ADGR770801, Project Management, Summer 2016, 3 Credits
Woods College of Advancing Studies

Summer 2016 Semester, June 6 – June 10, 2016
Class meets each business day, 9 AM to 5 PM, Monday through Friday.

Classroom: Devlin 112

Instructors Names: Aza Chirkova and Charles E. Coakley
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Phone Number: 617-680-4794 (cell)...Charles Coakley
Office: by appointment
Office Hours: by appointment

Boston College Mission Statement
Strengthened by more than a century and a half of dedication to academic excellence, Boston College commits itself to the highest standards of teaching and research in undergraduate, graduate and professional programs and to the pursuit of a just society through its own accomplishments, the work of its faculty and staff, and the achievements of its graduates. It seeks both to advance its place among the nation's finest universities and to bring to the company of its distinguished peers and to contemporary society the richness of the Catholic intellectual ideal of a mutually illuminating relationship between religious faith and free intellectual inquiry.

Boston College draws inspiration for its academic societal mission from its distinctive religious tradition. As a Catholic and Jesuit university, it is rooted in a world view that encounters God in all creation and through all human activity, especially in the search for truth in every discipline, in the desire to learn, and in the call to live justly together. In this spirit, the University regards the contribution of different religious traditions and value systems as essential to the fullness of its intellectual life and to the continuous development of its distinctive intellectual heritage.

Course Description
This course introduces students to the basic tenets and components involved in project management. The primary objective is to provide frameworks that make it possible to track and measure project performance, overcome challenges, and adapt to changes in a variety of professional environments. Specific topics covered in the course include project scope, time, cost, quality, human resources, communications, risk and stakeholder management and a variety of other operational issues that emerge during project planning, initiation, monitoring, and execution.

Textbooks & Readings (Required)
Harvard Business School Publishing Packet will become available at: https://cb.hbsp.harvard.edu/cbmp/access/48607660
The link to the pack will be posted on Canvas and emailed to registered students.
Simulation is included into the HBS Packet.
HBR guide to project management (HBR) is included into HBS Packet (2012. ISBN 978-1-4221-8729-6)

Textbooks & Readings (Recommended)
Canvas
Canvas is the Learning Management System (LMS) at Boston College, designed to help faculty and students share ideas, collaborate on assignments, discuss course readings and materials, submit assignments, and much more - all online. As a Boston College student, you should familiarize yourself with this important tool. For more information and training resources for using Canvas, click here.

Course Objectives
1. Students will demonstrate competency across cultural settings and learn the impact of culture, gender, and age in project management discipline.
2. Students will demonstrate ability to exercise ethical judgment pertaining to issues in project management.
3. Students will practice to identify and address project management issues, exercise judgment, and make business decisions by analyzing cases.
4. Students will learn the PMI (Project Management Institute) recommended framework, practice concepts and vocabulary tested during PMP exam.

Grading
Class quizzes – 15%
Case Analysis/Class participation – 20%
Project – 20%
Simulation – 15%
Exam – 30%

The graduate grading system for Woods College is as follows:

A (4.00), A- (3.67)
B+ (3.33), B (3.00)
B- (2.67), passing but does not count toward degree
C (2.00), passing but not for degree credit
F (.00)

All students can access final grades through Agora after the grading deadline each semester. Students who complete course evaluations can access grades earlier, as they are posted.

Deadlines and Late Work
Assignments are due at the beginning of the class period on the specified dates. Late assignments will not be accepted.

Course Assignments
It is expected that students will spend about 10 hours preparing for the first class; subsequent classes will require 2-4 hours for the remaining 4 class days. Students are expected to prepare the following assignments prior to the start of the class. Details about assignments are posted on Canvas course site.
## Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Read/Prepare /Complete</th>
<th>Due Date</th>
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</table>
| 6/6  | Course Overview  
Project Selection  
Project Management Processes and knowledge areas  
Project Initiation | HBS Packet: HBR Ch1 (p3-29), 2 (p31-37), 3 (p41-45), 11 (p101-106), 18 (p139-142)  
HBS Packet: Simulation A  
Project Work  
HBS Packet: Cisco Systems, Inc.: Implementing ERP, 9-699-022 | HBR reading to be completed before class 6/6. We will discuss Simulation A and Project Work in class.  
Read material only before class 6/6….will make your week easier. |
| 6/7  | Project Planning (Scope, Schedule, Cost, Quality, Risk, HR/Stakeholder, Communications, Procurement Management) | HBS Packet: HBR Ch4 (p47-51), 5 (p53-56), 6 (p57-62), 7 (p65-71), Ch8 (73-75), 9 (p77-85), 12 (p107-110), 14 (p117-121)  
HBS Packet: Simulation C  
Project Work  
HBS Packet: The Vulnerability Economy: Zero Days, Cybersecurity and Public Policy, Venkatesh Narayanamurti, Ryan Ellis; KS1013-PDF-ENG, 11 p Simulation F  
Project Work | |
| 6/8  | Project Executing | HBS Packet: HBR Ch13 (p113-115), 15 (p123-126), 17 (p135-138)  
HBS Packet: The Vulnerability Economy: Zero Days, Cybersecurity and Public Policy, Venkatesh Narayanamurti, Ryan Ellis; KS1013-PDF-ENG, 11 p Simulation F  
Project Work | 6/8 |
| 6/9  | Project Monitoring and Controlling (Validate and control scope, control schedule, costs, quality, risks, communications, procurements, stakeholder engagement) | HBS Packet: HBR Ch16 (p127-134), 19 (p143-147).  
Project Work | 6/9 |
| 6/10 | Project Closing  
Summary of all topics | HBS Packet: HBR Ch20 (p151-156), 21 (p157-162)  
Project presentations in class.  
Exam | 6/10 |

## Written Work
Woods College students are expected to prepare professional, polished written work. Written materials must be typed and submitted in the format required by your instructor. Strive for a thorough yet concise style. Cite literature appropriately, using APA, MLA or CLA style per your instructor’s requirements. Develop your thoughts fully, clearly, logically and specifically. Proofread all materials to ensure the use of proper grammar, punctuation and spelling. For writing support, please contact the [Connors Family Learning Center](#).

## Attendance
Class attendance is an important component of learning. Students are expected to attend all classes and to arrive by the beginning of and remain for the entire class period. When an occasion occurs that prevents a student from attending class, it is the student’s obligation to inform the instructor of the conflict before the class meets. The student is still expected to meet all assignment deadlines. If a
student knows that he or she will be absent on a particular day, the student is responsible for seeing the instructor beforehand to obtain the assignments for that day. If a student misses a class, he or she is responsible for making up the work by obtaining a classmate’s notes and handouts and turning in any assignments due. Furthermore, many instructors give points for participation in class. If you miss class, you cannot make up participation points associated with that class. Types of absences that are not typically excused include weddings, showers, vacations, birthday parties, graduations, etc. Additional assignments, penalties and correctives are at the discretion of the instructor. If circumstances necessitate excessive absence from class, the student should consider withdrawing from the class. In all cases, students are expected to accept the decision of the instructor regarding attendance policies specific to the class.

Consistent with our commitment of creating an academic community that is respectful of and welcoming to persons of differing backgrounds, we believe that every reasonable effort should be made to allow members of the university community to observe their religious holidays without jeopardizing the fulfillment of their academic obligations. It is the responsibility of students to review course syllabi as soon as they are distributed and to consult the faculty member promptly regarding any possible conflicts with observed religious holidays. If asked, the student should provide accurate information about the obligations entailed in the observance of that particular holiday. However, it is the responsibility of the student to complete any and all class requirements for days that are missed due to conflicts due to religious holidays.

There may be circumstances that necessitate a departure from this policy. Feel free to contact the WCAS at 617-552-3900 for consultation.

**Accommodation and Accessibility**

Boston College is committed to providing accommodations to students, faculty, staff and visitors with disabilities. Specific documentation from the appropriate office is required for students seeking accommodation in Woods College courses. Advanced notice and formal registration with the appropriate office is required to facilitate this process. There are two separate offices at BC that coordinate services for students with disabilities:

- **The Connors Family Learning Center (CFLC)** coordinates services for students with LD and ADHD.
- **The Disabilities Services Office (DSO)** coordinates services for all other disabilities.

Find out more about BC’s commitment to accessibility at [www.bc.edu/sites/accessibility](http://www.bc.edu/sites/accessibility).

**Scholarship and Academic Integrity**

Students in Woods College courses must produce original work and cite references appropriately. Failure to cite references is plagiarism. Academic dishonesty includes, but is not necessarily limited to, plagiarism, fabrication, facilitating academic dishonesty, cheating on exams or assignments, or submitting the same material or substantially similar material to meet the requirements of more than one course without seeking permission of all instructors concerned. Scholastic misconduct may also involve, but is not necessarily limited to, acts that violate the rights of other students, such as depriving another student of course materials or interfering with another student’s work. Please see the [Boston College policy on academic integrity](http://www.bc.edu/sites/accessibility) for more information.

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