Syllabus

EMEN 5032

Advanced Topics in Project Management

Instructor: John Svoboda

Prerequisite: Graduate standing and at least one year of business or industry experience. Completion of EMEN 5030 is normally required but may be waived based on the student’s Project Management experience.

Course Objectives.

- Address Project Management from a more advanced standpoint using the ten Knowledge Areas within each the five Process Groups.
- Analyze Project Management issues through case studies and synthesize solutions to common (and not-so-common) issues.
- Grow Project Management knowledge through discussions with guest speakers, case study analysis, and student presentations.

Lesson Schedule.

Week 1 Introduction.

Course Introduction; Honor Code and ethics discussion; student presentation assignments

Week 2 Project Initiation 1

Processes performed to define a new project and obtaining authorization to start the project

Week 3 Project Initiation 2

Guest speaker; student presentations; Introduction of Project Initiation case study

Week 4 Project Initiation 3

Case study discussion
Week 5 Project Planning 1
Processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives; planning the work of the project in such a way that is may be translated into successful completion

Week 6 Project Planning 2
Guest Speaker; Introduction of Project Planning Case Study

Week 7 Project Planning 3
Case Study Discussion

Week 8 Project Execution 1
Processes performed to complete the work defined in the project management plan to satisfy project specifications

Week 9 Project Execution 2
Guest Speaker; Introduction of Project Execution Case Study

Week 10 Project Execution 3
Case Study Discussion

Week 11 Project Monitoring and Control 1
Processes required to track, review, and regulate the progress and performance of a project, identifying areas in which plan changes are required, and initiating the corresponding changes

Week 12 Project Monitoring and Control 2
Guest Speaker; Introduction of Project Monitoring and Control Case Study

Week 13 Project Monitoring and Control 3
Case Study Discussion; turn in Journal

Week 14 Project Morals and Ethics
Guest Speaker; Review course objectives and issue Final Exam (Take-home)

Week 15 Turn in Final Exam
Textbooks

Required.


Optional:

- “The Fast Forward MBA in Project Management”, Fourth Edition, Eric Verzuh (Wiley). NOTE: If you have not retained a copy of the PMBOK Guide, the Fast Forward book would be good to have. No assigned readings from either, but we will be using many of the fundamental concepts common to both. Fast Forward is a convenient desk reference to own, regardless, and inexpensive.

NOTE: Students who choose to use electronic versions of the texts (or different editions) are responsible to work with a classmate on page numbers or changes / updates.

Grading

General.

Grades are earned by the student, not given by the instructor. Additional points will not be awarded at the end of the semester to reach a higher letter grade.

Points.

There are a total of 495 points.

<table>
<thead>
<tr>
<th>Participation (15 points / Lesson 2-14)</th>
<th>195</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentations (2 @ 50 points)</td>
<td>100</td>
</tr>
<tr>
<td>Journal (see below)</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
</tbody>
</table>
Scale.

Final individual grade is a percentage based on total points earned versus total points possible.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Ranges</th>
<th>Grading Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94%+</td>
<td>Consistently exceptional performance. Exemplifies highest quality work.</td>
</tr>
<tr>
<td>A-</td>
<td>90-93%</td>
<td>Very strong performance.</td>
</tr>
<tr>
<td>B+</td>
<td>87-89%</td>
<td>High quality work.</td>
</tr>
<tr>
<td>B</td>
<td>80-86%</td>
<td>Consistently good work.</td>
</tr>
<tr>
<td>B-</td>
<td>77-79%</td>
<td>Good performance with some clear weaknesses.</td>
</tr>
<tr>
<td>C</td>
<td>70-76%</td>
<td>Below expectation at the graduate level.</td>
</tr>
</tbody>
</table>

Course Policies and Procedures.

• Preparation for class.

As members of a graduate-level course, students should achieve understanding of the class topic by studying the assigned readings in detail. Material that is unclear should be researched on the Internet and within other texts to achieve understanding before arriving at class. Please bring your texts to each class.

• Class Participation.

1. **General.** At each class meeting, students are graded on their analyses of the class topic, synthesized conclusions, and application of those conclusions to their current or past work experience. The instructor may ask students to describe readings from the text. Maximum grade is 10 points per lesson; average grade is 8 points.

2. **Attending class through video recordings (asynchronous).** Students participating by video will participate in class discussion through the "Threaded Discussion" in each D2L lesson. Student comments (no less than 250 words per lesson) must be completed by noon on the day of class so that they may be included as part of the in-class discussion.
3. **Attending class in person.** It’s expected that in-class students will further understanding of the course material by actively participating in the class discussion. Though the instructor is the discussion moderator, please direct your comments to the class. Additionally, in the same way that distance students are required to watch the class video, in-class students are expected to read through distance-student comments before coming to class. Lastly, class attendance by itself receives no credit; minimal participation receives partial credit; several high-quality engagements receive higher credit.

4. **Attending class through BlueJeans (Remote, synchronous).** Students participating through Bluejeans must have, at a minimum, computer equipment that allows voice participation. Video participation is **STRONGLY** encouraged. Bluejeans-participating students are held to the same standards of class participation as those attending class in person. For the instructor to provide credit for class participation he must be able to identify the contributor, readily, in real time. To that end a representative photograph of the student provided in D2L, and video participation, are **STRONGLY** encouraged. If voice-only participation, the student should identify themselves verbally at the beginning of each comment. Moreover, it is the student’s responsibility to make the instructor aware of their contribution.

- **Quizzes.**

Over the course of the term, if necessary, quizzes may be added to ensure the completion of student readings and review of lecture recordings. If quizzes are added, the grading criteria above will be adjusted and the class informed. If students consistently prepare for class, there will be no need for quizzes.

- **Student Presentations.**

Each student will prepare two 8-minute presentations on a Project Management topic of their choosing. Exceptional freedom is allowed for presentation topics – the only constraint is that they be related to the class topic for the day of presentation. Content may be taken from personal project experience, the class texts, or outside research. The student is responsible for the presentation – as such, use of Project Management recordings from YouTube and the like are not allowed. Remote students may present "live" via Bluejeans if they prefer. If that’s not possible, please use Zentation or its equivalent for preparation. The resulting file should be uploaded or linked in D2L at least 24 hours prior to the class lesson scheduled to include your presentation. The Instructor will then run your presentation during class.

Rehearse your presentation; use a timer during presentation. Students may select presentation dates by emailing the instructor; no more than 3 presentations on any class date. Presentations are graded on content, presentation quality, and time limit, in percentages of 50/30/20, respectively. Use 18 font or larger in slides. Presentation
time target is 8 minutes. Between 7 and 9 minutes duration is full credit on the time limit portion, between 6 and 10 is 50% and outside that bound is a zero.

• **Journal.**

Keeping a journal allows one to record Project Management tactics, techniques, methodologies, processes, procedures, epiphanies, and lessons learned. The journal is graded in order to gauge student effort and knowledge retention. The journal must be at least 15 pages in length, bulletized, double spaced, 1” margins, 12 font. Best practice is to record insights and lessons learned during each class. Not only is such a journal potentially useful as a reference in the future, the act of writing a thing down greatly increases the probability of remembering it.

• **Final Exam.**

In accordance with Academic Policy for the College of Engineering and Applied Science, the Final Exam will be turned in at the scheduled time for Final Exams (Finals Week). Specific instructions for the Exam will be provided by email. Submission is electronic to the D2L dropbox.

• **Format for Written Submissions** (generally). Use PDF format.

• **Guest Speakers.**

Guest speakers provide a glimpse of current, real-world experience. From time to time, guest lecturers may be invited to address the class because of their expertise in certain aspects of Project Management. There is no guarantee of the number of guest lecturers who may be invited to speak, the dates on which they may speak, or of the topics they may address. Maximum class presence and participation is appreciated; etiquette dictates that everyone have at least one question or comment during the presentation.

• **Multitasking in Class.**

Digital devices may be brought to class. I would ask that work conducted on these devices be directly related to the class topic currently under discussion. Activities unrelated to class are discouraged as they disconnect you from the topic under discussion, inhibit your ability to learn the material and therewith undermine the entire purpose of your presence. Such distractions will also interfere with your participation in class discussions, a graded component. The same applies to remote students and multitasking. For those who suffer the delusion that they multitask quite effectively, please see the linked videos below profiling clinical research studies of MIT and Stanford students that would indicate otherwise:

[http://www.youtube.com/watch?v=2zuDXZvYZ68](http://www.youtube.com/watch?v=2zuDXZvYZ68)

[http://www.youtube.com/watch?v=E5JNpTySQ_8](http://www.youtube.com/watch?v=E5JNpTySQ_8)
• **Attendance.**

Students enrolled in the on-campus section of the class are required to attend class including the final presentations. If you must miss class, provide an email to the instructor. Adequate reasons to miss class include weddings, accidents, extreme weather, business trips and the like. Inadequate reasons include vacation, family in town, decided to sleep in. If you receive permission to miss class, you may make up missed material by viewing the class video. See additional instructions in the D2L entry labeled “Participating Remotely”. Attendance policies for the College of Engineering and Applied Science may be found at http://www.colorado.edu/engineering/academics/policies/academic-policies

• **Class Cancellation.**

If the University is closed due to weather or other external constraints and a class must be cancelled, missed class content will be scheduled into subsequent classes.

• **Copyrighted Materials.**

The Engineering Management Program (EMP) has a large distance learning population and, as such, copyrighted materials are sometimes offered electronically to students. EMP has the responsibility to comply with copyright law regulating distance education for a non-profit, state institution; that is, the Technology, Education and Copyright Harmonization (TEACH) Act of 2002. It remains the student’s responsibility to comply with U.S. copyright law with respect to the use and sharing of the electronic materials provided within the program.

• **Analysis versus Synthesis.**

As graduate students, I expect you to assemble and present opinions on what you’re learning. Therefore, please take time to understand these two terms. Analysis is the disassembly of a concept into its elemental components so that it may be more easily considered and understood. This is the process used when examining a case study or listening to a guest lecturer. In contrast, Webster defines “synthesis” as “the combining of often diverse [concepts] into a coherent whole”. Throughout this course, using analysis, various Project Management tactics, techniques, and procedures may be revealed. Combining these, it’s expected that each student will synthesize his/her personal Project Management style and philosophy. The results of this synthesis may be applicable as part of each of the graded elements.

• **Attending Remotely.**

Remote attendance is via Bluejeans teleconferencing service. There is a guiding document posted in the Course Overview section of D2L to provide assistance creating a Bluejeans account and using it.
To join sessions via browser (Chrome or Firefox recommended):

https://bluejeans.com/807954206/4259

Meeting ID: 807954206

Participant Passcode: 4259

Meeting URL: https://bluejeans.com/807954206/4259 (copy)

Hardware Note: The use of a headset with an arm-mounted microphone is strongly encouraged, both for your own benefit and that of the class as a whole. You will hear the discussion better and we will hear you better with a good headset. The USB type is best in my experience and they are not prohibitively expensive. Recommendations for such headsets can be found here: http://thewirecutter.com/reviews/best-usb-office-headset/

- **Instructor Contact and Office Hours.**

Because a large and increasing fraction of graduate students do not spend the majority of their time on campus, conventional office hours are proving less convenient. Instead of fixed days and hours (and even location), I will offer flexible office hours. I’m happy to meet with you at any mutually agreeable time at my on-campus office. Obviously, the more advance notice you provide the greater flexibility I can provide. If an alternative location in the area is preferable (e.g. coffee shop) I will attempt to accommodate you. Additionally, I will be on campus Monday afternoons generally, but I may not be in my office, so you will still need to get in touch to set a time. Email via .EDU addresses is the preferred form of communication, and you are more likely to get an immediate response during business hours.

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303-735-6814
1. Positive Learning Environment

The University of Colorado Boulder (CU-Boulder) is committed to maintaining a positive learning, working, and living environment. The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, or veteran status in admission and access to, and treatment and employment in, its educational programs and activities. (Regent Law, Article 10, amended 11/8/2001). CU-Boulder will not tolerate acts of discrimination or harassment based upon Protected Classes or related retaliation against or by any employee or student. For purposes of this CU-Boulder policy, "Protected Classes" refers to race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, or veteran status. Individuals who believe they have been discriminated against should contact the Office of Discrimination and Harassment (ODH) at 303-492-2127 or the Office of Student Conduct (OSC) at 303-492-5550. Information about the ODH, the above referenced policies, and the campus resources available to assist individuals regarding discrimination or harassment can be obtained at [http://hr.colorado.edu/dh/](http://hr.colorado.edu/dh/).

Students and faculty each have responsibility for maintaining an appropriate learning environment. Those who fail to adhere to such behavioral standards may be subject to discipline. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, color, culture, religion, creed, politics, veteran’s status, sexual orientation, gender, gender identity and gender expression, age, disability, and nationalities. Class rosters are provided to the instructor with the student’s legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. See policies at [http://www.colorado.edu/policies/classbehavior.html](http://www.colorado.edu/policies/classbehavior.html) and at [http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code](http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code).

2. Academic Integrity, Plagiarism, and the EMP Honor Code Quiz

All students of the University of Colorado at Boulder are responsible for knowing and adhering to the academic integrity policy of this institution. Violations of this policy may include: cheating, plagiarism, aid of academic dishonesty, fabrication, lying, bribery, and threatening behavior. All incidents of academic misconduct shall be reported to the Honor Code Council (honor@colorado.edu; 303-725-2273). Students who are found to be in violation of the academic integrity policy will be subject to both academic sanctions from the faculty member and non-academic sanctions (including but not limited to university probation, suspension, or expulsion). Information on the CU Honor...
The faculty of the Engineering Management Program (EMP) believe that a culture of integrity is essential to both the long-term, personal success of our students and to the economies and countries in which they live and work. Therefore, EMP has created an Honor Code Violation Policy that specifies a program-specific, academic consequence for a second violation of the CU Honor Code:

EMP HONOR CODE VIOLATION POLICY

Any and all violations of the CU Honor Code in EMP classes will be reported to the Honor Code Council. As per CU's policy, the faculty member will determine the academic sanction for an offense. The CU Honor Code Council will determine any additional, non-academic sanctions. This portion of EMP's policy is a restatement of the Honor Code policy approved by the CU Board of Regents.

A second violation of the CU Honor Code by any Engineering Management graduate student will result in the academic sanction of dismissal from the Engineering Management graduate program.

The development of the Internet has provided students with historically unparalleled opportunities for conducting research swiftly and comprehensively. The availability of these materials does not, however, release the student from citing sources where appropriate; or applying standard rules associated with avoiding plagiarism. Specifically, the instructor will be expecting to review papers written by students drawing ideas and information from various sources (cited appropriately), presented generally in the student's words after careful analysis, synthesis, and evaluation. An assembly of huge blocks of other individuals' existing material, even when cited, does not constitute an appropriate representation of this expectation. Uncited, plagiarized material shall be treated as academically dishonest. If the student is confused as to what constitutes plagiarism, s/he should review the CU Honor Code on this topic, and refer to the following excellent resources: http://www.northwestern.edu/uacc/plagiar.html and http://owl.english.purdue.edu/owl/printable/589/

Students agree that by taking this course all required papers may, at the discretion of the instructor, be subject to submission for a Textual Similarity Review to Turnitin.com for the detection of plagiarism. All submitted papers will be added as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers in the future.
Finally, the Engineering Management Program faculty have established a policy whereby all students enrolled in an EMP course must, at the beginning of each semester, take and pass a basic quiz about the CU Honor Code. Each student must take the quiz once each semester, regardless of how many courses they are taking in the department. You must receive 100% on the quiz in order to pass the exam. The instructions and quiz will be made available on D2L when the student enrolls for any EMEN course or any course cross-listed, co-listed or co-located with an EMEN course.

3. Disability Services

If you qualify for accommodations because of a disability, please submit to your professor a letter from Disability Services in a timely manner (for exam accommodations provide your letter at least one week prior to the exam) so that your needs can be addressed. Disability Services determines accommodations based on documented disabilities. Contact Disability Services at 303-492-8671 or by e-mail at dsinfo@colorado.edu. If you have a temporary medical condition or injury, see Temporary Medical Conditions: Injuries, Surgeries, and Illnesses guidelines under Quick Links at Disability Services website and discuss your needs with your professor.

If you have a temporary medical condition or injury, see Temporary Injuries under Quick Links at Disability Services website and discuss your needs with your professor.

4. Religious Observances

Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or class attendance. Students for whom religious observances conflict with class schedules should contact the instructor no later than two weeks before the potential conflict to request special accommodations. See full details at http://www.colorado.edu/policies/fac_relig.html.

5. Class Attendance for On-Campus Students

Unfortunately, some on-campus students have used the availability of the lecture videos to stop attending classes, and rely instead on the videos to learn the material. In the opinion of the faculty, this choice often results in a significant reduction in the quality of the educational experience for both on-campus and distance students; therefore, EMP has established the following policy for all on-campus students registering for an EMEN course:

Class attendance for all on-campus students is expected and required. Unexcused absences may incur a penalty against the student’s final grade.

6. Access to Recorded Course Lectures
The lecture videos are available for streaming and downloading via Desire2Learn (D2L) by all students registered for their respective EMEN course; whether they are on-campus or distance students. This improves the quality of the educational experience for all students, enabling any student to review each lecture as many times as needed to master the material. If you have difficulties accessing the video, FIRST check Technical Help / FAQ at: https://cuengineeringonline.colorado.edu/distance-delivery/technical-help-faq. If you are still experiencing difficulties, please contact: caete@colorado.edu.

7. E-mail Account

You are expected to use your CU student e-mail account. All of your e-mail from professors and the university will be sent to your CU e-mail account. You can choose to redirect your CU email to an alternate (work/personal) email account. For assistance in activating your email account and forwarding email, contact the Help Desk at 303-735-HELP or Help@colorado.edu.

8. Recording of EMP classes

Please note that students attending EMP classes live, whether on-campus or via teleconferencing, may be recorded.

9. Proper Use of Copyrighted Materials

The Engineering Management Program (EMP) has a large distance learning population and, as such, many copyrighted materials are offered electronically to students. EMP has the responsibility to comply with the copyright law regulating distance education for a non-profit, state institution, i.e., the Technology, Education and Copyright Harmonization (TEACH) Act of 2002. It’s the student’s responsibility to comply with U.S. copyright law with respect to the use and sharing of the electronic materials (this includes the videos of class lectures) provided within the program.

10. Appropriate Classroom Use of Laptops

Although having a laptop in class opens up new learning possibilities for students, sometimes students utilize it in ways that are inappropriate. It is easy for your laptop to become a distraction to you and to those around you. Therefore, please refrain from instant messaging, e-mailing, surfing the Internet, playing games, writing papers, doing homework, etc. during class time. Acceptable uses include taking notes, following along with the instructor on PowerPoint, and other directed class activities, as well as working on assigned in-class activities, projects, and discussions that require laptop use.