BT353C: Project Management
Spring 2023

1/18 – 5/4/2023

Meeting Times: Tues 11:00am – 1:50pm
Classroom Location: Carnegie 316 and Zoom
Instructor: Dr. Richard Dool
Contact Info: rdool@stevens.edu; rdool@earthlink.net, (C) 908-627-2600
Canvas Class Site: https://sit.instructure.com/courses/63646

Office Hours: Before or After Class or By Appointment

Course Description

This course introduces the tasks and challenges to managing projects. Students will be introduced to basic project management and practices. The course focuses on the skills necessary to manage their teams, schedules, risks, and defining and delivering project goals. Students learn the skills and tools of project management with a practical, hands-on approach. There is a special emphasis on team building, the critical importance of due diligence and its effect on decision making. This course guides students to develop a complete project proposal.

Learning Outcomes

In this course students will focus on project management methodology that will increase your ability to initiate and develop project proposals.

Upon completion of the course, participants should be able to:

- Understand project selection and lifecycle
- Assess criteria for project viability (Go No/Go Decision)
- Understand the steps in team building and dynamics
- Define and implement project scope
- Learn how to develop basic project schedule
- Understand and evaluate the impact of risk on project outcomes
- Develop a comprehensive project proposal based on PM standards
- Create and deliver a professional proposal presentation to a target audience

Welcome Message:

Welcome to our class. I look forward to sharing the semester with you as we explore the theories, practices and emerging trends related to successful project leadership.

Instructor

Dr. Richard Dool

Dr. Richard Dool is currently the Managing Director of Leaderocity™, LLC, a management consultancy offering solutions for change management, strategic development, leadership communication and organizational renewal**.**

Dr. Dool is on the faculty at Rutgers University School of Communication and Information where he is also the Director of the Masters in Communication and Media program. He is also on the faculty at the University of Maryland (UC). He has been teaching at Stevens since 2008.

Dr. Dool has a MA in Strategic Communication and Leadership, a MS in Management and a Doctorate in Management/Organizational Processes. Dr. Dool is an active researcher and presenter in these areas and has published on the concepts of Change Fatigue™ and Leaderocity™. He is the author of "Enervative Change: The Impact of Persistent Change Initiatives on Job Satisfaction," "How Generation Z Wants to be Led," "12 Months of Leadership Insights: A Compendium of Leadership Lessons from 40 Leaders," "Leading in Difficult Times and Circumstances," and "Leaderocity™: Leading at the Speed of Now."

Dr. Dool is a certified Leadership Development Professional, a Fellow of the Institute of Leadership and Management (UK) and on the Board of Advisors of the International Academy of Management and Business.

Dr. Dool has a comprehensive and diverse executive level leadership background including leading an $800M division of AT&T, global commercial leadership roles (GE), and serving 12 years as CEO of both public and private companies. Background includes rescuing a company from near bankruptcy, leading the acquisition or divestiture of 11 companies and effectively managing companies in the US, UK, China, Brazil, Germany, France, India and Australia. Significant operational history in general management, sales/commercial leadership, product management and marketing leadership positions. Successful leadership experience in a variety of settings including multi-national, multicultural and virtual environments. He has been on the Board of Directors of five different companies as well as a member of several Boards of Advisors.

Dr. Dool comes from a US Marine family and served in the Marines as well.

He has sponsored, led or participated in over 200 projects of all sizes and scope ranging from $800M+ to as small as $100K.

Text
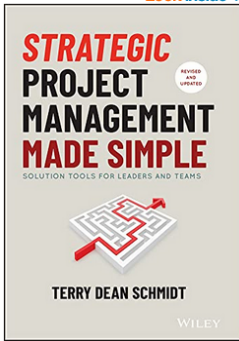
Textbook: Strategic Project Management Made Simple: Solution Tools for Leaders and
Teams Second Edition. By Terry Schmidt

https://www.amazon.com/Strategic-Project-Management-Made-Simple-
ebook/dp/B093B81V3P/ref=sr_1_1?crid=ZUGBR7QMFHSR&keywords=strategic+project+mana
gement+made+simple&qid=1673457147&sprefix=Strategic+Projedt+Management%2Caps%2C
148&sr=8-1

Kindle Version: $18.00
Hardcover: $26.17

Other Materials: Will be posted in our Canvas Class site (Modules)

Course Requirements and Overview

This course introduces the tasks and challenges fundamental to project management, the vital
function of managing complex projects with particular focus on project leadership and teaming.
Successful project managers possess the skills necessary to manage their teams, schedules,
risks, and resources to deliver the project goals. Students learn the skills and tools of project
management with a practical, hands-on approach. A key and often overlooked challenge for
project managers is the ability to manage without influence to gain the support of stakeholders
and access to resources not directly under their management control. This course guides
students through many of the fundamental project management tools and behavioral skills
required for successful projects. There is a special emphasis on causes of project failure and
how to mitigate these issues through proper planning in the early phases of a new initiative.

Class Format

We will use different modalities in our class. There will be ***on-campus classes, online
discussions and team meetings (mediated or face to face***). We will do this for several
reasons:

- To try to optimize the time available
- To leverage technology

- To simulate conditions that you are likely to face at work
- To balance workloads
- To optimize 'team' time for the two team assignments in our class

Teaming

Projects are almost always team-based. Today, more and more organizations are deploying teams in various forms. We use a team-based project as the foundation of this course. Every class member is expected to be a positive, engaged, active and contributing team member. You will be a member of one team for the duration of this course, there will be no team member movement between teams.

Expectations:

I will discuss this in our first class in more detail – here are my basic expectations for our class:

- Come to each scheduled class on-time
- Pay attention in class, minimize laptop or cellphone use
- Be a positive, contributing team member
- Let me know if you will miss class. Keep in mind that missing classes will affect your participation grade.

Grading

Our work defines us and is a reflection of our commitment. As professionals we expect high-quality work. Writing style, grammar, and spelling will be considered in determining your grades. Unless otherwise noted, all written assignments must be double-spaced, with a 12-point font (New Times Roman or Arial) and one-inch margins. Please use a Cover Page and Reference Page with all assignments.

All assignments must be submitted on or before the specified due date. I understand the work/life balance you are managing so I will accept late assignments up to the last day of class. It is better to get some points than none. However, late penalties will be assessed for late assignments regardless of the reason. The late penalties are:

Late Penalties:
1-3 days late: 5% point deduction
4-7 days late: 10% point deduction
8-10 days late: 15% point deduction
11+ days late: 20% points deduction

Under no circumstances will an assignment be accepted after the last official day of class. Any missing assignments when the class ends will receive a "0."

There are no Extra Credit Opportunities in the Class.

Grades are not rounded, you earn what you earn.

Assignments

Assignment	Responsibility	(%)	Due Date (by Midnight EST)
Project Team Assignment One	Group	20%	2/28/23
Project Leadership Paper	Individual	15%	3/26/23
Project Team Assignment Two	Group	25%	4/25/23
Class Participation	Individual	10%	*Each Class*
Team Mini Lessons	Group	10%	*As assigned*
Final Exam	Individual	20%	5/7/23

Participation (10%)

Given the interactive and experiential nature of this course, regular participation is a critical course requirement. You will be required to participate in all class and group discussions, keep up with reading assignments, and participate in assigned class activities. You will also be required to participate, both as an individual and as part of a discussion group / team, in activities designed to provide you and your classmates with theoretical knowledge and experiential feedback on project leadership.

Project Team Assignment One (20%) due on 2/28/23.
Details will be provided in class

Project Leadership Paper (Individual 15% Due by 3/26)

You will assume the role of an experienced Project Leader. The CEO of a local firm (medium size) has asked you to prepare a **Project Management and Communication session** for her top executives and managers. The intent is to offer a primer on best practices, mistakes to avoid, examples of both, as well as how to create a project management and communication framework and a checklist of best practices in project management. Essentially, you are synthesizing our class materials, discussions and exampled into a management workshop on effective project management.

You can decide the format of the presentation and the content. Assume the content equivalent of 30 minutes.

Project Team Assignment Two (25%) due on 4/25/23.
Details will be provided in class

Mini Team Lessons: (Group, 10% - as assigned)

Each team will prepare 1 or 2 mini lessons to help preview or recap a topic or concept from our class. PPT based: 5 -7 mins

Final Exam (Individual) (20%) due on 5/7/23.

This will be a take home, essay-based final exam. You will have 2-3 weeks to submit. It will be previewed in class.

Class Schedule

Class Date	Topics		Assignments
WEEK ONE **1/24**	**Introductions, Course Overview and Orientation.** **Context: Changes in the Eco-System and the impact on organizations, leadership and individuals** **Overview of Projects in Organizations** ***Project Scope, Sponsors and Working with Stakeholders***		**Class Overview Introductions,** **Team Expectations**
WEEK TWO **1/31**	***Project Selection and Criteria Project Worth & Value*** **Project Factors, Why Projects Fail – The variables for success**		**Form Teams** **Text Part 1: 1, 2**

WEEK THREE **2/7**	**Organization Culture and Structure** *Project Management Organization & Structure* **Project Lifecycles**		**Team Mini Lessons**
WEEK FOUR **2/14**	*The Right Start: How to Launch Projects. Project Management: Planning and Initiating.*		**Text Part 1: 4** **Part II: 3** **Text Part III: 9** **Team Mini Lessons**
WEEK FIVE **2/21**	*Project Staffing Overview of Groups and Teams*		**Text Part III: 9, 11** **Team Mini Lessons**
WEEK SIX **2/28**	*Leading Projects* *Project Leadership Competencies*		**Text Part II: 5 Part III: 10, 12** **Team Assignment One Due** **Team Mini Lessons**
WEEK SEVEN **3/7**	*Project Proposals, RFPs and Reporting* *Project Implementation & Execution*		**Text Part II: 4** **Team Mini Lessons**
WEEK EIGHT			

3/14 **Spring** **Break**	**No Classes** **This Week**		**Team Mini Lessons**
WEEK **NINE** **3/21**	*Project* *Communications*		**Text Part 1:** **3** **Team Mini Lessons** **Project Leadership Paper** **Due**
WEEK TEN **3/28**	*Crisis Management* *in Projects*		**Team Mini Lessons**
WEEK **ELEVEN** **4/4**	*Conflict* *Management in* *Projects*		**Team Mini Lessons**
WEEK **TWELVE** **4/11**	*Project* *Measurements:* *Budgeting, KPIs and* *Other Metrics*		**Text Part II:** **6** **Team Mini Lessons**
WEEK **THIRTEEN** **4/18**	**Team Time**	**No Class**	
WEEK **FOURTEEN** **4/25**	**Team Presentations**		**Team Assignment Two** **Due**
WEEK **FIFTEEN** **5/2**	**Bringing it All** **Together** **Trends in Project** **Management** **Key Takeaways** **Final Reflections**		**Final Exam due on 5/7/23**