

Stevens Institute of Technology  
Howe School of Technology Management  
**Syllabus**

**MGT 614**  
**Advanced Project Management**

<u>Semester:</u> <b>Spring, 2012</b>	<u>Day of Week/Time:</u>
<u>Instructor Name &amp; Contact Information:</u>	<u>Office Hours:</u>
	<u>Class Website:</u>

**Overview**

MGT 614 is the capstone course in the Stevens Project Management Graduate Certificate 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. This course explores the latest theoretical, practical, and strategic developments in the management of modern projects. Among other things, MGT 614 discusses management styles, management strategies, systems engineering, and various functional areas in project management, usually not covered in a basic course. The idea is to explore the state-of-the-art in project management and develop additional insights. The emphasis in this course is on the latest managerial concepts and on possible research areas for advanced studies.

Pre-requisite: MGT 609 Introduction to Project Management

Pre-requisite/Co-requisite: MGT 610 Strategic Perspectives in Project Management

**STRONGLY RECOMMENDED** Pre-requisite: MGT 612 - The Human Side of Leadership

**Relationship of Course to Rest of Curriculum**

MGT 614 is the capstone course in the four course Graduate Project Management Certificate program.

MGT 614 provides new learning about Strategic Project Management and requires the student to network with practicing project management professionals to develop a comprehensive case study of a real life project to test whether the project used the concepts of Strategic Project Management taught in the four course Stevens Graduate Project Management Certificate program.

## **Learning Goals**

### **Course Objectives**

In this course, as in project management, there are multiple objectives

- To characterize the range, scope, and complexity of modern projects.
- To develop a strategic, system perspective for understanding projects.
- To understand and learn the latest tools and techniques used in projects.

### **Attaining the Course Objectives**

To pursue the course objectives effectively, participants:

- Read assigned materials prior to class.
- Prepare assignments prior to class.
- Participate in class discussions.
- Bring new insights into class discussions.
- Prepare a final case study and make a class presentation

## **Pedagogy**

MGT 614 uses a mix of lectures and case based learning methodologies.

## **Required Text(s)**

Crossing the Chasm, by Moore (ISBN: 0-06-051712-3)  
Harper Business Essentials 2002

## **Readings**

	<b>Readings</b>	<b>Author(s)</b>	
1.	Project Strategy: The Path to Achieving Competitive Advantage/Value	Dr. Michael Poli	Spring 2006 PhD Dissertation
2.	Real Life Project Analysis – Guidelines and Case Study Format	Dr. Aaron J. Shenhar Dr. Michael Poli	Fall 2010
3.	Integrating Product and Project Management A New Synergistic Approach	Dr. Aaron J. Shenhar Dr. Alexander Laufer	<b>EMJ</b> <b>Sept. 1995</b>
4.	Project Strategy: The Key to Project Success	Dr. Michael Poli Dr. Aaron J. Shenhar	<b>PICMET 2003</b>

5.	Creating Project Plans to Focus Product Development	Dr. Steven C. Wheelwright Dr. Kim B. Clark	HBR March-April 1992
6.	A Project Strategy: Matching Customers to the Right Project	Dr. Michael Poli Dr. Aaron J. Shenhar Dr. Richard R. Reilly	<b>PICMET 2005</b>
7.	Strategic Focus: Why We Do Projects	Dr. Michael Poli Dr. Aaron J. Shenhar	<b>PICMET 2007</b>
8.	Project Strategy: Matching Project Structure to Project Type to Achieve Better Success	Dr. Michael Poli	<b>IJIEM 2010</b>

### Reference Texts

- Advanced Project Management, by Kerzner
- Project Management - A Managerial Approach, by Meredith and Mantel
- PMBOK - Project Management Body of Knowledge, by PMI
- Managing New Product and Process Development, by Wheelwright & Clark, Free Press
- Diffusion of Innovations, by Everett M. Rogers, Free Press

### Other Sources

Independent research: texts, books, journals, papers, theses, and the Internet.

• What Is Strategy?	Dr. Michael E. Porter	HBR Nov-Dec 1996
• Project Strategy: The New Framework	Dr. Aaron J. Shenhar Dr. Michael Poli Dr. Thomas Lechler	PICMET 2001
• Project Definition – The Missing Link	Gordon Webster	Industrial and Commercial Training 1999

All lecture notes (PowerPoint) and assignments can be found at [www.stevens.edu/moodle](http://www.stevens.edu/moodle)

### Assignments

#### Term Papers and Presentations

- Each student will choose a project to be used throughout the semester.
- You will develop in-depth reports and presentations that relate your project to select topics.
- You will use the Real Life Project Analysis – Guidelines to complete a comprehensive final case study, integrating -HW and the Mid-Term assignments into the case study.
- You will prepare a short slide presentation for the Final Case Study.

Face-to-Face Class Assignments	Grade Percent
In-Class Participation	10%
HW1	5%
HW2	5%

HW3	5%
Mid-Term	20%
HW4	5%
Final Case Study and Presentatrimon	50%
<b>Total Grade</b>	<b>100%</b>

<b>WebCampus Assignments</b>	<b>Grade Percent</b>
Weekly FORUM Discussion Participation	30%
HW1	5%
HW2	5%
HW3	5%
Mid-Term	10%
HW4	5%
Final Case Study and Presentatrimon	40%
<b>Total Grade</b>	<b>100%</b>

### **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.

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## Face-to-Face Course Schedule

<b>Assignment</b>	
<b>01</b>	<b>Introduction to MGT 614 Advanced Project Management</b>
<b>Read</b>	MGT 614 Overview - Syllabus - Grading - Schedule - Assignments <b>Poli PhD – Chapters 1 and 2</b>
<b>Slides</b>	#01 MGT 614 Intro Slides
<b>02</b>	<b>Project Analysis Guidelines</b>
<b>Read</b>	<b>Real Life Project Analysis Guidelines</b> <ul style="list-style-type: none"><li>• Questions on the Real Life Project Analysis - Guidelines</li></ul>
<b>03</b>	<b>Shenhar’s Success Dimensions and UCP Model</b>
<b>Read</b>	<b>Integrating Product &amp; Proj Mgt–A New Synergistic Approach</b> <b>Poli PhD – Chapter 3 – Paragraphs 3.5 to 3.7</b>
<b>Slides</b>	#02 Project Success Slides #03 UCP Slides <ul style="list-style-type: none"><li>• Discuss Shenhar’s Success Dimensions and UCP Model</li></ul>
<b>04</b>	<b>Project Strategy</b>
<b>Read</b>	<b>Project Strategy: The Key to Project Success</b> <b>Poli PhD – Chapter 3 – Paragraphs 3.1, 3.4, 3.8</b>
<b>Slides</b>	#04 Project Strategy Slides <ul style="list-style-type: none"><li>• Discuss the concept of Project Strategy</li></ul>
<b>HW1</b>	<b>Section 3: Project Description - Real Life Project Analysis</b> Pick and describe a real world project from your current company that you will use as the basis for your Case Study Project
<b>05</b>	<b>Wheelwright &amp; Clark Model (W&amp;C)</b>
<b>Read</b>	<b>W&amp;C, Creating Project Plans to Focus Product Development</b> <b>Poli PhD Chapter 3 – Paragraph 3.2</b> <b>Crossing the Chasm, Intro If Bill Gates Can Be a Billionaire</b> <b>Crossing the Chasm, Chap 1: High-Tech Marketing Illusion</b>
<b>Slides</b>	#05 Wheelwright and Clark Slides
<b>HW2</b>	<b>Section 4: Product and Project Characteristics – Guidelines</b>  <b>Classify your Case Study Project on the</b> <ul style="list-style-type: none"><li>• UCP framework: Technological Uncertainty, Complexity, Pace</li><li>• W&amp;C framework: Product Change, Process Change, Project Type</li><li>• Justify your UCP and W&amp;C classification choices</li></ul>

<b>06</b>	<b>Technology Adoption Life Cycle Model (TALC)</b>
<b>Read</b>	<b>A Project Strategy: Matching Customers to the Right Project Poli PhD Chapter 3 – Paragraphs 3.3 and 7.1 Crossing the Chasm, Chap 2: High-Tech Mktg Enlightenment Crossing the Chasm, Chap 3: The D-Day Analogy</b>
<b>Slides</b>	#06 Technology Adoption Life Cycle Slides
<b>HW3</b>	<b>Section 4: Product and Project Characteristics – Guidelines</b> <ul style="list-style-type: none"> <li>• Use TALC to identify the initial Target Customer in the case</li> <li>• Use TALC to define a Deployment Strategy for specific users</li> </ul> Justify your Target Customer and User Deployment Strategy choices
<b>07</b>	<b>Whole Product Model and Strategic Focus</b>
<b>Read</b>	<b>Strategic Focus: Why We Do Projects? Poli PhD Chapter 7.2 to 7.5 Crossing the Chasm, Chap 4: Target the Point of Attack Crossing the Chasm, Chap 5: Assemble the Invasion Force</b>
<b>Slides</b>	#07 Whole Product and Strategic Focus Slides Relate your Case Study Project to Whole Product Model (page 109)
<b>08</b>	<b>Claim Statement</b>
<b>Read</b>	<b>Crossing the Chasm, Chap 6: Define the Battle</b>
<b>Mid - Term</b>	<b>Section 6: Project Strategy – Guidelines</b> Include a Claim Statement for your case project (Chasm pg 154) <ul style="list-style-type: none"> <li>• Discuss: The Claim Statement for your case study project.</li> </ul>
<b>09</b>	<b>Human Side of Project Management: Leadership</b>
<b>Read</b>	<b>Crossing the Chasm, Chap 7: Launch the Invasion</b>
<b>Slides</b>	#09 PM Leadership Slides <ul style="list-style-type: none"> <li>• Discuss: How the PM could have improved their leadership style?</li> </ul>
<b>10</b>	<b>Human Side of Project Management: Teamwork</b>
<b>Read</b>	<b>Project Strategy: Matching Project Structure to Project Type to Achieve Better Success</b>
<b>HW4</b>	<b>Section 7: Project Spirit and Leadership – Guidelines</b> <ul style="list-style-type: none"> <li>• Discuss: What was done to achieve/improve teamwork?</li> </ul>
<b>11</b>	<b>Project Implementation Processes</b>
<b>Slides</b>	View Week #11 PM Process Slides <ul style="list-style-type: none"> <li>• Discuss: Project Implementation Processes used in your case</li> <li>• Critique the sample Project Management process.</li> </ul>
<b>12</b>	<b>Project Learning and The Future for Project Management</b>
<b>Read</b>	<b>Crossing the Chasm, Conclusion: Getting Beyond the Chasm</b> <ul style="list-style-type: none"> <li>• Discuss: Difference between MyCompany and PERFECT scores.</li> </ul>

- Discuss: The future of project management at your company.
- Discuss: How will you personally improve PM in your company?

**Outside of Class**

**Submit End-of-Course Student Evaluation online**

**FINAL** Submit electronic copy on **MOODLE** - Case Study - Slide Presentation  
Case Study - Slide Presentation – Other Files

**13** Final Case Study and Slide Presentation

**FINAL** Submit paper, **hardcopy** Case Study - Slide Presentation - Interview Notes  
**Individuals present their Case Study slide presentation in class**

**Final Grades posted on Web for Students**

**WebCampus Course Schedule**

<b>TOPI C</b>	<b>pages</b>	<b>Assignment</b>
<b>01</b>	<b>ORIENTATION WEEK</b>	Review the Course Syllabus, Schedule, Grading, Administration <ul style="list-style-type: none"> <li>• Mail your Contact Data to me using <b>MOODLE Mail</b></li> <li>• Mail a different Fact to each student using <b>MOODLE Mail</b></li> </ul> <b>Summary</b> - Post all the Student Facts that you shared this week In the SUMMARY FORUM fr this week
<b>02</b>	<b>Introduction to MGT 614 Advanced Project Management</b>	<b>Poli PhD – Chapters 1 and 2</b> – find on MOODLE Homepage <b>Summary</b> - Post Knowledge Learned This Week
<b>03</b>	<b>Project Excellence and Project Analysis Guidelines</b>	<b>Real Life Project Analysis – Guidelines</b> <ul style="list-style-type: none"> <li>• Discuss: What constitutes Project Excellence?</li> <li>• Submit questions – <b>Real Life Project Analysis - Guidelines</b></li> </ul> <b>Summary</b> - Post Knowledge Learned This Week
<b>04</b>	<b>Shenhar’s Success Dimensions and UCP Model</b>	<b>Integrating Product &amp; Project Mgt–A New Synergistic Approach</b> Poli PhD – Chapter 3 – Paragraphs 3.5 to 3.7 #02 Project Success Slides #03 UCP Slides <ul style="list-style-type: none"> <li>• Discuss Shenhar’s Success Dimensions and UCP Model</li> </ul> <b>Summary</b> - Post Knowledge Learned This Week

<b>05</b>	<b>Project Strategy</b>
	<p><b>Project Strategy: The Key to Project Success</b>  <b>Poli PhD – Chapter 3 – Paragraphs 3.1, 3.4, 3.8</b>  #04 Project Strategy Slides</p> <ul style="list-style-type: none"> <li>• Discuss the concept of Project Strategy</li> </ul> <p><b>HW1 Section 3: Project Description - Real Life Project Analysis</b>  Pick a real world project to use for your Case Study  <b>Summary - Post Knowledge Learned This Week</b></p>
<b>06</b>	<b>Wheelwright &amp; Clark Model (W&amp;C)</b>
	<p>W&amp;C, Creating Project Plans to Focus Product Development  Poli PhD Chapter 3 – Paragraph 3.2  #05 Wheelwright and Clark Slides</p> <p><b>HW2 Section 4: Product and Project Characteristics – Guidelines</b>  <b>Classify your Case Study Project on the</b></p> <ul style="list-style-type: none"> <li>• <b>UCP framework: Technological Uncertainty, Complexity, and Pace</b></li> <li>• <b>W&amp;C framework: Product Change, Process Change &amp; Project Type</b></li> </ul> <p><b>Justify your UCP and W&amp;C classification choices</b>  <b>Summary - Post Knowledge Learned This Week</b></p>
<b>07</b>	<b>Technology Adoption Life Cycle Model (TALC)</b>
	<p><b>A Project Strategy: Matching Customers to the Right Project</b>  <b>Poli PhD Chapter 3 – Paragraphs 3.3 and 7.1</b>  <b>Crossing the Chasm, Introduction If Bill Gates Can Be a Billionaire</b>  <b>Crossing the Chasm, Chap 1: High-Tech Marketing Illusion</b>  <b>Crossing the Chasm, Chap 2: High-Tech Marketing Enlightenment</b>  <b>Crossing the Chasm, Chap 3: The D-Day Analogy</b>  #06 Technology Adoption Life Cycle Slides</p> <p><b>HW3 Section 4: Product and Project Characteristics – Guidelines</b></p> <ul style="list-style-type: none"> <li>• <b>Use TALC to identify the initial target customer in the case</b></li> <li>• <b>Use TALC to define a Deployment Strategy for specific users</b></li> </ul> <p>Justify your target customer and user Deployment Strategy choices  <b>Summary - Post Knowledge Learned This Week</b></p>
<b>08</b>	<b>Whole Product Model and Strategic Focus</b>
	<p><b>Strategic Focus: Why We Do Projects?</b>  <b>Poli PhD Chapter 7.2 to 7.5</b>  <b>Crossing the Chasm, Chap 4: Target the Point of Attack</b>  Crossing the Chasm, Chap 5: Assemble the Invasion Force  Week #07 Whole Product and Strategic Focus Slides</p> <ul style="list-style-type: none"> <li>• <b>Relate your Case Study Project to Whole Product Model (pg 109):</b></li> </ul> <p><b>Summary - Post Knowledge Learned This Week</b></p>
<b>09</b>	<b>Claim Statement</b>
	<p>Crossing the Chasm, Chap 6: Define the Battle</p> <p><b>Mid - Section 6: Project Strategy – Guidelines</b>  <b>Term</b> Include a Claim Statement for your case project (Chasm pg 154)  <b>Summary - Post Knowledge Learned This Week</b></p>



<b>10</b>	<b>The Human Side of Project Leadership</b>
	<p><b>Crossing the Chasm, Chap 7: Launch the Invasion</b>  #09 PM Leadership Slides</p> <ul style="list-style-type: none"> <li>• Discuss: How the PM could have improved their leadership style?</li> </ul> <p><b>Summary - Post Knowledge Learned This Week</b></p>
<b>11</b>	<b>The Human Side of Project Management: Teamwork</b>
	<ul style="list-style-type: none"> <li>• Discuss: What was done to achieve/improve teamwork?</li> </ul> <p><b>HW4 Section 7: Project Spirit and Leadership – Guidelines</b>  <b>Summary - Post Knowledge Learned This Week</b></p>
<b>12</b>	<b>Project Implementation Processes</b>
	<p>View Week #11 PM Process Slides</p> <ul style="list-style-type: none"> <li>• Discuss: Project Implementation Processes used in your case</li> </ul> <p><b>Summary - Post Knowledge Learned This Week</b></p>
<b>13</b>	<b>Project Learning and The Future for Project Management</b>
	<p><b>Crossing the Chasm, Conclusion: Getting Beyond the Chasm</b></p> <ul style="list-style-type: none"> <li>• Discuss: How will you personally improve PM in your <u>company</u>?</li> </ul> <p><b>Summary - Post Knowledge Learned This Week</b></p>
<b>14</b>	<b>Final Case Study and Slide Presentation</b>
	<p><b>COMPLETE the ONLINE COURSE EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Submit Final Case Study on MOODLE as MS Word .doc file</li> <li>• Submit Slide Presentation on MOODLE as MS PowerPoint .ppt</li> <li>• Submit Interview Notes on MOODLE as Adobe .pdf file(s)</li> <li>• Discuss each of the other student's Final Case Studies</li> </ul> <p><b>Summary - Post Knowledge Learned This SEMESTER</b></p>