



**Course:** Project Management MAN-5580-1

**Credits:** 3 Credits / Graduate

**Prerequisites:** None

**Instructor:** Debra Inger

**Instructor Contact:** [debra.inger@yu.edu](mailto:debra.inger@yu.edu)

**Office Hours:** Upon request – I can make appointments to meet you before class; conferences via Zoom and other in person meetings as needed individually and as a project team

**Class Location:** Classes will meet on the university's Beren Campus, 215 Lexington Avenue, Room 314  
5:30 pm – 7:30 pm Thursdays

## COURSE DESCRIPTION

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This course teaches project management based on the leading project management methods. The most effective project managers combine and adapt these methods to create a “right-sized” project management plan appropriate to the project goals, the organizational culture, and project team members’ backgrounds and experiences.

## COURSE LEARNING OUTCOMES

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By the end of this course, students will be able to:

- Define a project; break it down into fundamental elements; manage its scope, cost and schedule.
- Understand and apply varied project management approaches, tools, and techniques.
- Implement project management methodologies appropriate to specific projects, organizational cultures, and project team members’ backgrounds and experiences.
- Present project to colleagues and supervisors

## REQUIRED TEXTS & SUGGESTED READINGS

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- Project Management Institute. (2017). *A Guide to the Project Management Body of Knowledge: (PMBOK guide)* (6th ed.). Newtown Square, PA: PMI. ISBN: 978-1628251845
- Gray, C. F., & Larson, E. W. (2017). *Project Management: The Managerial Process* (7th ed.). New York, NY: McGraw-Hill Education. ISBN: 978-1259666094
- Web-based readings on other project management-related topics may be assigned.



## ASSIGNMENTS & GRADING

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It is important to pay attention to the canvas calendar to keep up with weekly reading assignments quizzes. They are not necessarily aligned with class meetings.

Assignment	Grade Weight
Project Teamwork (3 team projects) <ul style="list-style-type: none"><li>Individual presentations of team work</li><li>Peer review of team work contributions</li><li>Team presentations and integration</li></ul>	20% 20% 20%
Weekly canvas reading quizzes – Will be published on the day of class and are due the following Wednesday at 11:59 pm	20%
Class preparation and participation – includes attendance to class, active participation in discussion material in class and online	10%
Canvas discussion assignments – minimum of 5	10%

## Grading Scale

Quality of Performance	Letter Grade	Range %	GPA/ Quality Pts.
Excellent - work is of exceptional quality	A	93 - 100	4.0
	A-	90 - 92.9	3.7
Good - work is above average	B+	87 - 89.9	3.3
Satisfactory	B	83 - 86.9	3.3
Below Average	B-	80 - 82.9	2.7
Poor	C+	77 - 79.9	2.3
	C	70 - 76.9	2.0
Failure	F	< 70	0.0

## CLASS ATTENDANCE POLICY

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Students are expected to attend all scheduled classes in their entirety. Students who fail to fulfill this requirement will receive an academic penalty appropriate for the course work missed.

Students may not miss 30% or more of their scheduled class. If a student misses 30% or more of a course during the semester, they will receive a final grade of "F." This grade will be reflected on the student's official university transcript.



For programs within clinical components students may not miss 20% or more of any course, clinical or not. At the Katz School, this pertains to only to students in the Speech Language Pathology program. If a student misses 20% or more of a course during the semester, they will receive a final grade of "F." This grade will be reflected on the student's official university transcript.

If the student is absent because of a disability which is documented with the Office of Disability Services at Yeshiva, falls ill or there are other extenuating circumstances, the student must inform the instructor in advance. The instructor may require appropriate documentation to make any exception to this policy.

## PROJECT/ASSIGNMENT DESCRIPTIONS

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There will be 3 projects in this course. I will assign the first one and you will choose the 2<sup>nd</sup> and 3<sup>rd</sup> as a team with instructor's approval. Please refer to the rubric in Canvas outlining the grading process for projects

### Evaluation Criteria

All coursework will be evaluated like work assignments from a demanding employer. The primary evaluation basis is performance with respect to each assignment's functional requirements and the level of effort put into the deliverables. To achieve a top grade, students must also adhere to best practices for project management as defined in the Project Management Institute's *Guide to the Project Management Body of Knowledge (PMBOK Guide)* and/or applicable agile/scrum documentation.

### Approach to Team Projects and Assignments

All students will be grouped into small project teams and will work together on team projects. Each team member may only serve as their team's project manager once. The project manager must document approaches, progress, and lessons learned. Most projects will require the following tasks:

- Define team names, create team logo, set meeting cadence, develop information sharing plan ☐  
Describe the project's lifecycle
- Write a project charter, explaining what is and is not in scope, as well as a business case
- Develop requirements and a Work Breakdown Structure
- Define your team roles
- Develop estimates, critical path and Gantt chart showing project status
- Conduct a project risk analysis
- Create and execute a project plan
- Monitor and control a project

### Late Work

Late work is not accepted.



## COURSE COMMUNICATIONS

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### Announcements

Announcements will be made in class or posted in Canvas on an as-needed basis. Canvas announcements will appear on your Canvas dashboard when you log in and/or will be sent to you directly through your preferred method of notification. Please make certain to check regularly, as they will contain important information about upcoming projects or class concerns.

### Course Questions Forum

This course offers an online forum on Canvas for questions about the course. Post all questions here about the course and course material. Please use this forum to help your fellow students. The value of your contributions will count as part of your class participation.

### Netiquette

When posting on Canvas, it is important to interact with one another helpfully, informatively, and above all, respectfully. Acquaint yourself with the rules of netiquette and obey them.

### Email

For questions about your personal concerns, please email your instructor through Canvas. To receive, send, and manage course email, see the Inbox on the Canvas left-hand navigation bar. Inquiries about the course and course material in general should be posted to the Course Questions Forum so that everyone can benefit from the answers, not sent via email.

### Turnaround/Feedback

During the week, the instructor will check email within Canvas and monitor course communications. If you post a message, you can expect a response within 24 hours on business days.

## COURSE SCHEDULE

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Fifteen class sessions meet weekly, Thursdays from 5:30 pm to 7:30 pm starting August 26 and ending December 19. Note there are several days that we follow a Thursday schedule and therefore there will be class. Tues Oct 29 and Tuesday Dec 17. Classes will start and end on time; please be punctual. Class will not meet November 28, in observance of Thanksgiving as well as Oct 3, 17 and 24<sup>th</sup> for Jewish Holidays. Plan to spend a minimum 6 hours each week preparing for class and completing course assignments.



Week	Class Date	Topics	Preclass Reading		What's Due
			Larson & Gray	PMBOK	
1	Aug 29	<p>Course overview and expectations, syllabus review, team agreements</p> <p>Introduction to Project Management</p> <p>Understanding a Project</p> <ul style="list-style-type: none"> <li>• Project management basics</li> <li>• Organizational strategy</li> <li>• Project selection</li> <li>• Organizational structure and culture</li> <li>• Project life cycles; project management life cycle</li> </ul>	<p>1</p> <p>2</p> <p>3</p>	<p>1</p> <p>2</p> <p>3</p>	<ul style="list-style-type: none"> <li>• Preclass student survey in Canvas due prior to class starting</li> </ul>
2	Sep 5	<p>Project Initiating and Planning</p> <ul style="list-style-type: none"> <li>• Project charter</li> <li>• Identify project stakeholders</li> <li>• Develop project management plan</li> </ul>	10.2	<p>4</p> <p>4.1</p> <p>4.1.3</p> <p>4.2</p> <p>4.2.3</p> <p>13</p> <p>13.1 (all)</p>	<ul style="list-style-type: none"> <li>• PM assignments, team logos, and communication methods</li> <li>• Project team report</li> <li>• Organizational culture diagnosis</li> </ul>
3	Sep 12	<p>Project Scope Management</p> <ul style="list-style-type: none"> <li>• Product scope vs project scope</li> <li>• Gathering requirements</li> <li>• Scope statements</li> <li>• Work breakdown structures</li> <li>• Monitoring and controlling project scope</li> <li>• Validating project scope</li> </ul>	4.1- 4.5	<p>5</p> <p>5.1</p> <p>5.1.3</p> <p>5.2</p> <p>5.2.3</p> <p>5.3</p> <p>5.3.3</p> <p>5.4 (all)</p> <p>5.5</p> <p>5.5.3</p> <p>5.6</p> <p>5.6.3</p>	<ul style="list-style-type: none"> <li>• Project charter</li> <li>• Stakeholder register</li> <li>• Stakeholder analysis</li> <li>• Project team report</li> </ul>



4	Sept 19	Project Estimating Techniques <ul style="list-style-type: none"> <li>Activity definition</li> <li>Activity resource estimating</li> </ul> Time and cost estimating	5	6 6.1 6.1.3 6.2 6.2.2, 6.2.3 6.4 (all) 9.2 9.2.2, 9.2.3	<ul style="list-style-type: none"> <li>Scope statement</li> <li>WBS</li> <li>Project team report</li> </ul>
5	Sept 26	Project Schedule Creation and Refinement <ul style="list-style-type: none"> <li>Activity sequencing</li> <li>Critical path</li> <li>Schedule definition</li> <li>Schedule compression</li> </ul> Monitor and control project schedule	6 9	6.3 6.3.2, 6.3.3 6.5 (all) (all)	<ul style="list-style-type: none"> <li>Activity list</li> <li>Activity duration estimates</li> <li>Activity cost estimates</li> <li>Project team report</li> </ul>
6	Oct 10	Project Cost Management <ul style="list-style-type: none"> <li>Estimating technique review</li> <li>Determine project budget</li> <li>Monitoring and controlling costs; earned value analysis</li> </ul>	8 13.313.7	7.1 7.2 7.3 7.4	<ul style="list-style-type: none"> <li>Project critical path, calendarized, compressed project schedule</li> <li></li> </ul>
7	Oct 29	Project Quality Management <ul style="list-style-type: none"> <li>Project quality principles</li> </ul> Quality management tools		8 8.1 8.1.2 8.2.2 8.3.2	<ul style="list-style-type: none"> <li>Time-phased project budget</li> <li>Project team report</li> </ul>
8	Oct 31	Project Stakeholder and Human Resource Management <ul style="list-style-type: none"> <li>Project stakeholder management</li> </ul> Human resource management	4.7 10.2 11	9 9.1 9.1.2 9.1.3 9.3 9.3.2 9.3.3 13 (all)	<ul style="list-style-type: none"> <li>Continue work on project</li> <li>Project team report</li> </ul>
9	Nov 7	Project Communication Management The Effective Project Manager Managing Project Teams Ethics in Project Management	4.8 10 11	9.4 9.4.2 9.4.3 9.5 9.5.2 9.5.3	<ul style="list-style-type: none"> <li>Continue work on project</li> <li>Project team report</li> </ul>



				9.6 9.6.2 9.6.3	
10	Nov 14	Project Risk Management I <ul style="list-style-type: none"> <li>Risk management planning</li> <li>Identifying risks</li> </ul> Qualitative and quantitative risk analysis	7.1 7.2 7.3	11 11.1 11.1.3 11.2 11.2.2 11.2.3 11.3 11.3.2 11.3.3 11.4 11.4.3	
11	Nov 21	Project Risk Management II <ul style="list-style-type: none"> <li>Risk response planning and implementation; failure mode and effect analysis</li> <li>Monitoring and controlling risks</li> </ul>	7.4-7.9	11.5 11.5.3 11.6 11.6.3 11.7 11.7.2 11.7.3	<ul style="list-style-type: none"> <li>Continue work on project</li> <li>Project team report</li> </ul>
13	Dec 5	Project Procurement Management <ul style="list-style-type: none"> <li>Procurement planning</li> <li>Selecting vendors</li> <li>Negotiating contracts</li> </ul> Contract administration and closure	12	12 12.1 12.1.2 12.1.3 12.2 12.2.2 12.2.3 12.3 12.3.2 12.3.3	<ul style="list-style-type: none"> <li>Continue work on final project</li> <li>Project team report</li> </ul>
14	Dec 12	Presentation best practices	14 15 16	4.7 (all)	<ul style="list-style-type: none"> <li>Continue work on final project</li> <li>Project team report</li> </ul>
15	Dec 17	Final Project Presentations			<ul style="list-style-type: none"> <li>Continue work on final project</li> <li>Project team report</li> </ul>
16	Dec 19				<ul style="list-style-type: none"> <li>Final team project presentation</li> </ul>



## UNIVERSITY POLICIES AND RESOURCES

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### KATZ SCHOOL POLICIES

[Click here](#) and select “Katz School” Policies.

### ACCESSIBILITY AND ACCOMMODATIONS

The Office of Disability Services collaborates with students, faculty and staff to provide reasonable accommodations and services to students with disabilities. Students with disabilities who are enrolled in this course and who will be requesting documented disability-related accommodations should make an appointment with the Office of Disability Services by calling (646) 592-4132 or emailing [rkohn1@yu.edu](mailto:rkohn1@yu.edu), during the first week of class. Once you have been approved for accommodations, please submit your accommodation letter to ensure the successful implementation of those accommodations. For more information, please visit: <https://www.yu.edu/Student-Life/Resources-and-Services/Disability-Services>

### ACADEMIC INTEGRITY

The submission by a student of any examination, course assignment, or degree requirement is assumed to guarantee that the thoughts and expressions therein not expressly credited to another are literally the student’s own. Evidence to the contrary will result in appropriate penalties.

Academic integrity is a set of responsibilities and standards to facilitate high academic quality and rigor with the purpose of clarifying expectations and student conduct. The submission by a student of any coursework, or degree requirement is assumed to guarantee that the thoughts and expressions therein not expressly credited to another are literally the student’s own. Examples of violations on academic integrity are, but not limited to:

- Cheating
- Plagiarism
- Dishonesty
- Assisting or attempting to assist another student in an act of academic dishonesty
- Providing papers, essays, research, or other work to aid another student in Intentional Misrepresentation
- Engaging in unauthorized cooperation with other individuals in completing assignments or examinations
- Submitting the same assignment, in part or whole, in more than one course, whether at YU or another institution, without prior written approval from both faculty members.

For more information, visit <http://yu.edu/registrar/grad-catalog/>

### STUDENT SUPPORT SERVICES

If you need any additional help, please visit Student Support Services at <http://yu.edu/academics/services/>