

# Advances in Project Management

## BUSN-5700

S1 2021 Section JA 3 Credits 01/04/2021 to 03/05/2021 Modified 12/14/2020

### Meeting Times

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Tuesday, 5:30 - 9:30 PM (EDT)

January 5th through March 2nd, 2021

Please join via Zoom. Access information will be provided prior to 1st class.

### Contact Information

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Jeffrey Seward

jeffreyseward61@webster.edu

941-209-0697 (text) preferred

### Description

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This course examines the advanced theory and tools for implementing projects in organizations and will provide a comprehensive overview of the skills needed and challenges to be faced in managing them. The primary goals of this course in Project Management are to help students understand important concepts and principles in project selection, scheduling, risk and resource management and develop analytical and interpersonal skills that will be useful to them as project managers.

### Outcomes

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- Student can identify the key criteria for strategic project selection and apply checklist and scoring model in choosing projects.
- Students can use the financial analysis to assess the performance of the new project investment.
- Students can recognize the leader role of a project manager and explain the characteristics of effective project leadership. Students can also master the key steps for building an effective project team and the challenges of a project team.
- Students can define project risk and recognize the steps necessary to manage risk. Students can explain the main approaches to identify key sources of project risk.
- Students can apply lag relationships to project activities and recognize the trade-offs required in the decision to crash project activities. In addition, students can identify resource conflicts using project management software and resolve them.
- Students can implement the resource-leveling procedure to effectively smooth resource requirements across the project life cycle and apply resource management within a multi-project environment.

### Required Textbook

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#### Project Management

Author: Pinto

Publisher: PH

Edition: 5th

## Materials

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- (1) Case studies and in-class exercise material will be provided by the Professor through-out the course.
- (2) The PMBOK is not required, but helpful through the course.

## Deliverables

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- (1) Weekly Case study submissions;
- (2) Two quizzes;
- (3) Final Project: development of a plan for implementation of a Project Portfolio Management System or Project Management Office (PMO). Will discuss details, objectives and final deliverables the first night of class.

## Evaluation

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Quizzes (2): 35%

Final Project: 45%

Assignments/Class Participation: 20%

### Breakdown

The assignment of grades is as follows:

- A 93-100%
- A- 90-92%
- B+ 87-89%
- B 83-86%
- B- 80-82%
- C 70-79%
- F <70%

The GRADUATE catalog provides these guidelines and grading options:

Grade	Range	Notes
A/A-	90-100	Superior graduate work
B+/B/B-	80-89	Satisfactory graduate work
C	70-79	Work that is barely adequate as graduate-level performance
CR		Satisfactory graduate work. Used for Counseling practicum and internships
NC		Unsatisfactory graduate work. Used for Counseling practicum and internships

Grade	Range	Notes
F		Work that is unsatisfactory
I		Incomplete work
ZF		An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation and dismissal
IP		In progress
W		Withdrawn from the course
WF		Unofficial Withdrawal: a student enrolled for the course, did not withdraw, and failed to complete course requirements. Used when, in the opinion of the instructor, there is insufficient completed work to evaluate academic performance. WF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal

## Schedule

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**Week 1 – January 5, 2021 (Note: revised syllabus with specific assignments and case studies will be provided during 1st night of class)**

Course introduction and overview; recap of the Project Management life cycle, phases and other course work in the Graduate PM portfolio; introduction to Project Portfolio Management and Project Management Offices (PMO); PMO latest research

- In-Class Text Case Study Discussion
- Assignment #1 – due Week 2 prior to class

**Week 2 – January 12, 2021**

Pillars of Project Portfolio Management; PMO as demand management

- In-Class Text Case Study Discussion
- Assignment #2 – due Week 3 prior to class

**Week 3 – January 19, 2021**

Strategic resource estimation for Project Portfolios; Seven Steps to Strategy Execution

- In-Class Text Case Study Discussion
- Assignment #3 – due week 4 prior to class

**Week 4 – January 26, 2021**

Industry portfolio cases/examples; PMO governance models and construct

- In-Class Text Case Study Discussion
- Assignment #4 – due week 5 prior to class
- Complete Quiz #1 (WorldClassRoom)- due week 5 prior to class

**Week 5 – February 2, 2021**

PMO implementation lessons learned; resource optimization

- In-Class Text Case Study Discussion
- Assignment #5 – due week 6 prior to class

#### Week 6 – February 9, 2021

Case study by Project Teams (established in class); final project work

- Assignment #6 – due week 7 prior to class

#### Week 7 – February 16, 2021

Performance management of both PMOs and portfolio management systems

- In-Class Text Case Study Discussion
- Assignment #7 – due week 8 prior to class

#### Week 8 – February 23, 2021

Performance management; measure PMO and portfolio effectiveness; benefits realization

- In-Class Text Case Study Discussion
- Finalize Projects – due week 9
- Complete Quiz #2 (WorldClassRoom)

#### Week 9 – March 2, 2021

Final project presentations/overview/synopsis; Loose Ends

## \* Course Policies

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## Institutional Policies

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### Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

#### Undergraduate Studies Catalog

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The *academic policies and information* section of the catalog contains important information related to **attendance, conduct, academic honesty, grades, and more**. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

<http://www.webster.edu/catalog/current/undergraduate-catalog/> (<http://www.webster.edu/catalog/current/undergraduate-catalog/>)

#### Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The *academic policies* section of the catalog contains important information related to **conduct, academic honesty, grades, and more**. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

<http://www.webster.edu/catalog/current/graduate-catalog/> (<http://www.webster.edu/catalog/current/graduate-catalog/>)

# Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

## *Undergraduate*

<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading>  
(<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading>)

## *Graduate*

<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades>  
(<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades>)

## Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

## Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

# Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others' work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University's Academic Honesty Policy is published in academic catalogs:

## *Undergraduate*

<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html>  
(<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html>)

## *Graduate*

<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html>  
(<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html>)

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

[http://www.webster.edu/arc/plagiarism\\_prevention/](http://www.webster.edu/arc/plagiarism_prevention/) ([http://www.webster.edu/arc/plagiarism\\_prevention/](http://www.webster.edu/arc/plagiarism_prevention/))

# Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

### *Undergraduate*

<http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics>  
(<http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics>)

### *Graduate*

<http://www.webster.edu/catalog/current/graduate-catalog/ethics.html> (<http://www.webster.edu/catalog/current/graduate-catalog/ethics.html>)

## Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

## Important Academic Resources

### Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or [disability@webster.edu](mailto:disability@webster.edu) (<mailto:disability@webster.edu>).

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

### Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit [www.webster.edu/arc](http://www.webster.edu/arc) (<http://www.webster.edu/arc>) or Loretto Hall 40 on the main campus for more information.

### Student Success Portal

Webster University's Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at <http://www.webster.edu/success/students.html> (<http://www.webster.edu/success/students.html>).

### University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University's worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is <http://library.webster.edu> (<http://library.webster.edu>). For support navigating the library's resources, see <http://libanswers.webster.edu/> (<http://libanswers.webster.edu/>) for the many ways to contact library staff.

## Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

### *Undergraduate*

<http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html>  
(<http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html>)

### *Graduate*

<http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html>  
(<http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html>)

Academic Calendar - <http://www.webster.edu/academics/academic-calendar/>  
(<http://www.webster.edu/academics/academic-calendar/>)

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the "Tuition, Fees, and Refunds" section of Webster's Academic Catalogs:

### *Undergraduate*

<http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html>  
(<http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html>)

### *Graduate*

<http://www.webster.edu/catalog/current/graduate-catalog/tuition.html> (<http://www.webster.edu/catalog/current/graduate-catalog/tuition.html>)

## Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

<http://www.webster.edu/student-handbook/> (<http://www.webster.edu/student-handbook/>)

### Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

<http://www.webster.edu/sexual-misconduct/> (<http://www.webster.edu/sexual-misconduct/>)

## Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

<http://www.webster.edu/irb/index.html> (<http://www.webster.edu/irb/index.html>)

## Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

## Important Technology Information

### Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

<http://www.webster.edu/technology/service-desk/> (<http://www.webster.edu/technology/service-desk/>)

### WorldClassRoom

WorldClassRoom is Webster's Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

<https://worldclassroom.webster.edu/> (<https://worldclassroom.webster.edu/>)

### Webster Alerts

Webster Alerts is the University's preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

<http://www.webster.edu/technology/services/webster-alerts/> (<http://www.webster.edu/technology/services/webster-alerts/>)

## Campus Information

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