Course Syllabus: Version 1, Last Updated: April 2018

I. Course Information

Foundations of Project Management, Distance Learning
RPJM-101-1DL, Spring 2018
April 11, 2018 to June 19, 2018.
Distance Learning Course Week: Wednesday through Tuesday

Instructor: Kevan Kivlan
Email: kkivl0001@brandeis.edu

Please see the Instructor Information on the course home page for additional details and contact information.

Syllabus Overview
This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, weekly objectives, outcomes, readings, assignments, and due dates.

Consider this your roadmap for the course. Please read through the syllabus carefully and feel free to share any questions that you may have.

Course Description
This course covers the history, current practice, and future directions of project management. Principles and concepts of project management are presented and discussed within the context of the knowledge areas and process groups defined in *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. Concepts covered include process groups from initiation through closure; techniques for planning, estimating and reporting; management of risk, quality, resources, and communications; earned value analysis; agile and traditional methods of project management.

Prerequisites
Students do not need to have any previous project management experience. Those with previous experience will develop a deeper understanding of the project management profession and more effective project management techniques. No preliminary knowledge of a scheduling tool such as MS-Project is required.

Related Programs: Foundations of Project Management is a required core graduate-level course for MS in Project and Program Management. It is an optional elective course for the MS in Health and Medical Informatics, MS in Information Technology Management, MS in Software Engineering, and MS in Strategic Analytics.
Welcome to Foundations of Project Management!

Project Management, once considered an established discipline, is undergoing major disruption. Organizations need to innovate continuously to even stay in business. Projects must be completed faster, cheaper and better. The project manager in this world must be in tune with the needs of the organization as a whole and be adept at adapting the project management approach to these needs.

This course provides an overview of the fundamental principles of project management that are applicable in a wide variety of projects. These principles serve as the foundation for traditional plan driven projects as well as those following the more agile or adaptive approach. The concepts of project management are presented and discussed within the context of PMI’s A Guide to the Project Management Body of Knowledge (PMBOK Guide), the emphasis throughout the course, is on learning the principles, tools and techniques that are applicable more generally.

Using Case Studies and Exercises, students will develop hands on skills to apply the principles and concepts on real life projects using practical tools and techniques. Throughout the course, we will also develop an appreciation for the skills the project manager requires to be the leader of the project. I hope that you find it a rewarding experience through which you can apply these skills to your future course work, to your work, and to everyday life.

I have tried to make the procedures that we will use clear to everyone through this syllabus and through the materials posted on the LATTE web site for this class. Please familiarize yourself with these materials and feel free to ask me any questions that you may have. I will work with you all to help you learn and apply these new skills, and I encourage you to ask questions when you are unsure and answer questions when you have the responses; in explaining how to approach problems, we learn more ourselves. We can all learn from each other, and I hope that we’ll have open and enriching discussions as we move forward!

Materials of Instruction

a. Required Texts


  - An on-line copy of this is available through our Latte web site and so purchasing this book is not mandatory.
  - **Note:** *PMBOK Guide Sixth Edition has come out just recently. References to the sixth edition will be provided during the course. The syllabus, however, references the fifth edition and refers to as PMBOK5.*

b. Required Software

- Microsoft Word (version 2007 or higher) is required for this class. Some course work will involve reviewing, creating, or editing MS-Word documents. The "Word Document (*.docx)" format will be used for documents in this class. As long as you can manage documents in this format, alternative compatible software tools are acceptable.

- Microsoft Excel (version 2007 or higher) is required for this class. Some course work will involve reviewing, creating, or editing MS-Excel documents. The "Excel Document (*.docx)" format will be used for documents in this class. As long as you can manage documents in this format, alternative compatible software tools are acceptable.
c. Recommended Resources

- Recommended Materia. One or more journal articles or videos, each week, available on the course site as Additional Readings.

d. Online Course Content

This section of the course will be conducted completely online using the Brandeis LATTE site, available at [http://latte.brandeis.edu/](http://latte.brandeis.edu/). The site contains the course syllabus, assignments, discussion forums, links/resources to course-related professional organizations and sites, and weekly checklists, objectives, outcomes, topic notes, self-tests, and discussion questions. Access information is emailed to enrolled students before the start of the course.

To begin participating in the course, even before the start of Week 1, please review the Getting Started Checklist located within the Week 1 Block on the course home page.
Overall Course Objectives

The course is intended to provide students with an understanding of:

- The Project Management Body of Knowledge.
- Methods used to initiate, plan, execute, control, and close a project.
- Methods for planning and estimating.
- The importance of "soft" personal skills including negotiation, communications, expectations management, conflict management, and leadership in the contexts of team/resource management and customer relationships.
- Methods for motivating, managing conflict, delegating and communicating.
- Project risk identification, analysis, response planning, monitoring and control.
- The importance and difficulties of establishing and managing changes to a scope baseline.
- Quality planning, assurance, and control for Projects.
- The technical and managerial factors to be considered when outsourcing complete or parts of projects.
- Project management approaches: Traditional and Agile.

Overall Course Outcomes

- Write a clear, concise project charter document to launch a project.
- Identify stakeholders and build stakeholder maps.
- Create a work breakdown structure to define the project scope and display the work to be accomplished to achieve the objectives of a project.
- Develop the product scope by defining requirements.
- Develop estimates for effort, duration and cost and build a project schedule based on estimates and available resources.
- Identify, analyze and respond to risks.
- Create, analyze, and respond to project tracking/control reports.
- Apply appropriate project management techniques based upon: the size and scope of the project; organizational structure, maturity, and culture; and procurement needs.

Overall Grading Criteria

<table>
<thead>
<tr>
<th>Percent</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 %</td>
<td>Weekly Discussions / Online participation</td>
</tr>
<tr>
<td>15 %</td>
<td>Assignment: Charter</td>
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<tr>
<td>15 %</td>
<td>Assignment: Scope</td>
</tr>
<tr>
<td>15 %</td>
<td>Assignment: Planning</td>
</tr>
<tr>
<td>5 %</td>
<td>Assignment: Project Management Tools</td>
</tr>
<tr>
<td>20 %</td>
<td>Final Exam</td>
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</tbody>
</table>
Description of Grading Components

Weekly Discussions / Online Participation (30%, 3% per week)

All student participation will be done online via LATTE. Each weekly block has a page that includes "Discussion Questions". This page describes the topics for discussion related to the course materials posted that week. Each topic description includes a series of discussion questions or other directions for providing a response.

To earn full credit for the Participation component of the grade, students will be expected to complete the following during weeks 1 through 10 of the course:

- Respond to at least 2 discussion topics each week. Post an original response to one topic by end of day Saturday, midnight EST, and to another by end of day Monday, midnight EST.

- Post at least 2 other substantive replies to the discussions each week by end of day Tuesday, midnight EST. These messages are replies to the original response messages of others, or replies to someone else’s reply message. The assumption is that you will read through the posts of your classmates to enhance your learning; reply to those of your choice, based upon your own experiences and insights.

- Post messages on three different days of the course week. While you may post all the required original responses and replies before the due dates, it is important for you to be involved in the discussions throughout the week.

During some weeks, responses to specific topics are due on certain dates; in other weeks, students may choose from among the available topics. Please review the discussion topic requirements carefully. These discussion requirements are described within the Discussion Questions page within each weekly block on the course home page; they are also listed in the “Messages to Post” Checklist for each week.

Each of the two required original response messages contributes 30% of the weekly participation grade. Maximum grade is given for each of these if the posted message:

- Answers all questions asked and follows all directions specified in the topic description.
- Includes shared industry experiences and/or relates concepts to the topic notes and readings as appropriate.
- Uses good grammar/spelling/format and cites sources as appropriate.
- Provides sufficient detail; original responses should normally include between 200 and 300 words. Some topics require lengthier responses in order to answer all of the questions.

Each of the two required substantive reply messages contributes 15% of the weekly participation grade. Maximum grade is given for each of these if the posted message:

- Provides substantive comments (beyond an “I agree” post) with follow-on points or questions to extend the conversation.
- Uses good grammar/spelling/format and cites sources as appropriate.

Posting of discussion messages needs to be done in a timely manner so that others in the class have sufficient opportunity to review these and provide replies.

- Half credit is deducted for an original response that is one day late.
- No credit is earned for original responses that are posted more than one day late.
- No credit is earned for substantive replies that are posted late.
Additionally, 10% of the weekly participation grade is based on your participation in the discussions throughout the week.

- Maximum grade is given for those that post messages to the weekly discussions forum on three (or more) days during the course week.
- Partial credit is given for those that post their messages to the weekly discussions forum on only one or two days of the course week.
- The online participation grade for each week is based on your contribution to the weekly discussion forum, for example “Week 1 Discussions”. Posts to the forums set up for discussion of general questions and comments, exercises, or assignments are not considered in the weekly participation grade.

To summarize, the online participation grade for each week is based on the following requirements:

<table>
<thead>
<tr>
<th>Weekly Requirement</th>
<th>Portion of Weekly Participation Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Original response #1 by Saturday Night</td>
<td>30%</td>
</tr>
<tr>
<td>Post Original response #2 by Monday Night</td>
<td>30%</td>
</tr>
<tr>
<td>Post Substantive reply #1 by Tuesday Night</td>
<td>15%</td>
</tr>
<tr>
<td>Post Substantive reply #2 by Tuesday Night</td>
<td>15%</td>
</tr>
<tr>
<td>Post messages to the weekly discussions forum on three different days</td>
<td>10%</td>
</tr>
</tbody>
</table>

Each week, the online participation in these discussions contributes 3% to the overall course grade. Over ten weeks, this amounts to 30% of the overall course grade.

Finally, Weeks 5 through 9 each include a Discussion Case Study. Each week the Case Study discussion post will be due on Monday. Additionally, the Case Study Discussion post for each week will be worth 1/3 of the participation grade for the week. The Discussion Case Study topics are as follows:

- Week 5: Estimation
- Week 6: Risk Management
- Week 7: The Deadline, Team Management Lessons Learned
- Week 8: Project Tracking
- Week 9: Classic Mistakes

**Assignment: Charter (15%)**

- Available on Wednesday Week 2, Due on Tuesday Week 3

Project Charters will be written to initiate a hypothetical project. This document includes sections about purpose, objectives, constraints, assumptions, stakeholders and other key information to define the project.

**Assignment: Scope (15%)**

- Available on Wednesday Week 4, Due on Tuesday Week 5

Students will define the product scope using requirements and project scope using work breakdown structure for a hypothetical project.
Assignment: Planning (15%)

- Available on Wednesday Week 6, Due on Tuesday Week 7

Students will prepare estimates of effort, duration, and cost and develop a project schedule given a team of resources and time and cost constraints.

Assignment: Project Management Tools (5%)

- Available on Wednesday Week 8, Due on Tuesday Week 9

Students will research into project management tools and prepare a brief on a tool they find interesting/relevant to their work.

Final Exam (20%)

- Final Exam (20%): Available on Wednesday Week 10, due on Tuesday Week 10

Weeks 1 through 10 will be covered in the final exam, and it will include multiple choice questions along with a set of questions that require written answers. The exam is built on the Latte Platform. It includes 15 multiple choice questions and 5 Essay Questions and is released the first day of Week 10.

About: The Deadline

One of the required texts for the course is a novel entitled "The Deadline." This book addresses many of the project management challenges that we will discuss throughout the course. Some of the weekly discussion questions are addressed by concepts presented in this book. The final exam will include questions that specifically pertain to this novel. Reading of this book should be completed by the course mid-point.
II. Weekly Information

On the course site, the home page contains 10 weekly blocks, one for each week of the course. Within each weekly block on the home page, you will find information and resources about the activities for each week:

- Checklist, Objectives and Outcomes
- Topic Notes
- Additional Readings
- Discussion Forums
- Assignments & Assessments

Initially some of these items (related to discussions, assignments or assessments) will be hidden on the course home page. As we come to the appropriate point in the course, they will become visible and available. A schedule for availability is included within this syllabus.

Most of the items listed in the checklists are required for this course, but some are highlighted as "[optional]" for this course. Nonetheless (as you have time), you are encouraged to complete the optional work, as it will benefit your learning.

The following five pages of this syllabus present a summary of the weekly objectives, outcomes, readings, assignments, and assessments.

- The Wysocki chapter readings are planned to generally follow the sequence of the weekly topic notes. To balance the reading load, some of the readings are scheduled in advance of the week that focuses on the topic.

- There are a few times when a specific section is referenced (with chapter and page) to be re-read for a weekly topic. Some of the Wysocki readings are scheduled to provide background for analysis of case studies that will be discussed during the latter part of the course.

- Some of the references to PMBOK Guide readings are for specific sections of the chapter that relate to the weekly topics.
  - References are for PMBOK 5th Edition which is written as PMBOK5
<table>
<thead>
<tr>
<th>Week 1</th>
<th>Projects, Project Management and the Project Manager</th>
</tr>
</thead>
</table>
| **Objectives** | Understand:  
- The project landscape – the environment in which projects are conducted and the value they are expected to create and the various types of projects  
- How project management helps projects succeed  
- The difference between major approaches: traditional plan based versus agile.  
  - The role of a project manager and the skills required to fulfill the role |
| **Outcomes** | • Define/model your organization’s structure and assess its impact on the execution of projects.  
• Analyze project management soft skills (negotiation, communication, conflict resolution, motivation, and leadership), assess your own project management skills in these areas, and evaluate project managers whom you have known according to these criteria. |
| **Readings** | Wysocki Part I – Understanding the Project Management Landscape  
Wysocki Chapter 1 – What is a Project?  
Wysocki Chapter 2 – What is Project Management?  
PMBOK5 Chapter 1 – Introduction  
PMBOK5 Chapter 2 – Organizational Influences and Project Life Cycle  
PMBOK5 Appendix X3 – Interpersonal Skills  
Week 1 Topic Notes  
Week 1 Additional Readings [optional] |
| **Assignments / Assessments / Self-Assessments** | • Complete the Academic Integrity Agreement.  
• Introduce yourself within the Introduce Yourself forum.  
• Week 1 Discussion Topics (3%)  
  - Post a response to one topic by Saturday and to another by Monday. Two substantive replies are due by Tuesday. All discussion due dates assume midnight EST.  
  - Note: Refer to the Description of Grading Components section above for discussion of expectations and evaluation methods. |

<table>
<thead>
<tr>
<th>Week 2</th>
<th>Project Initiation</th>
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| **Objectives** | Understand:  
- Project Objectives and how to be SMART about them  
- The difference between objectives and requirements  
- The inter-related project constraints of Time, Cost, Scope, and Quality and how they impact project success  
- The role of project stakeholders and how to manage them  
- The Project Initiation phase and its key deliverable, the Project Charter. |
| **Outcomes** | • Define Project Objectives that help meet the project purpose  
• Prioritize constraints and set stakeholder expectations accordingly  
• Develop a Stakeholder Management Plan  
• Write a concise Project Charter to launch a project. |
| **Readings** | Wysocki Chapter 3 – What are the Project Management Process Groups?  
Wysocki Part II – Traditional Project Management  
PMBOK5 Chapter 3 – Project Management Processes  
PMBOK5 Chapter 4 – Project Integration Management (4.1 Develop Project Charter)  
PMBOK5 Chapter 13 – Project Stakeholder Management  
Week 2 Topic Notes  
Week 2 Additional Readings [optional] |
| **Assignments / Assessments / Self-Assessments** | • Week 2 Discussion Topics (3%)  
• Charter Assignment (15%). Spans weeks 2 through 3. Due by Tuesday Week 3. |
### Week 3  
**Product and Project Scope**

<table>
<thead>
<tr>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td>Understand:</td>
</tr>
<tr>
<td>- Product Scope expressed as requirements</td>
</tr>
<tr>
<td>- Project Scope expressed as a set of project deliverables and organized within a Work Breakdown Structure (WBS)</td>
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<td>- Project Tasks and dependencies among them.</td>
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<tr>
<td>Outcomes</td>
</tr>
<tr>
<td>• Write Project Requirements</td>
</tr>
<tr>
<td>• Create a Work Breakdown Structure (WBS) to represent project deliverables.</td>
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<tr>
<td>Readings</td>
</tr>
<tr>
<td>Wysocki Chapter 4 – How to Scope a TPM Project</td>
</tr>
<tr>
<td>Wysocki Chapter 5 – How to Plan a TPM Project (Read until and including “Building the WBS” page 175)</td>
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<tr>
<td>PMBOK5 Chapter 5 – Project Scope Management (5.4 Create WBS)</td>
</tr>
<tr>
<td>Week 3 Topic Notes</td>
</tr>
<tr>
<td>Week 3 Additional Readings [optional]</td>
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<tr>
<td>Assignments / Assessments / Self-Assessments</td>
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<tr>
<td>• Week 3 Discussion Topics (3%)</td>
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<tr>
<td>• Charter Assignment (15%). Spans weeks 2 through 3. Due by Tuesday Week 3.</td>
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### Week 4  
**Project Planning**

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<thead>
<tr>
<th>Objectives</th>
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<tbody>
<tr>
<td>Understand:</td>
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<tr>
<td>- The uses of the Network Diagram and Gantt charts</td>
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<tr>
<td>- Task durations and critical path</td>
</tr>
<tr>
<td>- Key considerations when estimating task effort and duration, and their relationships to the project network diagram and critical path.</td>
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<tr>
<td>- How a project’s duration is impacted by project and resource calendars.</td>
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<tr>
<td>Outcomes</td>
</tr>
<tr>
<td>• Construct a project network diagram to illustrate dependencies.</td>
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<tr>
<td>• Determine and analyze the critical path in a project network diagram.</td>
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<tr>
<td>• Determine how to bring in an end date to meet project commitments and/or constraints.</td>
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<tr>
<td>• Baseline the project schedule to secure commitment.</td>
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<tr>
<td>Readings</td>
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<tr>
<td>Wysocki Chapter 5 – How to Plan a TPM Project (Reading remaining chapter from Estimating onwards page 175 till end of chapter)</td>
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<tr>
<td>Wysocki Chapter 6 – How to Launch a TPM Project</td>
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<td>PMBOK5 Chapter 6 – Project Time Management (6.1 Plan Schedule Management, 6.2 Define Activities, 6.3 Sequence Activities)</td>
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<tr>
<td>Week 4 Topic Notes</td>
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<tr>
<td>Week 4 Additional Readings [optional]</td>
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<tr>
<td>Assignments / Assessments / Self-Assessments</td>
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<td>• Week 4 Discussion Topics (3%)</td>
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<td>• Scope Assignment (15%). Spans weeks 4 through 5. Due by Tuesday Week 5.</td>
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<tr>
<td><strong>Week 5</strong></td>
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| **Objectives** | Understand:  
 • Factors contributing to an estimate, and the relationship between work, estimate, cost and price.  
 • Process for estimation  
 • Tools and techniques for estimating |
| **Outcomes** |  
 • Determine optimistic, pessimistic, and most-likely estimates while using three-point estimating.  
 • Develop/revise estimates based upon estimation objectives and influencing factors. |
| **Readings** | Wysocki Chapter 5 – How to Plan a TPM Project, pages 175 – 190 (Estimating)  
PMBOK5 Chapter 6 – Project Time Management (6.4 Estimate Activity Resources, 6.5 Estimate Activity Durations)  
PMBOK5 Chapter 7 – Project Cost Management (7.2 Estimate Costs)  
Complete reading of The Deadline  
Week 5 Topic Notes  
Week 5 Additional Readings [optional] |
| **Assignments / Assessments / Self-Assessments** |  
 • Week 5 Discussion Topics (3%)  
 • Scope Assignment (15%). Spans weeks 4 through 5. Due by Tuesday Week 5. |

<table>
<thead>
<tr>
<th><strong>Week 6</strong></th>
<th><strong>Managing Risks</strong></th>
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| **Objectives** | Understand:  
 • The goals, issues, process phases/steps, participants, benefits, and tools of Risk Management, including: Risk Identification; Risk Analysis (Qualitative and Quantitative); Risk Response Development; Risk Monitoring and Control. |
| **Outcomes** |  
 • Identify and state risks formally  
 • Develop risk register and risk response plans  
 • Calculate Expected Monetary Value (EMV) for risks and for a project. Use this information to determine project contingency and management reserves. |
| **Readings** | Wysocki Chapter 3 – What Are the Project Management Process Groups, pages 74 - 84 (Risk Management)  
Wysocki Part IV – Managing the Realities of Projects  
Wysocki Chapter 13 – Prevention and Intervention Strategies for Distressed Projects [Optional]  
PMBOK5 Chapter 11 – Project Risk Management  
Week 6 Topic Notes  
Week 6 Additional Readings [optional] |
| **Assignments / Assessments / Self-Assessments** |  
 • Week 6 Discussion Topics  
 • Planning Assignment (15%). Spans weeks 6 through 7. Due by Tuesday Week 7. |
## Week 7: Executing the Project – Teams, Quality, Procurement and Closure

### Objectives
Understand:
- The challenges of building and managing project teams
- Quality assurance and quality control within a project
- The importance, roles and responsibilities, logistics, and process steps of Post Project Reviews.
- The challenges faced by project managers involved with outsourced projects under different contractual arrangements

### Outcomes
- Evaluate effectiveness of quality management processes
- Develop strategies for maintaining cohesiveness within team members throughout the project
- Plan and implement post-project reviews.
- Analyze the risks involved in the contractual relationships when procuring goods and services.

### Readings
- Wysocki Chapter 3 — What Are the Project Management Process Groups, pages 84 - 98 (Procurement Management)
- Wysocki Chapter 8 — How to Close a TPM Project
- PMBOK5 Chapter 4 – Project Integration Management (4.6 Close Project or Phase)
- PMBOK5 Chapter 8 – Project Quality Management
- PMBOK5 Chapter 12 – Project Procurement Management
- PMBOK5 Chapter 9 – Project Human Resource Management

### Assignments / Assessments / Self-Assessments
- Week 7 Discussion Topics (3%)
- Planning Assignment (15%). Spans weeks 6 through 7. Due by Tuesday Week 7.

## Week 8: Monitoring and Control

### Objectives
Understand:
- The purpose and application of project metrics
- Project tracking, including its importance, the information captured, methods and reporting techniques used, and interpretations of project data and variance
- Project control, including Levels of corrective action and Project oversight
- Earned Value Analysis as a means of monitoring project progress.

### Outcomes
- Create and analyze project tracking reports, making recommendations for corrective actions based upon status of requirements stability, incidents reported, staffing levels, and schedule.
- Assess individual status reports against performance and take corrective actions as necessary to ensure project reporting accuracy.
- Make recommendations to improve the productivity and efficiency of status meeting procedures.
- Interpret earned value variables, making recommendations for corrective action decisions.

### Readings
- Wysocki Chapter 7 – How to Monitor and Control a TPM Project
- PMBOK5 Chapter 4 – Project Integration Management (4.4 Monitor and Control Project Work)
- PMBOK5 Chapter 10 – Project Communications Management

### Assignments / Assessments / Self-Assessments
- Week 8 Discussion Topics (3%)
- Project Management Tools Assignment (15%). Spans weeks 8 through 9. Due by Tuesday Week 9.
<table>
<thead>
<tr>
<th>Week 9</th>
<th>Managing Change: the Traditional and the Agile way</th>
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</thead>
</table>
| **Objectives** | Understand:  
- Change as an inherent characteristic of every project  
- Change Management in Traditional Project Management  
- Iterative development as a means of embracing change and reducing risk  
- Agile project management principles  
- Agile project management practices |
| **Outcomes** | Manage changes within project using formal change control processes  
- Choose the appropriate PMLC based on the nature of the project |
| **Readings** | Wysocki Part III – Complex Project Management  
Wysocki Chapter 9 – Complexity and Uncertainty in the Project Management Landscape  
Wysocki Chapter 10 – Agile Project Management  
Wysocki Chapter 11 – Extreme Project Management (Optional)  
Wysocki Chapter 12 – Comparing Linear, Incremental, Iterative, Adaptive, and Extreme PMLC Models  
PMBOK5 Chapter 4 – Project Integration Management (4.5 Perform Integrated Change Control)  
Week 9 Topic Notes  
Week 9 Additional Readings [optional] |
| **Assignments / Assessments / Self-Assessments** |  
- Week 9 Discussion Topics  
- Begin review for final exam.  
- Project Management Tools Schedule Assignment (15%). Spans weeks 7 through 9. Due by Tuesday Week 9. |

<table>
<thead>
<tr>
<th>Week 10</th>
<th>Project Management and the Enterprise</th>
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</table>
| **Objectives** | Understand:  
- Multi-project programs  
- The fundamentals of Portfolio Management and how that impacts the project  
- The role of Project Management Office (PMO)  
- Why Project fails and how to prevent failure |
| **Outcomes** | Identify key issues in multi-project environments  
- Describe what successful project leaders do.  
- Analyze the project management methods/techniques that have immediate applicability to one’s personal and professional life. |
| **Readings** | Wysocki Chapter 13 – Prevention and Intervention Strategies for Distressed Projects  
Wysocki Chapter 14 – Organizing Multiple Team Projects [optional]  
Wysocki Chapter 15 – Establishing and Maturing a Project Support Office  
Wysocki Chapter 16 – Establishing and Managing a Continuous Process Improvement Program [optional]  
Wysocki Chapter 17 – Establishing and Managing a Project Portfolio Management Process [optional]  
Wysocki Chapter 18 – A Practical Project-Based Model of the Enterprise [optional]  
PMBOK5 Chapter 12 – Project Procurement Management  
Week 10 Topic Notes  
Week 10 Additional Readings [optional] |
| **Assignments / Assessments / Self-Assessments** |  
- Week 10 Discussion Questions (3%)  
- Final Exam (20%). Available Wednesday Week 10, Due by Tuesday Week 10. |
III. Course Policies and Procedures

Orientation

From the home page of the course web site, students are expected to read all of the orientation materials provided in the Student Orientation Course.

Asynchronous and Synchronous Work

All required work for the course may be done asynchronously; i.e., students can login to the course, read/download materials, post to the Discussions, and submit assignments throughout the course week. Please carefully follow the syllabus and the weekly checklists to help manage your time throughout the course week; once we enter week 2 or 3, students typically become much more comfortable with the pace and flow of the course.

As needed throughout the semester, synchronous sessions can be set up in the “Virtual Office” by prior arrangement.

Work Expectations

Students are responsible to explore each week’s materials and submit required work by the specified due dates. On average, a student can expect to spend approximately 3-5 hours per week reading and approximately 4-6 hours per week completing assignments, assessments, and posting to discussions. The calendar of due dates is located at the end of this syllabus.

Although students plan to complete course work according to the specified due dates, sometimes things happen to interrupt these plans – resulting in late work. In most cases, late work is accepted, but there is an impact on the grading (as discussed in the following section).

In general, students are expected to manage the risks that may adversely affect their timely completion of course work – to minimize the grading penalty for late work. Whenever you anticipate that some work may be late for some reason, a note to the instructor is appropriate.

Communication from the instructor occurs through Latte. Students are expected to utilize Latte so that they receive posted messages in a timely manner.

Late Work

Discussions

See the section titled “Description of Grading Components” for the criteria for handling late work related to the online participation components of this course. To allow adequate time for students to respond to the messages of others, it is especially important that messages from each student be posted in a timely manner. Grading penalties are incurred for any late postings.

Assignments

Points will be deducted from assignments submitted late as follows:

<table>
<thead>
<tr>
<th>Late Days</th>
<th>Points Deduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>-5 points</td>
</tr>
<tr>
<td>2</td>
<td>-10 points</td>
</tr>
<tr>
<td>3</td>
<td>-15 points</td>
</tr>
<tr>
<td>4</td>
<td>-20 points</td>
</tr>
<tr>
<td>5</td>
<td>-25 points</td>
</tr>
<tr>
<td>6</td>
<td>-30 points</td>
</tr>
<tr>
<td>7 or more</td>
<td>not accepted</td>
</tr>
</tbody>
</table>
**Final Exam:**

Final Exam will not be accepted late.

**Grading Standards**

Grades are not given but are earned. Students are graded on demonstration of knowledge or competence, rather than on effort alone. Each student is expected to maintain high standards of honesty and ethical behavior. All student work submitted during the course is meant to represent your own individual work.

Students are expected to conduct themselves courteously online. If in the instructor’s judgment a student's conduct is not courteous, that student's grade may be reduced.

All course work should be completed with attention to good grammar and spelling. When instructions are provided regarding the mechanics for completing or submitting work, these details should be carefully followed. If submitted work is inadequate in any of these regards, the grade may be reduced.

**How Numeric Scores Equate to Letter Grades**

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 – 94</td>
<td>A</td>
</tr>
<tr>
<td>93 – 90</td>
<td>A-</td>
</tr>
<tr>
<td>89 – 87</td>
<td>B+</td>
</tr>
<tr>
<td>86 – 83</td>
<td>B</td>
</tr>
<tr>
<td>82 – 80</td>
<td>B-</td>
</tr>
<tr>
<td>79 – 77</td>
<td>C+</td>
</tr>
<tr>
<td>76 – 73</td>
<td>C</td>
</tr>
<tr>
<td>72 – 70</td>
<td>C-</td>
</tr>
<tr>
<td>69 – 67</td>
<td>D+</td>
</tr>
<tr>
<td>66 – 63</td>
<td>D</td>
</tr>
<tr>
<td>62 – 60</td>
<td>D-</td>
</tr>
<tr>
<td>59 or &lt;</td>
<td>F</td>
</tr>
</tbody>
</table>

**Feedback**

Feedback will be provided on the assignments and the Final Exam within 10 days of the due date. In each case, review comments are provided through the relevant LATTE assignment activity.

Feedback about online participation will be provided through the "Participation Feedback" assignment activity within each weekly block.

Grades for all the course assignments and assessments are viewable through the LATTE "Grades" facility within the Left-Frame block on our course home page.

**Access to LATTE Web Site**

Members of the University's technical staff have access to all course sites to aid in course setup and technical troubleshooting. Program Chairs and a small number of Graduate Professional Studies (GPS) staff have access to all GPS courses for oversight purposes. Students enrolled in GPS courses can expect that individuals other than their fellow classmates and the course instructor(s) may visit their course for various purposes. Their intentions are to aid in technical troubleshooting and to ensure that quality course delivery standards are met. Strict confidentiality of student information is maintained.
Students have access to the LATTE course web site throughout the duration of course and for approximately two months after the course completes. If there are any materials that students want to download from their course site, this should be done before the site is closed to student view.
Class Schedule
The course runs for ten weeks. Each week begins on a Wednesday and ends on a Tuesday.

- To accommodate celebration of holidays, traveling on business trips, or taking time for vacations or personal leave, students are expected to schedule their course work accordingly, submitting work in advance of due dates when necessary.

<table>
<thead>
<tr>
<th>Week</th>
<th>Start Date</th>
<th>Stop Date</th>
<th>Assignments Available/Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wed, Apr 11</td>
<td>Tue, Apr 17</td>
<td>Charter Assignment Available</td>
</tr>
<tr>
<td>2</td>
<td>Wed, Apr 18</td>
<td>Tue, Apr 24</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Wed, Apr 25</td>
<td>Tue, May 1</td>
<td>Charter Assignment Due &amp; Scope Assignment Available</td>
</tr>
<tr>
<td>4</td>
<td>Wed, May 2</td>
<td>Tue, May 8</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Wed, May 9</td>
<td>Tue, May 15</td>
<td>Scope Assignment Due &amp; Planning Assignment Available</td>
</tr>
<tr>
<td>6</td>
<td>Wed, May 16</td>
<td>Tue, May 22</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Wed, May 23</td>
<td>Tue, May 29</td>
<td>Planning Assignment Due &amp; Project Management Tools Assignment Available</td>
</tr>
<tr>
<td>8</td>
<td>Wed, May 30</td>
<td>Tue, June 5</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Wed, June 6</td>
<td>Tue, June 12</td>
<td>Project Management Tools Assignment Due</td>
</tr>
<tr>
<td>10</td>
<td>Wed, June 13</td>
<td>Tue, June 19</td>
<td>Final Exam Available and Due</td>
</tr>
</tbody>
</table>
IV. University and Division of Graduate Professional Studies Standards

Please review the policies and procedures of Graduate Professional Studies, found at the following link: http://www.brandeis.edu/gps/resources/student-handbook.html.

We would like to highlight the following.

Learning Disabilities

If you are a student who needs accommodations because of a documented disability, you may present your letter of accommodation from the Rabb School Disability Coordinator to me, as soon as possible and ideally before the course begins. If you have questions about documenting a disability or requesting academic accommodation you should contact the Rabb School Disabilities Coordinator directly (781-736-8787).

Academic Honesty and Student Integrity

Academic honesty and student integrity are of fundamental importance at Brandeis University and we want students to understand this clearly at the start of the term. As stated in the Brandeis Rights and Responsibilities handbook, “Every member of the University Community is expected to maintain the highest standards of academic honesty. A student shall not receive credit for work that is not the product of the student’s own effort. A student’s name on any written exercise constitutes a statement that the work is the result of the student’s own thought and study, stated in the student’s own words, and produced without the assistance of others, except in quotes, footnotes or references with appropriate acknowledgement of the source.” In particular, students must be aware that material (including ideas, phrases, sentences, etc.) taken from the Internet and other sources MUST be appropriately cited if quoted, and footnoted in any written work turned in for this, or any, Brandeis class. Also, students will not be allowed to collaborate on work except by the specific permission of the instructor. Failure to cite resources properly may result in a referral being made to the Office of Student Development and Judicial Education. The outcome of this action may involve academic and disciplinary sanctions, which could include (but are not limited to) such penalties as receiving no credit for the assignment in question, receiving no credit for the related course, or suspension or dismissal from the University.

Further information regarding academic integrity may be found in the following publications: "In Pursuit of Excellence - A Guide to Academic Integrity for the Brandeis Community", "(Students’) Rights and Responsibilities Handbook", AND "Graduate Professional Studies Student Handbook". You should read these publications, which all can be accessed from the Graduate Professional Studies Web site (http://www.brandeis.edu/gps/). A student that is in doubt about standards of academic honesty (regarding plagiarism, multiple submissions of written work, unacknowledged or unauthorized collaborative effort, false citation or false data) should consult either the course instructor or other staff of the Division of Graduate Professional Studies.

University Caveat

The above schedule, content, and procedures in this course are subject to change in the event of extenuating circumstances.