the Belk College of Business policy regarding Laptop requirement for Upper-Level Students in Business Courses.

All exams will be 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 and participation of each group member 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 individually, 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. Instructor may ask a specific group to prepare and lead the discussion in the class. No report submission is required for readings. Readings my be included in the exam materials.

**Case Discussions:**
During some of the classes, we as a class will discuss some cases which are identified in the syllabus. Instructor may ask a specific group to prepare and lead the discussion in the class. 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, analysis, and recommendations.

**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 assessments. If you earn an F or U grade, your last date of attendance will be reported. This may require you to pay back any financial aid money received for this course.

**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 homework or assignment with 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.

Face coverings in Classrooms and Labs:
It is the policy of UNC Charlotte for the Spring 2021 semester that as a condition of on-campus enrollment, all students are required to engage in safe behaviors to avoid the spread of COVID-19 in the 49er community. Such behaviors specifically include the requirement that all students properly wear CDC-compliant face coverings while in buildings including in classrooms and labs. Students are permitted to remove face coverings in classroom or lab settings only when the instructor explicitly grants permission to do so (such as when asking a question, participating in class discussion, or giving a presentation) and while at an appropriate physical distance from others. Failure to comply with this policy in the classroom or lab may result in dismissal from the current class session. If the student refuses to leave the classroom or lab after being dismissed, the student may be referred to the Office of Student Conduct and Academic Integrity for charges under the Code of Student Responsibility.

Policy on Absenteeism During COVID-19:
Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular
class attendance is a student’s obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Students are encouraged to work directly with their instructors regarding their absence(s). For absences related to COVID-19, please adhere to the following:

- **Complete your Niner Health Check** each morning.
- **Do not come to class if you are sick.** Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.
- **If you are sick:** If you test positive or are evaluated by a healthcare provider for symptoms of COVID-19, complete this form to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary, and your instructors will be notified.
- **If you have been exposed** to COVID-19 positive individuals and/or have been notified to self-quarantine due to exposure, complete this form to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary, and your instructors will be notified.

To return to class after being absent due to a COVID-19 diagnosis or due to a period of self-quarantine, students should submit an online request form to Student Assistance and Support Services (SASS). Supporting documentation can be attached directly to the request form and should be from a student’s health care provider or the Student Health Center, clearly indicating the dates of absences and the date the student is able to return to class. Instructors will be notified of such absences.

If you are absent from class as a result of a COVID-19 diagnosis or quarantine, please consult the instructor for any accommodation to help you continue to make progress in the course. The final decision for approval of all absences and missed work is determined by the instructor.

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**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](https://www.uncc.edu/code-of-academic-integrity). 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 Academic Integrity](https://www.uncc.edu/code-of-academic-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 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 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 on Religious Accommodations for Students on matters requiring 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 "U" in the course if you choose not to attend the class once you are enrolled.

Incomplete Grade:
As per UNCC 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 minor 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.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Textbook Chapters, Readings, and Cases</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>01/20</td>
<td>Introduction and Modern Project Management</td>
<td>Chapters 1 and 2</td>
<td>Discuss Case, Reading, and Assignment guidelines, and expectations</td>
</tr>
<tr>
<td>2</td>
<td>01/27</td>
<td>Organization Strategy and Project Selection</td>
<td>Chapter 2; R1</td>
<td>Class Discussion: “Campus Wedding” short case</td>
</tr>
<tr>
<td>3</td>
<td>02/03</td>
<td>Project Selection; Organization Structure and Culture</td>
<td>Chapters 2 and 3; C1</td>
<td></td>
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<tr>
<td>4</td>
<td>02/10</td>
<td>Semester Break – No Classes</td>
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<tr>
<td>5</td>
<td>02/17</td>
<td>Organization Structure and Culture; Project Scope</td>
<td>Chapters 3 and 4; R2</td>
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<tr>
<td>6</td>
<td>02/24</td>
<td>Project Scope; Project Estimation</td>
<td>Chapters 4 and 5; C2</td>
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<tr>
<td>7</td>
<td>03/03</td>
<td>Developing a Project Plan; Microsoft Project Tutorial</td>
<td>Chapter 6</td>
<td>Short Case: Hector Gaming (pp 57) – Group #1</td>
</tr>
<tr>
<td>8</td>
<td>03/10</td>
<td>Managing Risk; Project Planning with Uncertainty</td>
<td>Chapter 7 - Appendix 7.1; R3</td>
<td>Short Case: Manchester United Soccer Club (pp 125) – Group #2</td>
</tr>
<tr>
<td>9</td>
<td>03/17</td>
<td>Mid-term Exam – Chapters 1, 2, 3, 4, 5, and 6</td>
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<tr>
<td>10</td>
<td>03/24</td>
<td>Project Planning with Uncertainty; PERT</td>
<td>Chapter 7 - Appendix 7.1; C3</td>
<td>Short Case: Sharp Printing, AG (pp 155) – Group #3</td>
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<tr>
<td>11</td>
<td>03/31</td>
<td>Reducing Project Duration</td>
<td>Chapter 9</td>
<td>Short Case: Alaska Fly-Fishing Expedition (pp 233) – Group #4</td>
</tr>
<tr>
<td>12</td>
<td>04/07</td>
<td>Project Leadership – Being an Effective Project Manager; Project Team Management</td>
<td>Chapters 10 and 11; R4</td>
<td>Short Case: Whitbread World Sailboat Race (pp 329) – Group #5</td>
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<tr>
<td>13</td>
<td>04/14</td>
<td>Project Progress and Performance Measurement/Evaluation</td>
<td>Chapter 13; R5</td>
<td>Short Case: Cerberus Corporation (pp 372) – Group #6</td>
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<tr>
<td>14</td>
<td>04/21</td>
<td>Project Progress and Performance; International Projects</td>
<td>Chapters 13 and 15; C4</td>
<td>Short Case: Shoreline Stadium (pp 502) – Group #7</td>
</tr>
<tr>
<td>15</td>
<td>04/28</td>
<td>International Projects; Agile Project Management</td>
<td>Chapters 15 and 16; R6</td>
<td>Microsoft Project Assignment Due on 04/28</td>
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<tr>
<td>16</td>
<td>05/05</td>
<td>Group Project Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>05/12</td>
<td>Final Exam @ 5:00 pm</td>
<td>Chapters 7, 9, 10, 11, 13, 15, and 16</td>
<td></td>
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</table>