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, stakeholder and procurement management and a variety of other operational issues that emerge during project initiation, planning, execution, monitoring, and closing.

Textbooks & Readings (Required)
Harvard Business School Publishing Packet (HBS Packet) is available at [https://hbsp.harvard.edu/import/620515](https://hbsp.harvard.edu/import/620515). If you don’t have HBS Publishing credentials, it’ll take about a minute to create your profile before you can get the course packet. Cases, simulation and HBR guide to project management (HBR) is included into HBS Packet. The price of the course packet is under $35.

Textbooks & Readings (Recommended)

Canvas
Details for all assignments will be posted on Canvas. Please submit all assignments through Canvas as well (except simulation results. I’ll track simulation through HBS Publishing website and will post earned grades on 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. Student will learn the PMI (Project Management Institute) recommended framework, practice concepts and vocabulary tested during PMP exam

Course Structure
The course will consist of readings, in-class and online discussions/case analysis, quizzes, computer-based simulation and project.

It is important that you come to class prepared, having covered the assigned materials and analyzed the cases. The more interaction and discussion we have the more you will gain from this course.

Part of the course will be taught through the use of cases that present both effective and, in some cases, ineffective applications of the project management process. You will place yourself in the role of the decision maker as you read through the situation, identify problems examine the causes and consider alternative courses of action in light of the company’s objectives. The discussion of these cases will allow us to explore the interconnection between the business situation identified by each case and the project management issues that arise.

Through computer-based simulation you’ll have a hands-on opportunity to explore the complexities of managing projects through a rapid experimentation. By setting and changing project parameters and observing effects on project outcomes, you’ll discover how scope, resources and schedule together with team dynamics and project organization combine to produce project success or failure.

You’ll also work on a group project in this class. This integrative analysis is designed to tie together the various tools explored over the course period.

Grading
Quizzes – 10%
Case Analysis/Class participation – 25%
Project – 25%
Simulation – 15%
Exam – 25%

The undergraduate grading system for Woods College is as follows:

A (4.00), A- (3.67)
B+ (3.33), B (3.00), B- (2.67)
C+ (2.33), C (2.00), C- (1.67)
D+ (1.33), D (1.00), D- (.67)
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**
You must notify me and obtain my approval if you are unable to complete any assignment by the submission deadline. I’d be happy to grant extensions for assignments as long as you email me at least 24h before the due date/time. Your request must include the date and time when you intend to submit the assignment. If you fail to give both date and time, the request will not be honored. No late submissions or extensions are available for case discussions or for the final exam.

**Course Assignments**
It is expected that students will spend about 3 hours preparing for each of the class days. Students are expected to prepare the following assignments prior to the start of the class. More details about assignments are posted on Canvas course site. I’d recommend to read cases before the class week.

**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>
| 6/10  | 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), 14 (p117-121),  
HBS Packet: Simulation  
Project Work | 6/10     |
| 6/11  | Project Planning (Scope, Schedule, Cost, Quality, Risk, HR/Stakeholder, Communications Management) | HBS Packet: HBR Ch4 (p47-51), 5 (p53-56), 6 (p57-62), 7 (p65-71), 8 (73-75), 9 (p77-85), 12 (p107-110),  
HBS Packet: Cisco Systems, Inc.: Implementing ERP  
HBS Packet: Simulation  
Project Work | 6/11     |
| 6/12  | Project Executing  
| | HBS Packet: HBR Ch13 (p113-115), 15 (p123-126), 17 (p135-138), 18 (p139-142)  
HBS Packet: MediSys Corp.: the IntensCare Product Development Team  
HBS Packet: Simulation  
Project Work | 6/12     |
| 6/13  | Project Monitoring and Controlling (Validate and control scope, control schedule, costs, quality, risks, communications, stakeholder engagement) | HBS Packet: HBR Ch16 (p127-134), 19 (p143-147),  
HBS Packet: Simulation  
Project Work | 6/13     |
| 6/14  | Project Closing  
Summary of all topics | HBS Packet: HBR Ch20 (p151-156), 21 (p157-162)  
HBS Packet: Simulation  
Project in class presentation and write up submission Exam | 6/14     |
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
Attending class is an important component of learning. Students are expected to attend all class sessions. When
circumstances prevent a student from attending class, the student is responsible for contacting the instructor
before the class meets. Students who miss class are still expected to complete all assignments and meet all
deadlines. Many instructors grade for participation; if you miss class, you cannot make up participation points
associated with that class (Case discussion/class participation is 20% and in class quizzes 10% of the grade).
Makeup work may be assigned at the discretion of the instructor. If circumstances necessitate excessive absence
from class, the student should consider withdrawing from the class.

Consistent with BC’s commitment to creating a learning environment that is respectful of 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 their academic status. Students are
responsible for reviewing course syllabi as soon as possible, and for communicating with the instructor promptly
regarding any possible conflicts with observed religious holidays. Students are responsible for completing all class
requirements for days missed due to conflicts with religious holidays.

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.

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 for more information.

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