MNGT476: Project Management Advanced Techniques

College of Graduate and Continuing Studies, Norwich University

Course Focus

This course is intended to be taken along with its companion course, MNGT475: Project Management Fundamentals.

This course:

- Builds on the foundation in project management principles, practices, and processes.
- Focuses on the important aspects of project management leadership, effective communications and the management of project teams.

Major Course Goals

In this course we will explore the fundamental principles of good project management, which will include: leadership skills, winning stakeholder cooperation, writing the rules to manage expectations, project risk management, creating realistic schedules, achieving accurate project estimates, trade-offs between project cost, schedule and quality, building strong project teams, and creating clear avenues of communications and problem solving. This course will take these important project leadership, communication and team management skills and integrate them with many of the key concepts and ideas learned in MNGT475, resulting in the fundamental principles of project management being integrated with leadership, communications and team building practices and challenges.

The goals for this seminar are:

- Assess leadership and principles of sound project management.
- Define business and project objectives, goals and requirements.
- Summarize project risk, health, safety, security and environmental management principles, tools and techniques.
- Describe key human resource and communications planning tools and techniques.
- Perform project performance measurement and problem solving.
- Describe project quality planning, assurance, and control.
- Describe project stakeholder management process.
- Examine ethics and professional responsibility for project managers.

Student Learning Outcomes

1. Analyze key project management skill sets related to leadership on a project.
2. Perform project assessment based on available information, lessons learned from previous projects, and meetings with relevant stakeholders in order to support evaluation of feasibility of new products or services within the given assumptions and/or constraints.
3. Defend the importance of managing risk, health, safety, security and environmental management on any project.
4. Describe important human resource planning tools and techniques.
5. Measure project performance using appropriate tools and techniques in order to identify and quantify any variances and corrective actions.

6. Describe the make-up of a project quality management plan.
7. Summarize key stakeholder management tools and techniques.

Grades

Graded Assessment Types	Number of Events	Points Per Activity	Total Points	Percentage of Final Grade
Discussions	8	35	280	28%
Assignments	6	50	300	30%
Course Project Milestones	2	50	100	10%
Mid-Term Exam	1	100	100	10%
Knowledge Checks	6	20	120	12%
Course Project	1	100	100	10%
Totals			**1000**	**100%**

Letter grades for the course will be based on the following grading scale.

Letter Grade	Percentage	Grade Point
A	93-100%	4.0
A -	90-92.9%	3.7
B +	87-89.9%	3.3
B	83-86.9%	3.0
B -	80-82.9%	2.7
C +	77-79.9%	2.3
C	75-76.9%	2.0
C -	73-74.9%	1.7
D +	70-72.9%	1.3
D	67-69.9%	1.0
D-	63-66.9%	0.7
F	0-62.9%	0.0

For complete information on the Grading Policy, please refer to the CGCS Online Catalog.

Presentations and Weekly Overviews

The presentations and weekly overviews for this course will incorporate the applicable information to address each learning objective.

Weekly presentations will provide the contextual framework for each week's work. All presentations have been recorded for the students to listen to from the classroom.

Assignments & Discussions

The items that will be used to assess your learning progress are directly related to course goals and learning outcomes. These assessments will be a combination of written assignments, discussion activities, weekly multiple-choice knowledge checks and a finalized Course Project.

Project management involves a combination of quantitative technical skills and interpersonal leadership, management and communication skills. The written exercises in this course are intended to develop both skill sets. The exercises and exams address both quantitative and qualitative areas and evaluate the student's mastery of these skills.

Important note: Students are required to use American Psychological Association (APA) style for written assignments and discussion posts. For more information on APA style please refer to the Grading Guidelines and Rubrics link located in the top section of the course.

Course Project

The Course Project will give you a real-world application and hands on approach with all the steps of a project and apply the project management concepts you learn in MNGT475 and MNGT476 to a project from start to completion. The management of your project will encompass a series of inputs and outputs.

You began working on your Course Project in MNGT475, completing milestones 1-4. In this course you will complete the remainder of the milestones, submitting them during the week they are introduced for a grade and feedback. At the end of the course you will submit your Course Project, compiling the different milestones from MNGT475 and MNGT476 into a final Course Project showcasing your learning.

Grading Guidelines and Rubrics

The grading rubrics will detail how points for each assignment and discussion will be earned.

This course has unique grading rubrics for discussions and assignments - it does not use the rubrics that are found on the *Grading Guidelines and Rubrics* page.

Assignment Rubric

Criteria	Percent of Grade
Excellence points for content means your assignment is well thought out and demonstrates an in-depth exploration of what has been assigned	40%
Completeness points for thorough contribution, following all directions, addressing all parts, etc.	40%
Technical points for style, length, spelling, grammar, citations, etc.	20%

Discussion Rubric

Discussions are assignments where you are asked to actively participate in an online discussion with your classmates and instructor. Discussion assignments consist of a main post and at least 2 response posts. Note the

following:

- **Main post** - You are responsible for submitting your main post by 11:59 p.m. on Wednesday. Your main post is worth 21 points.
- **Response post** - You are responsible to respond in a thoughtful and engaging way to at least 2 other posts. Each of your 2 responses is worth 7 points for a total of 14 points. You are encouraged to respond to more than 2 other posts.

Your instructor will identify your best posts for the purposes of grading.

*Quality: Discussion posts may lose points for any of the following reasons: grammar, spelling, organization, citation.

Note: Discussions posts are only accepted during the week in which it is active.

Main Post (21 points possible)	Grade	Response Posts (14 points possible)	Grade
Superior: Informed, organized, insightful. Shows mastery of research/course material applied to main post discussion questions.	A	**Superior:** Adds significant value by contributing additional information, insight, or alternate point of view related to the discussion topic in the interactive post.	A
Above Average: Informed, organized. Shows understanding of research/course material applied to main post discussion questions.	B	**Above Average:** Presents an informed perspective related to the discussion topic in the interactive post.	B
Average: Addresses most of the main post discussion questions with some material underdeveloped.	C	**Average:** Makes general connections to discussion topic in the interactive post.	C
Below Average: Disorganized, uninformed opinion. Incomplete and/or missing response(s) to main post assigned questions.	D	**Below Average:** Interactive post contains no substantive content related to the discussion topic.	D
Fail: Content not connected to main post discussion topics.	F	**Fail:** Interactive post is not connected to discussion topic and/or contains no substantive content.	F

Required Textbook and Readings

Textbook required for this course:

- Gido, J., Baker R., and Clements, J. (2017). *Successful Project Management*, 7th Edition, Mason, Ohio: Thomson-South Cengage Learning. (Print ISBN: 978-1337095471)

While you are encouraged to find and use information from your own searches to prepare for each week's assignment, any conflicts in specific guidance should be resolved in favor of that offered in the listed readings (in cases of doubt, please contact your instructor).

See the Required Readings page for a full list of readings for each week.

Late Work

All weekly activities are due no later than 11:59 pm Eastern Sunday night of the current week. An automatic late penalty of up to 25% per week will be assessed, at the instructor's discretion, for all assignments submitted past the initial due date. An exception will only be made under extenuating circumstance that occurred that prevented students from completing their activities in the allotted timeframe, and prior notification has been given and alternative arrangements have been made. Late assignments and missed quizzes and exams without prior notification will result in grade of "zero".

Discussions

Because of the unique nature of online learning, late work cannot be accepted for discussion postings. For online discussion to work, all students need to be completing the same readings and assignments at roughly the same time in order to post initial posting prior to midnight on Wednesday. Work or travel commitments are not a justifiable excuse for late or incomplete discussion post. Students who know they will be unable to complete an assignment should contact the instructor ahead of time to make arrangements to complete work before it is due. Since online learning is not self-paced but collaborative in nature, your presence will be missed even in our virtual class. Please plan to have your discussion post posted in a timely manner.

Academic Honesty and the Norwich University Honor Code

A student must submit work that represents the student's own original analysis and writing. Copying another's work is not appropriate. If the student relies on the research or writing of others, the student must cite those sources. Words or ideas that require citations include, but are not limited to all hardcopy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. While students are encouraged to seek editing feedback, extensive revisions of one's work by another person is considered a lack of academic honesty, as it is representing another student's work as one's own.

For more information see:

Academic Dishonesty
Academic Integrity
Norwich University Honor Code

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Section 504 of the Rehabilitation Act of 1973/ADA

Please consult Appendix H: University Policy - Section 504 of the Rehabilitation Act of 1973/Americans with Disabilities Act (ADA) for instructions on obtaining an accommodation.

Disclaimer: Please note the specifics of this Course Syllabus are subject to change. Students are responsible for abiding by any such changes. Your instructor will notify you of any changes.