

Wesley J. Howe School of Technology Management

Welcome to Mgt 609

I am Professor Alan Maltz and I will be your instructor for this class. In addition to teaching at Stevens since 2000, I've worked in the telecommunications industry for 25+ years managing many IT, telecommunications and construction projects.

After graduating with a degree in electrical engineering, I started my career at New York Telephone (now part of Verizon) as a Central Office Engineer. I worked briefly at Western Union and then spent 12 years at Bankers Trust Company as head of Telecommunications Systems. In 1986, I formed my own telecom company (TSL), which I sold to a public company in 1996. I have experience in large organizations as well as growing and managing an entrepreneurial start-up and have served on the board-of-directors for a number of public and private companies.

I then decided to fill a long-term dream and returned to Stevens to finish a Ph.D. in Technology Management. I have found teaching to be the most rewarding job as it affords me the opportunity to not only share my experiences and knowledge but also to learn. Each student brings a unique background to the class. I'm looking forward to working with each of you.

We will be working together over the next 14 weeks introducing the concepts of project management. Working on projects is a function that will be done by most of the students in this class over the course of your careers.

All of my lectures, references, notes, assignments and class communications will be conducted on WebCT; readings are to be completed by the Monday of each week. The material is designed to provide you with sufficient information to follow the subject matter, as well as to support, encourage and reinforce self-study. The WebCT software platform provides a number of easy to use tools that will facilitate our interactions and communications throughout the semester.

And of course, each of you plays a critical role. Here are some steps you need to follow:

1. Familiarize yourself with the WebCT and its capabilities, particularly email and discussion. You will be using these features throughout the course.
2. In addition to access to the web with a web browser you will also need Microsoft Word, PowerPoint, and Acrobat Reader for downloading lecture notes, additional readings and for completing assignments/projects.
3. Familiarize yourself with the course main page. Start by reviewing the Syllabus and Schedule. **All assignments (readings and HW) are to be completed by the Monday (9 A.M. - Eastern) indicated. Discussions are to be held from Monday through Friday of each week. Students will submit a Weekly Summary by 5 P.M. Friday (see Syllabus for details).**

4. Please complete the 'Student Profile' (on our homepage) and e-mail this to me. Additionally, please prepare a brief bio and post on the discussion board where noted.
5. Participation in our on-line discussions is critical. I will look for students to submit their opinions as related to the course material. I do not grade you on your discussion input, but rather the fact that you participate with quality insights. So don't be afraid to join in. Of course, we won't all be on-line at the same time. But we all can see each other's postings once we actually log in.
6. Questions on the course material as well as items for discussion should be posted to the bulletin board. I'd like to see students answering each other's questions if possible. I'll join in as needed.
7. Personal/private questions should be emailed to me (amaltz@aol.com) and I will respond promptly. For urgent matters you can call me directly at my cell number 561-632-4848. If I am not available, leave me a message and I will get back to you as soon as I can.
8. All assignments must be completed as specified in the instructions and by the deadline. Timeliness is very important to keep up with the pace of the course. Also, in some cases other students need your output in order to complete their assignments. Late assignments will be subject to a 10% grade reduction. You will not receive credit for an assignment that is more than 5 days late. **I do understand that travel and other business issues do arise, I can be flexible if notified in advance -- NO SURPRISES.**
9. Every student brings a unique background and experiences to the classroom. Please share them!

Again, welcome aboard. Let's get started.

Dr. Alan C. Maltz, P.E.
cell 561-632-4848
amaltz@aol.com

**Wesley J. Howe School of Technology Management
Course Syllabus – Spring 2006**

Dr. Alan C. Maltz, P.E. Cellular 561-632-4848
FAX 775-249-9576
email: amaltz@aol.com

Introduction

If you have previously taken a WebCampus course, you are aware that web-based courses are not like regular face-to-face courses. Web-based courses require more discipline and may take more time for preparation and participation. Plan to spend a minimum of 12-15 hours per week for this class (readings, discussions). During your careers, many of you taking this class will work as project managers and members of project teams. I hope that you will all benefit from the readings and our class discussions.

Perspective

This is the introductory course in the Graduate Certificate Program in Project Management. MGT 609 is a core course in the MS degree program in Management with a concentration in Project Management. MGT609 is a co-requisite of the course MGT610 (*Strategic Perspectives in Project Management*) and a prerequisite to courses MGT611 (*Project Planning and Monitoring*) and MGT614 (*Advanced Project Management*). MGT609 is also offered in other MS degree programs such as Information Systems, Telecommunications Management, and Technology Management.

Purpose

The purpose of this course is to introduce students to the world of projects and to projects' real life struggles and challenges. The course will focus on the day-to-day, hands-on problems of managing a project, which is defined as *a temporary organization within a permanent organization set up to achieve a specific objective*. It will broadly cover the operational and conceptual issues faced by modern project managers. At the end of this course, students should be able to develop, execute, and control a basic project plan capable of supporting business objectives linked to measures of success for a single project.

Required Textbooks

Text 1: **Project Management: A Managerial Approach (6th Edition)**
by Jack R. Meredith and Samuel J. Mantel, Jr.; John Wiley & Sons, 2006.
ISBN -13 978-0471-715375

Text 2: **A Guide to the Project Management Body of Knowledge, 3rd ed.**
by the Project Management Institute (PMI), 2004. ISBN 1-930699-45-X

Additional weekly readings and my lecture notes can be found at: <https://webct.stevens.edu>

Course Objectives

- To address the role of the project manager in an organization, and ways of structuring organizations to manage projects.
- To understand the range, scope, and complexity of modern projects.
- To develop a strategic, system perspective on the management of projects.
- To learn how to apply modern project management tools and techniques.

Attaining the Course Objectives

To pursue the course objectives effectively, students will engage in the following activities:

- Read assigned material;
- Complete all assignments;
- Participate in class discussions;
- Provide a Weekly Summary
- Complete a Mid-Term examination;
- Prepare a Final examination paper.

Course Flow

- There are 14 weeks in the course.
- Each week will start on a Monday and end on a Friday except for Week '0'. During this first week, please post a brief bio (introduction) of yourself – educational, work experience. Please fill in the student profile (on WebCT) and e-mail to me.
- Students will have the weekend to complete their assignments.
- Readings and assignments for each week are to be completed by Monday (9 AM – Eastern).
- Students must submit their assignments to the appropriate WebCT Discussion Group no later than 9:00 AM Eastern Time on Mondays. **Assignments should be submitted as attachments. Please use an anti-virus program before sending any attachments.**
- From 9:00 AM Monday through midnight Thursday, students will contribute, read and discuss the postings in the Discussion Groups for that week.
- Students will post a Weekly Summary by 5 P.M. (Eastern) Friday (see below).
- It is expected that students will make at least three cogent, constructive comments per week.

Class Participation

The key to successfully learning and completing this course lies in ongoing dialogue and integration of the course concepts and techniques into your personal and professional workplace. This is extremely difficult to do if you approach this class as a "weekend student." You should check into WebCampus **every day** from Monday through Friday in order to be both a contributing and profiting member of the class. This is VERY important and is independent of inputting your Assignments. I will assess your weekly participation based on the contributions and comments that you provide in the Discussion Groups. That assessment will be made on the quality (and to a lesser extent – quantity) of your insights. Because this is an on-line course, there are no vacation weeks.

Weekly Summaries

Weekly Summaries are due by the end of the week, i.e. Friday by 5 P.M. (Eastern).

Do not be late. Provide a summary (limit to one page) of what you have learned and found applicable (or not applicable) that week – AND, discuss the practical relevance this topic has to your organization and any projects that you have worked on. This summary will be critical to me in assuring we are meeting your educational objectives.

Grading Policy

- Class Participation / Weekly Summaries 40%
- Mid-Term Paper 30%
- Final Project 30%

All assignments should be solely your individual work and are due on the date shown in the course schedule.

Late papers will be penalized one grade (i.e., 10%); except with advanced notice. Grading will be based upon your understanding and analysis of the Project Management issues presented in the readings.

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.

Name (Print) _____ Signature _____ Date: _____

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



MGT 609 Introduction to Project Management

Wesley J. Howe School of Technology Management

Course Schedule – Spring 2006

Dr. Alan C. Maltz, P.E. email: amaltz@aol.com

All assignments (readings and HW) are to be completed by the Monday (9 A.M.) indicated.
 Discussions are to be held from Monday through Friday of each week.
 Students will post a Weekly Summary by 5 P.M. Friday. All times are Eastern.

Week	Assignment
0 M 1/23	Orientation Week Review the Welcome to Management 609 Note, Course Syllabus, Schedule, Grading, Administration. Please fill-out Student Profile and e-mail to me. Post a brief bio (introduce yourself to the Class)
1 M 1/30	Introduction To Project Management M & M, Ch 1 PMBOK, Ch. 1
2 M 2/6	Project Selection / Measuring Project Success M&M, Ch. 2 PMBOK Section 5.1 Article: “Project Success: A Multidimensional Strategic Concept”
3 M 3A 2/13	The Project Manager / Ethics M&M, Ch. 3 PMBOK, Ch. 3 Articles: “Making Politics Work for You” “Understanding Power in Organizations”
4 M 2/20	Project Organization M&M, Ch. 4 PMBOK, Ch. 2
5 M 2/27	Project Planning and Risk Management M & M, Ch 5 PMBOK Ch. 4 and 5 Article: “Advocating a Deliverable-Oriented WBS”
6 M 3/6	Conflict and Negotiation M & M, Ch 6
TEST	MID-TERM - exam to be completed by this date

7	M 3/13	Budgeting and Cost Estimation M & M, Ch 7 PMBOK Ch. 7
8	M 3/20 HW	Scheduling M & M, Ch 8 PMBOK, Ch. 6 Develop network diagram for Sharon Construction (pp. 431-432)
9	M 3/27	Resource Allocation and Resource Leveling M & M, Ch 9 PMBOK, Ch. 9
10	M 4/3	Project Monitoring M & M, Ch 10 PMBOK, Ch. 10 Article: "Project Management 2002"
11.	M 4/10	Project Control M & M, Ch 11 PMBOK, Ch. 8
12	M 4/17	Project Auditing M&M, Ch. 12
13	M 4/24	Project Termination M & M, Ch 13:
14	M 5/1	FINAL PROJECT DUE – May 1 – 9 A.M. Eastern