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Stevens Institute of Technology

Howe School of Technology Management

## Syllabus

## MGT 614: Advanced Project Management

## General Information: WebCampus Section

Instructor Name & Contact Information:

Tal Ben-Zvi

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Office Hours: By Appointment

Class Website: <https://sit.instructure.com/>

## Overview

MGT 614 is the capstone course in the Stevens Enterprise Project Management (EPM) Graduate Program. With advanced technological developments and increased competition, project management has become a central activity in most industrial organizations and across many industries. Being a problem-driven field, the discipline of project management is rapidly evolving while new ideas, new tools and new techniques are constantly added. These developments have made project management one of the most demanding and most complicated tasks of management today. Similarly, research in project management is also growing as more theory is developed and more data accumulated.

It is assumed students have some basic knowledge of project management. MGT 614 discusses various functional areas in project management, usually not covered in a basic course. The idea is to explore managerial concepts in project management and to develop additional insights. The emphasis in this course is on possible research areas for advanced studies.

*Prerequisite: MGT609 (or approved equivalent)*

*Prerequisite/Co-requisite: MGT 610*

## Relationship of Course to Rest of Curriculum

This is a required course for students obtaining a Master’s degree in Project Management.

## Learning Goals

After taking this course, the student will be able to:

1. Employ “state-of the-art” tools and techniques used in projects.

2. Develop a strategic perspective for understanding projects.

3. Identify and analyze project risks and develop contingency plans for those risks.

4. Evaluate and measure the value of projects.

5. Analyze the impact of variability in project tasks and plans.

6. Apply qualitative metrics and quantitative measures of project progress.

## Pedagogy

The course employs a mix of lectures and case based learning methodologies. The course includes individual assignments and a team project.

## Required Texts

Harold Kerzner, “Project Management: Case Studies”, Wiley, 4th Edition

In addition to the textbook, we will use a software in this class: DecisionTools Suite. We will use the software to create simulation models. The software is simply an add-in for Excel. It includes several components such as @risk, risk optimizer, etc.

There are a few ways to get the software:

1. Purchase the full package from Palisade (use this link: http://www.palisade.com)
2. Purchase a student version for $50 (use this link: <http://www.palisade.com/academic/students.asp>)
3. Download the trial version. Please note that the trial version is limited in time.
4. Purchase one of the textbooks under “Additional Readings” with the CD. Make sure that the CD contains a one-year trial version of the software.

Lecture notes and assignments can be found at <https://sit.instructure.com/>

## Additional Readings

Winston, W.L., Albright, S.C. "Practical Management Science", South-Western College Pub. 2nd edition. ISBN: 0-534-40775-7.

This text may become helpful for the simulation part of the class.

[Klastorin](http://www.amazon.com/s/ref%3Dntt_athr_dp_sr_1?_encoding=UTF8&field-author=Ted%20Klastorin&search-alias=books&sort=relevancerank), T. “Project Management: Tools and Trade-offs”, Wiley, ISBN: 0471413844

This text may become helpful for the simulation part of the class.

## Assignments

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| --- | --- |
| **Assignment**  | **Grade Percent**  |
| (Individual) Simulation Assignment | 15% |
| (Individual) Case Assignments | 30% |
| Project | 25% |
| Final Exam | 30% |
| **Total Grade** | **100%** |

Late assignments will be downgraded by 10 points per day.

## Grading

Each deliverable will be typically graded on a scale from 0-100, with the following resolution:

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| --- | --- |
| **Points** | **Grade** |
| 95-100 | A |
| 90-94 | A- |
| 85-89 | B+ |
| 80-84 | B |
| 75-79 | B- |
| 70-74 | C+ |
| 65-69 | C |
| 60-64 | C- |
| 55-59 | D+ |
| 50-54 | D |
| 0-49 | F |

## Ethical Conduct

The following statement is printed in the Stevens Graduate Catalog and applies to all students taking Stevens courses, on and off campus.

“Cheating during in-class tests or take-home examinations or homework is, of course, illegal and immoral. A Graduate Academic Evaluation Board exists to investigate academic improprieties, conduct hearings, and determine any necessary actions. The term ‘academic impropriety’ is meant to include, but is not limited to, cheating on homework, during in-class or take home examinations and plagiarism.“

Consequences of academic impropriety are severe, ranging from receiving an “F” in a course, to a warning from the Dean of the Graduate School, which becomes a part of the permanent student record, to expulsion.

*Reference: The Graduate Student Handbook, Academic Year 2003-2004 Stevens*

*Institute of Technology, page 10.*

Consistent with the above statements, all homework exercises, tests and exams that are designated as individual assignments MUST contain the following signed statement before they can be accepted for grading:

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_

Please note that assignments in this class may be submitted to [www.turnitin.com](http://www.turnitin.com/), a web-based anti-plagiarism system, for an evaluation of their originality.

## Course/Teacher Evaluation

Continuous improvement can only occur with feedback based on comprehensive and appropriate surveys. Your feedback is an important contributor to decisions to modify course content/pedagogy which is why we strive for 100% class participation in the survey.

All course teacher evaluations are conducted on-line.  You will receive an e-mail one week prior to the end of the course informing you that the survey site (<https://www.stevens.edu/assess>) is open along with instructions for accessing the site.  Login using your Campus Pipeline (email) 'CPIPE' username and password. This is the same username and password you use for WebCT.  Simply click on the course that you wish to evaluate and enter the information. All responses are strictly anonymous.  We especially encourage you to clarify your position on any of the questions and give explicit feedbacks on your overall evaluations in the section at the end of the formal survey which allows for written comments.  We ask that you submit your survey prior to the last class.

## Course Topics

* Simulation tools
* Project selection and scheduling
* Schedule risk
* Cost risk
* Risk management
* Project Management metrics
* [Capability Maturity Model](http://en.wikipedia.org/wiki/Capability_Maturity_Model) (CMM)