

PMGT 401: Project Management Career Skills Spring/2021 Credit Hours 3

Instructor: Mostafa Batouli, PhD, MPA, PMP

Office: 311 LeTellier Hall

Office Hours: M-F 10:00 – 11:00 & T 13:00-14:15

Virtual Office Hours: W & R 14:00 – 15:00 by appointment via Zoom

Class Time(s): TR 11:00 – 12:15, GH 112

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Open Door Policy: My students are my priority. You are welcome to knock on my door at any time. Also, you can email me any time and I will respond to your questions/concerns as soon as I can. You are strongly encouraged to seek additional assistance outside of class.

COURSE OVERVIEW

Prerequisites: Academic Junior or Senior of any academic discipline in good academic standing; or instructor permission.

Course Description: This course is designed to develop career enhancing professional skills through introduction to the lifecycle of Technical Project Management. The course will incorporate the five process groups and ten knowledge areas of the Project Management Body of Knowledge (PMBOK). Specific areas of focus will be Project Integration, Planning, Scheduling, Quality, Risk, and Stakeholder Management. The essential role of project leadership will be emphasized.

Course Goals: PMGT 401 is intended to develop career enhancing knowledge, skills, and abilities (KSA) for all juniors and seniors. The professional, management, and leadership skills gained are those that prospective employer's desire and new graduates need in order to establish themselves within an organization or profession. The Project Management Career Skills course will supplement the focus on development of principled leaders for which The Citadel is so well known. The technical project management and professional skills gained will increase student's employability in today's competitive workforce, regardless of their major or chosen profession. Students will learn the key aspects of how to plan, execute and close a project. The essential importance of ethical behavior will also be emphasized. The course requires students to provide written project documents and orally present project plans to peers. Professional oral and written communications are stressed throughout the course as these skills distinguish our graduates.

Course Learning Outcomes:

- 1) **Terminology used in business, project, and engineering management.** *Specify* the terminology used in execution of current project proposals and execution.
- 2) **Leadership and the Management of Self.** *Evaluate* the concepts related to setting goals and self-management.
- 3) **Project Selection and Initiation.** *Create* a project plan using Inputs, Tools and Techniques, and Outputs to initiate a project in support of an organization's plan.
- 4) **Work Breakdown Structure (WBS).** *Develop* a WBS for a project.

- 5) **Project Monitoring and Controlling.** *Describe* the processes associated with monitoring and controlling a project.
- 6) **Scheduling:** *Analyze* and organize project schedules utilizing GANTT Charts, and network diagram techniques.
- 7) **Leadership and Risk Management.** *Formulate* basic concepts of risk management, including planning, assessment, identification, and analysis.
- 8) **Stakeholder Management.** *Conduct* a stakeholder analysis for a project, and include actions required to effectively lead and manage stakeholder relationships.
- 9) **Communication Skills.** *Apply* effective oral and written communication skills.
- 10) **Ethics and Professional Responsibility.** *Discuss* the importance of Ethics and Professional Responsibility in Project Management.

Required Textbook/Materials: Successful Project Management, 7th Ed.

ISBN: 978-1-3370-9547-1 (printed copy) ISBN: 978-1-3375-1735-5 (eBook) Author: Jack Gido, Jim Clements, Rose Baker Publisher: Cengage Learning

Recommended Textbook/ Materials: *A Guide to the Project Management Body of Knowledge (PMBOK Guide), 6th Edition*, Project Management Institute, 2013, ISBN 978-1-62825-184-5. [Reference Only]

Course Format: Lecture, facilitated discussion, group work, may include synchronous Zoom meeting and discussions on Canvas

COURSE RESOURCES

Writing/Tutoring Assistance: I strongly encourage you to visit the Writing Lab and Tutoring Center (in the Student Success Center in Thompson Hall), which offers one-on-one and group tutoring and consultations for students working on writing assignments.

Canvas /Citadel's Approved Learning Management System: Over the course of the semester, I may post reading notes, lesson plans, discussion prompts, self-guided lectures, grades, and other administrative information on the course Canvas site. Students must check Canvas each lesson for pertinent updates and other critical information.

COURSE POLICIES, EXPECTATIONS, AND REQUIREMENTS

COVID-19 Mandatory Mask Policy: You are mandated to wear a mask while in the classroom. If you do not wear a mask, you will be asked to leave class immediately and disciplinary action will be taken. Only time a mask can be pulled away in class is to drink water.

Updated Contact Information: Students must update contact information at the start of each semester to ensure instructor-student communication outside of Canvas, if required.

Course Material: Course material is for the sole use of students currently enrolled in the course and not for redistribution to electronic file sharing sites (share drives, Chegg, Course Hero, etc.).

Disability Policy: The Citadel complies with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Students with disabilities who seek accommodations must make their request through Services for Students with Disabilities in the Student Success Center (117 Thompson Hall, 843-953-6877) to verify their eligibility and to identify appropriate accommodations. Students should speak to his/her professor and also make requests for academic accommodations to services for students with disabilities so we can ensure these accommodations and facilitate student success. If you have an immediate access need, please reach out to your faculty immediately in person, via email, or during office hours. Students with short-term disabilities, such as a broken arm, can often work with instructors to minimize classroom barriers. In situations where additional assistance is needed, students should contact the Services for Students with Disabilities as noted above. Please know that accommodations are not retroactive, so avoid any delays.

Weather & Campus Emergencies: In case of adverse weather, or other campus emergency, critical information will be posted on the Bulldog Alert homepage, as well as pushed to email addresses and phone numbers of those people who have updated their contact information within the Bulldog Alerts section of the Lesesne Gateway (or Canvas).

If you have not yet updated your contact information, or set up course notifications within Canvas, you should do so immediately.

Privacy Statement: The Citadel is committed to safeguarding and maintaining the privacy of your personal information. Please see privacy statements below related to technology used in this course.

Canvas Privacy Policy: <https://www.instructure.com/policies/privacy>

Zoom Privacy Policy: <https://zoom.us/privacy>

LockDown Browser Privacy Policy: <https://web.respondus.com/privacy-policy/>

Continuity of Instruction (COI): During a pandemic or catastrophic event, and after all face-to-face instruction has been suspended, communication for our class will continue to take place through Citadel email and Canvas. In the event of such an emergency, check your Citadel email account and Canvas course announcements for instructions. The following areas will also adjust during COI:

Course Requirements

- Computer
- Reliable Internet connection and software (DSL, LAN, or cable connection desirable)
- Access to Canvas
- Headset or Earbuds
- Webcam
- Scanning (possibly with smartphone)

Course Structure

This course will be delivered in a hybrid format with two alternating groups of face-to-face and online students. The online sessions will be held through virtual conferencing via the Citadel's Learning Management System, Canvas. You will need your Citadel CWID and password to login to the course from the Canvas home page (<https://lesesnegateway.citadel.edu/cp/home/displaylogin>).

Virtual Conferencing: Zoom will be used as the virtual conferencing platform in this class. Your participation in live Zoom sessions will be recorded. These recordings will be made available only to students enrolled in the class, to assist those who cannot attend the live session or to serve as a resource

for those who would like to review content that was presented. The use of all recordings will be in keeping with The Citadel's Privacy Policy.

Zoom Expectations: *If you do not follow these expectations, you may be removed from the Zoom meeting and marked as absent.*

1. Cameras must be on and you must remain in view during the Zoom sessions. Classes may be recorded, conduct yourself appropriately.
2. Remain on mute while your professor and/or classmates are speaking.
3. Class materials (books, notes etc.) should be out and accessible throughout the class.
4. Honor Code and Code of Conduct apply even in the virtual environment.
5. Taking photos, screenshots or recordings during class is prohibited.
6. Uniform or the appropriate attire is required at all times.
7. All classroom norms and rules apply when in a Zoom meeting. No sleeping, eating, leaving the virtual meeting without permission, being on your phone, playing video games, working on another class, etc.
8. Electronic backgrounds on your Zoom platform must be appropriate and you cannot have any inappropriate items behind you in the room while on a Zoom meeting.

Technical Assistance: If you need technical assistance at any time during the course or to report a problem you can:

- Email the Center for Excellence and Innovation in Teaching, Learning, and Distance Education (CEITL & DE) at ceitlde@citadel.edu
- Visit the Canvas tutorials found in your Citadel Online Student Resource course, or visit the HELP MENU in your course navigation bar.

Code of Conduct: Responsibility for professional conduct rests with students as adult individuals and as members of The Citadel community. CGC students and cadets are expected to conduct themselves as responsible adults. All members of the campus community are expected to use reasonable judgement in all aspects of campus life and activity and to show due concern for the welfare and rights of others. Students are expected to adhere to all federal, state, and local laws. The Citadel protects freedom of action and speech, so long as the exercise of this freedom is not of an inflammatory or demeaning nature and does not interfere with the operation of the College. The Citadel's Conduct Policy prohibits the possession of drugs, destruction of property, making false statements of emergency situations, physical or verbal abuse, or harassment of any sort. Students who violate the rules and regulations of The Citadel are subject to expulsion or lesser sanctions. These rules and regulations are published in "Regulations for Non-Cadet Students for Fall and Spring Semester And All Students, Including Cadets, for Maymester or Summer School," which can be found online at: http://www.citadel.edu/root/images/cgc/cgc_catalog/cgc-academic-catalog.pdf

Academic Integrity Statement: Students will submit only their own work for evaluation in this course, except as appropriately documented. All rules and stipulations of The Citadel's Honor Manual and Honor Code apply to this course, including its definitions and policies related to cheating, lying, stealing, and non-tolerance. Cheating or evidence of academic dishonesty on any work submitted for evaluation will result in an "F" for both the assignment and the course. To ensure academic integrity, you must abide by both the letter and spirit of all honor, documentation, and citation requirements. Plagiarism in any form is unacceptable, as it fails to meet any standard of academic work. It is your responsibility to read and understand what constitutes intentional and negligent plagiarism. Plagiarism, intentional or negligent, may be referred as an honor violation. The complete Honor Manual may be found at: <http://krausecenter.citadel.edu/wp-content/uploads/2019/08/2019-2020-Honor-Manual-WEB.pdf> and the

Honor Code can be found in the CGC Course Catalog: <http://www.citadel.edu/root/images/cgc/cgc-academic-catalog.pdf>

Student Use of Electronic Devices: Students may use laptop computers or tablets for taking notes so long as they do so in a manner that does not interfere with the learning of others. Students may not play games, work on other assignments, or use their electronic devices during class except for taking notes and/or completing instructor-assigned work.

Missed or Late Work Policy: All tests, quizzes, and final examinations must be taken on the assigned date and time. Any exceptions to this policy **must** be approved **in advance** by the instructor. All course deliverables (homework, assignments, etc) are due as assigned. No late deliverables will be accepted without **approval prior to the due date**. Late submissions will receive reduced grades.

Attendance and Participation Requirements: I will record and report attendance for every class meeting. It is the student's responsibility to arrive to class on time, and to maintain class attendance throughout the duration of the semester. With this in mind:

- Class attendance is mandatory.
- Students may miss class only for authorized reasons (athletic events, academic travel, special ceremonies, guard duties, etc.)
- Illness and personal emergencies may also cause students to be absent for legitimate reasons.
- Should a student miss class for any reason, he/she will make every reasonable effort to notify the professor in advance of the absence.
- The student will be responsible for any material covered in class.
- If a student knows he/she will be absent for an examination or on the due date of a major graded requirement, that student will coordinate with his/her instructor for completion/submission requirements.
- Whether excused or unexcused, absences in excess of 20% of the meetings of a particular course can, at the discretion of the instructor, result in a grade of "F" in the course.)
- Active participation in class discussions and activities is an expectation of this course.

Assignments: Refer to the course schedule table to the assigned activities for each class. All assignments should be submitted through Canvas.

Course Grades: Basis of Grade

Class Participation	10%
Individual HW	10%
Weekly Quizzes	10%
Group Assignments	10%
Team Project Plan & Presentation	20%
Midterm Exam	20%
Final Exam	20%
Total	100%

Grading Scale:

Final Grading is based on the following scale for *Cadets*:

A= 90-100% B= 80-89% C= 70-79% D= 60-69% F=59 and below

COURSE SCHEDULE

Note: Schedule subject to change. Additional reading/activities will be assigned as needed.

Week	Date	Topic	Outcomes/ Standards	Activities	Quizzes/Reading Assignments
Module 1- Organization: The Key to Project Success					
Week 1	Jan 21	Class Orientation, Project Management Concepts	(CLO 1)	Get to know each other!	Course Syllabus Chapt 1
Week 2	Jan 26	Project Management Organizational Structures	(CLO 1, 3)	Form Project Teams	Chapt 13
	Jan 28	The Project Team	(CLO 1, 3)	Select a Project	Quiz 1 Chapt 11
Week 3	Feb 2	The Project Manager	(CLO 1, 3)		
	Feb 4	Identifying and Selecting projects	(CLO 1, 3) (1.0) Select a Project and Form Project Teams	Develop 1 page Project Charter. Transportation Improvements Case Study	Quiz 2 Chapt 2
Module 2- Initiating a Project					
Week 4	Feb 9 & 11	Developing Project Proposals	(CLO 1, 3) (2.0, 3.0)	Develop 1 page Project Proposal Case Study New Mftg Facility in China. Develop Project Org Chart.	Quiz 3 Chapt 3
Week 5	Feb 16 & 18	Defining Scope, Quality, Responsibility, and Activity Sequence	(CLO 1, 3, 4) (4.0)	Develop 1 paragraph scope statement. Create WBS and activity list. Sequence activities. Create Network Diagram. Develop Resource Assignment Table.	Quiz 4 Chapt 4
Module 3- Planning, Performing and Controlling the Project					
Week 6	Feb 23 & 25	Developing the Schedule	(CLO 1, 3, 6) (5.0)	Estimate Activity Durations. Develop Project Schedule. Calculate the Critical Path.	Quiz 5 Chapt 5 Term Project Assignment 1 Due (2/23)
Week 7	Mar 2 & 4	Resource Utilization Guest Speaker	(CLO 1, 2, 5) (5.0)	Conduct Resource Leveling and adjust the budget and schedule.	Quiz 6 Chapt 6 Individual HW 1 Due (3/2)

Week 8	Mar 9	Teams Brief Project Status		6 minute power point brief on team project.	Term Project Assignment 2 Due (3/9) Individual HW 2 Due (3/9)
	Mar 11	Midterm Exam			
Week 9	Mar 16 & 18	Determining Cost, Budget and Earned Value	(CLO 1, 4, 5, 6, 7) (6.0)	Determine Budgeted Cost for the Project. Perform EVM.	Chapt 7 Individual HW 3 Due (3/18)
Week 10	Mar 23 & 25	Managing Risk Guest Speaker	(CLO 1, 5, 7) (7.0)	Develop Risk Assessment Matrix	Quiz 7 Chapt 8 Individual HW 4 Due (3/23)
Week 11	Mar 30 & Apr 1	Project Communications and Documentation	(CLO 1, 8, 9) (8.0)	Develop Stakeholder Analysis and Project Communications Plan	Quizzes 8 Chapt 12 Term Project Assignment 3 Due (3/30)
Week 12	Apr 6 & 8	Closing the Project	(CLO 2, 5, 8, 9) (9.0)	Develop Project Closeout Checklist	Quizzes 9 Chapt 9
Week 13	Apr 13 & 15	Guest Speaker Ethics: Dealing with Dilemmas	(CLO 2, 7, 10)		Quizzes 10 Supplemental Lecture Term Project Assignment 4 Due (4/15)
Module 4 - Needs Revisions					
Week 14	April 20	Marketing: A Mutually-Beneficial Process			Quiz 11 Supplemental Lecture
	April 22	Project Presentations		10 min power point presentation of team project	
Week 15	April 27	Final Exam Review			Revised Term Project Due (4/27)
Final Exam Week	April 29	Final Exam - Cumulative	8:00-12:00		

DISCLAIMER

The course schedule is a plan. The professor reserves the right to make changes in the schedule. Students will be notified accordingly.

RIGHT TO REVISE

The instructor reserves the right to modify, solely at his discretion, the course content, and the number,

format, and due dates of exams, assignments, quizzes, or projects as well as their weights that will be used to determine the final grade.