

Instructor	Adam Frumkin, MBA, PMP	Semester	Autumn 2018 August 27 – December 05
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 prior to and after class; or by appointment	Delivery	Live Class Sessions, 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) 7th Edition. New York, McGraw Hill. (ISBN-13: 978-125966609-4)
- A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition. Project Management Institute (PMI), 2013.
- CAPM Exam Prep. (RMC Publications, Inc.) 3rd Edition (ISBN: 1932735720; ISBN-13: 9781932735727) **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

	<u>%</u>
Quizzes (4 – 6)	20%
Midterm Exam	15%
Final Exam	25%
Assignments	20%
Project	<u>20%</u>
	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%)
 - 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.

Academic Integrity Policy

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. Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages (COAM Home)
- Ten Suggestions for Preserving Academic Integrity (Ten Suggestions)
- Eight Cardinal Rules of Academic Integrity (www.northwestern.edu/uacc/8cards.htm)

Accommodations for Accessibility

Requesting accommodations. If you would like to request academic accommodations based on the impact of a disability qualified under the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, contact your instructor privately as soon as possible to discuss your specific needs. Discussions are confidential. In addition to contacting the instructor, please contact the Office for Disability Services at 614-292- 3307 or ods@osu.edu to register for services and/or to coordinate any accommodations you might need in your courses at The Ohio State University. Go to <http://ods.osu.edu> for more information.

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.

