Instructor	Adam Frumkin, MBA, PMP	Semester	Spring 2024
Contact	Texts & Calls: 614-439-7620 Email: frumkin.1@osu.edu	Course	AEDE 4340: Project Management for Sustainability and Applied Economics
Office Hours	30 minutes after class; or by appointment	Delivery	In-Class Sessions – University Hall Room 038 (Subject to Change) *Monday, 5:15 pm – 7:05 pm*

Required Text & Reference Materials

REQUIRED TEXT

- Project Management: The Managerial Process. (McGraw-Hill Series Operations and Decision Sciences) 8th Edition. New York, McGraw Hill. (ISBN-13: 978-125966609-4) (will utilize the McGraw Hill Connect Course)
- A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition. Project Management Institute (PMI), 2013.
- CAPM/PMP Project Management Certification All-In-One Exam Guide. (McGraw Hill) 4th Edition (ISBN: 9781259861598) (Available in eBook Format)
    - *Do Not Purchase until after discussion on first night of class*

REFERENCE MATERIALS (DO NOT PURCHASE)

- HBR Guide to Project Management. Harvard Business Review Press, 2012.
- Knight, J., Thomas, R., Angus, B. Project Management for Profit. Harvard Business Review Press, 2012.
- Shenhar, A. and Dvir, D. Reinventing Project Management. Harvard Business School Press, 2007.

Course Description

An introduction to project management concepts and techniques focusing on how to initiate, plan, manage, control, and close projects related to sustainability and applied economics. This course will provide students with theoretical concepts, applications, the newest technology concepts, a variety of tools and processes, and practical insights to help them understand how to successfully manage projects. This course is packed with study aids, real-time projects, and tools to provide plenty of hands-on practice and to prepare students for the CAPM certification exam.

Taking of the CAPM is not a requirement of successful completion of the course, grading will be based upon course involvement and successful completion of assignments.

Course Objective/Goals

The primary objectives of this course are:
- Learn the purpose and process of project management.
- Gain factual knowledge, including terminology, methods, tools and techniques, relevant to project management
- Acquire skills in working effectively with others as a leader and/or a member of a team.

- Identify and discuss project management tools
- Understand the considerations made in planning projects involving sustainability or applied economic considerations
- Create and maintain a project schedule
- Evaluate team performance and project success
- Understand the demands of and prepare for the certification exam for the Certified Associate in Project Management (CAPM)

At the completion of this course, each student will be expected to demonstrate measurable outcomes of course objectives by the following means:

❖ **Knowledge**
1. Explain how companies align their project strategy with their corporate strategy.
2. Demonstrate foundational knowledge of project management using the PMBOK® Guide as the foundation.
3. Describe how enterprises use project management to satisfy strategic organizational objectives using examples from a range of industries.
4. Describe the five phases of projects and the key inputs, tools, techniques and outputs of the nine knowledge areas which together form the basis for professional project management.
5. Explain how to conduct key project steps including the selecting projects, setting priorities, writing a project charters, selecting and managing project teams, identifying stakeholders, completing time and cost estimates, finalizing project budgets, monitoring and controlling time, cost, scope and quality, and closing projects.

❖ **Skills**
1. Analyze situations and determine which project management tools and techniques are most appropriate.
2. Conduct project risk identification, planning, monitoring, and control using various "best practice" techniques.
3. Author key project management documents such as project charter, project scope, various knowledge area plans and other project management documents.
4. Apply procurement methods to secure required project resources.
5. Apply project management tools such as brainstorming, Delphi Technique, SWOT analysis, Fishbone diagrams and Pareto charts
6. Utilize a variety of people skills including communication, conflict resolution, communication management, relationship building, and negotiation.

❖ **Behaviors**
1. Demonstrate a respect for diversity and opposing points of view.
2. Demonstrate an understanding and appreciation for the complexity of the project management role.
3. Demonstrate interest, engagement, and proactive participation in all course discussions.
4. Recognize quality and performance in projects and appreciate related metrics.
5. Turn in all required work in a timely and professional manner.
6. Provide effective feedback for the instructor and/or other students when requested.

Course Objective/Goals

A. Initiating Projects
  1. Overview of Project Management
  2. Roles in Project Management
  3. Defining the Project
B. Project Planning
  1. Scoping the Project: Mission, Vision, Goals and Objectives
  2. Scheduling the Project
  3. Project Resources (human, data, etc.)
  4. Project Budget
  5. Project Communication
  6. Quality and Risk Management
C. Active Management of the Project
  1. Managing Project Work
  2. Managing the Project Team
  3. Managing Information, Expectations, and Communication
  4. Project Management as Leadership
D. Monitoring and Controlling the Project
  1. Monitoring and Controlling Changes and Quality
  2. Monitoring and Controlling Schedule, Scope, and Performance
  3. Monitoring and Controlling Reporting and Risks
E. Closing the Project
  1. Project Deliverables
  2. Reviewing, Evaluating and Closing the Project
F. CAPM Exam Preparation

Evaluation Criteria

	%
Quizzes (4 – 6)	20%
Midterm Exam	15%
Final Exam	25%
Assignments	20%
Project	20%
	100%

Explanation of above items:

- Quizzes will be given approximately every 2 to 3 weeks covering the material learned during that time period. Dates and number of quizzes will be announced during the first week of classes. The quizzes will be evenly weighted to make up 20% of the overall grade.
- Exams include one midterm exam and one final exam during finals week. Midterm exams will cover material in that section while the final will be comprehensive.
- Assignments will stimulate further learning of project management topics and will cover:
  - Expert Interview Summaries – students will interview industry experts and deliver a written summary of lessons learned. (10%)

- o Presentation – students will deliver an in-class presentation on a project management topic assigned by the instructor. (10%)
- Project - Students will apply project management skills to complete a project over the course of the semester and deliver a written report on the project's progress. (20%)

Grading Scale

A	93-100
A-	90-92.9
B+	87-89.9
B	83-86.9
B-	80-82.9
C+	77-79.9
C	73-76.9
C-	70-72.9
D+	67-69.9
D	60-66.9
E	< 60

Students have various expectations for their class experiences, as well as how much effort they believe they need to put into a class. Generally speaking, you should expect the effort you are willing to put into the class to be related to the grade you receive. Although I assume no student sets out to receive a failing grade, for various reasons, such as other priorities, work schedules, perhaps poor time management skills, some students do not put a sufficient amount of effort into a class and, as a result, struggle to demonstrate a solid understanding of course concepts. This section tells you how your grade will be determined for this course.

Copyright Disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Assignments and Tests

- The Course Schedule will be provided on the lists all assignments and corresponding due dates at the beginning of the semester. In this course, you may be required to complete chapter-level work that includes review questions, mini-case studies and/or exercises. You will also participate in weekly discussions and a course-long project. Instructions will be included in each assignment.

- In the learning environment, as well as in the real-work environment, due dates are essential. All course assignments have due dates to ensure that you can successfully complete the class within the course timeframe while also benefiting from instructor input before preparing each new assignment.

- All Assignments are due by 11:59 pm on the assigned due date. I will accept late assignments provided you notify me and I receive the late assignment within one calendar day of the original due date, though I reserve the right to reduce points earned by 20%.

Written Assignment Expectations

You'll provide written responses to a number of different assignments in this course. Always use full sentence and paragraph form unless specifically instructed to do otherwise. Don't forget to pay attention to spelling and grammar; all work submitted will be graded on both content and grammar.

All written work should be presented in a professional style and follow basic principles of effective written communication. Demonstrated graduate-level critical thinking, reflection, synthesis and analysis skills are expected.

Always use the APA style in completing your work, though references are not required for the weekly review questions unless you reference a source other than your textbook.

Class Participation

It is imperative that you participate in each week's class meeting, complete each week's readings. Submitting your work on time allows me to know you are participating in the course.

If you are unable to participate in one or more of the weekly class meetings, you can still earn the associated points by reviewing the weekly PowerPoint presentation and emailing me a summary of the session including answers to any questions I asked during the class meeting that will be provided.

University Statements and/or Policies

Academic Misconduct/Academic Integrity Policy

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute Academic Misconduct.

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University, or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Academic Statements and Policy

1. **Safe and Healthy Buckeyes**:
   Health and safety requirements: All students, faculty and staff are required to comply with and stay up to date on all university safety and health guidance (https://safeandhealthy.osu.edu), which includes wearing a face mask in any indoor space and maintaining a safe physical distance at all times. Non-compliance will result in a warning first, and disciplinary actions will be taken for repeated offenses."

2. **Disability Accommodations**:
   The university strives to maintain a healthy and accessible environment to support student learning in and out of the classroom. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion.
   If you are isolating while waiting for a COVID-19 test result, please let me know immediately. Those testing positive for COVID-19 should refer to the Safe and Healthy Buckeyes site for resources. Beyond five days of the required COVID-19 isolation period, I may rely on Student Life Disability Services to establish further reasonable accommodations. You can connect with them at slds@osu.edu; 614-292-3307; or slds.osu.edu.

3. **Counseling and Consultation Services/Mental Health**
   As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing.

   If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting ccs.osu.edu or calling 614-292-5766. CCS is located on the 4th floor of the Younkin Success Center and 10th floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614-292-5766 and 24 hour emergency help is also available 24/7 **by dialing 988 to reach the Suicide and Crisis Lifeline**.

For students in the College of Food, Agricultural, and Environmental Sciences, David Wirt, wirt.9@osu.edu, is the CFAES embedded mental health counselor on the Columbus campus. To contact David, please call 614-292-5766. Students should mention their affiliation with CFAES if interested in speaking directly with David.

4. **Creating an environment free from harassment, discrimination, and sexual misconduct**
The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault, relationship violence, stalking, and sexual exploitation.

To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential resources and supportive measures, contact the Office of Institutional Equity:

1. Online reporting form at equity.osu.edu,
2. Call 614-247-5838 or TTY 614-688-8605,
3. Or Email equity@osu.edu

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Office of Institutional Equity to ensure the university can take appropriate action:

- All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.
- The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

5. **Diversity Statement**
The Ohio State University affirms the importance and value of diversity of people and ideas. We believe in creating equitable research opportunities for all students and to providing programs and curricula that allow our students to understand critical societal challenges from diverse perspectives and aspire to use research to promote sustainable solutions for all. We are committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person; fosters sensitivity, understanding, and mutual respect among all members; and encourages each individual to strive to reach their own potential. The Ohio State University does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, gender, sexual orientation, pregnancy, protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment.

To learn more about diversity, equity, and inclusion and for opportunities to get involved, please visit:

- odi.osu.edu
- odi.osu.edu/racial-justice-resources
- odi.osu.edu/focus-on-racial-justice
- cbsc.osu.edu

In addition, this course adheres to **The Principles of Community** adopted by the College of Food, Agricultural, and Environmental Sciences. These principles can be found at cfaesdei.osu.edu/about-us/cfaes-principles-community. For additional information on Diversity, Equity, and Inclusion in CFAES, contact the CFAES Office for Diversity, Equity, and Inclusion (cfaesdei.osu.edu). If you have been a victim of or a witness to harassment or discrimination or a bias incident, you can report it online and anonymously (if you choose) at equity.osu.edu.

Course Schedule

			Unless Otherwise Indicated, All Assignments are Due at 11:59 pm on Date Shown Below

Week	Subject	Reading	Other Activities & Assignments	Due Date
Week 1 **01/08**	• Modern Project Management • Organization Strategy & Project Selection • ****Jan 15 – No Class (MLK Day)****	• Chapter 1 • Chapter 2	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 2 **01/22**	• Organization: Structure and Culture • Defining the Project	• Chapter 3 • Chapter 4	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 3 **01/29**	• Estimating Project Times and Cost • Developing a Project Schedule	• Chapter 5 • Chapter 6	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 4 **02/05**	• Managing Risk • Scheduling resources and costs	• Chapter 7 • Chapter 8	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 5 **02/12**	• Reducing project duration • Being an effective project manager	• Chapter 9 • Chapter 10	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session

Week	Subject	Reading	Other Activities & Assignments	Due Date
Week 6 **02/19**	• Managing project teams • Outsourcing: Managing Interorganizational Relations	• Chapter 11 • Chapter 12	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 7 **02/26**	• Progress and Performance Measurement and Evaluation • Project Closure	• Chapter 13 • Chapter 14	• Live Class Session Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 8 **03/04**	• Agile Project Management • Discuss Project Lab / Experiential • **March 11 – No Class (Spring Break)**	• Chapter 15	• Live Class Session • Follow Assignments in McGraw Hill Connect	• Assignments are due prior to the next class session
Week 9 – 18 **03/18** **03/25** **04/01** **04/08** **04/15** **04/22**	• CAPM Prep • Project Lab / Experiential	• Various Assignments	• Weekly Quizzes	• Assignments are due prior to the next class session