Project Management

Last Updated: Mon, 11/17/2025

Course prefix: MGT

Course number: 6450

Section: Spring 2026

CRN (you may add up to five):
28652 29870

Instructor First Name: Juan

Instructor Last Name: Perez

Semester: Spring

Academic year: 2026

Course description:

Every product ever developed, every building ever built, every program ever written, every app that was ever downloaded is the result of a project*.*

A *project* is a temporary endeavor undertaken to accomplish a unique product, service, or result.

Project Managers play an essential role in the smooth and successful execution of initiatives. Often working in teams, they ensure project alignment with business objectives, secure and track resource use, keep channels of communication open with all important stakeholders, and apply best practices of the project management field to bring projects in on time and budget and to specification. Interpersonal skills, including working in and managing teams, are essential to success in this profession. Project management principles and practices are used in many industries, e.g., information systems development, construction, automobile and aircraft manufacturing, consumer electronics, and computer hardware, among others.

MGT 6450 explores the principles, concepts and practices associated with modern project management. The course elements review predictive and agile/adaptive frameworks based on course material drawn from the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and Scrum. Students will be expected to understand and apply course content in project practicums via in-class discussions, case-based assignments, and working as a team to complete an adaptive/agile project simulation and closure report, and a capstone project research project exploring the reality of project management in contemporary organizations. Students will also learn the basics of a project management software system, applying that system in managing the capstone assignment as a project.

Course learning outcomes:

1. Understand and use concepts, techniques, and terminology common in project management frameworks including the PMBOK, PRINCE2, and Agile methods.
2. Understand the importance of the product and project lifecycle and its constituent components
3. Understand the importance of project leadership including developing effective team dynamics and culture
4. Understand the importance to organizational leadership for the selection and alignment of program and project requirements and deliverables to an organization's strategic plans
5. Articulate the criteria for selecting and implementing an appropriate project management methodology including predictive and agile/adaptive frameworks
6. Understand how to employ Scrum and Kanban effectively
7. Develop a plan to identify and manage stakeholder engagement
8. Develop the appropriate criteria to select a project
9. Develop the necessary project artifacts to provide effective project management including project activities, Work Breakdown Structure, network diagrams, risk registers, budgets, and RACI charts, Scope management plan, communication plan, and other relevant project artifacts or tools.
10. Create a project plan in its various elements according to PMBOK standards, including, for example, a charter, stakeholder analysis, risk management plan, communications plans, etc.
11. Monitor, control, manage and report on key project metrics based on analytical techniques including project budgets, earned value analysis, critical path, and risk analysis
12. Describe how project management practices differ depending on industry, size, etc. and what things never change
13. Use common project management software to develop and track a team project to a successful conclusion

Required course materials:

- The required text is *Information Technology Project Management*, 9th ed., by Schwalbe https://www.cengage.com/c/information-technology-project-management-9e-schwalbe/9781337101356PF/ It's available through the bookstore and, since it has been out for a while, there may be used copies available.
- *The Scrum Guide* by Schwalbe and Sutherland – provides an overview of the basic elements of Scrum. The PDF is available as a download https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf or will be available as a Canvas file for download.
- *Project Management Case Studies* – 5th Edition – by Harold Kerzner – periodically short cases (2 to 4 pages) will be assigned as pre-read. The cases will be referenced for in-class discussions and assignments. The referenced case studies can be accessed via

the Canvas Reading Lists for this course.
- *Team Project document* **-** A case studies have been developed for use in this class and teams will be assigned to either case study.
- *Smartsheet* - Licensed access to a project management tool will be provided early in the semester. You will be expected to use Smartsheet to manage the PMIP semester project. An assignment will require you to acquire a basic knowledge of Smartsheet using a Tutorial accessible as a Canvas file.
- *Note: No specific software skills are evaluated on tests in this course this term although they may be demonstrated and a homework assignment given, depending on available resources.*
- Other resources, including videos, documents, templates, and web sites, are available through the Resources tab on the course website in Canvas and in the section below.

Grading policy:

1. Midterm exam - 20% - The midterm exam focuses on the first half of the class material.
2. Final exam - 20% - The final exam focuses on the second half of the class material and other general course material
3. Pre-class quizzes - 15% - Pre-class short open book quizzes due prior to class based on the readings for a class
4. Class Attendance and Participation - 10% - This is a graduate class. It is my assumption that you are in this class because you truly want to learn the subject as this material will help you in many ways during your professional development. I will provide you with direct feedback on your level of participation and expect you to come to class. A maximum of 3 absences will be accepted to get full credit
5. Homework/In class discussion participation - 15% - Various homework assignments and in class discussions covering project management knowledge, skills, and tools relevant to the MetroHealth case study or other class activities will be assigned. The grades will be determined based on the homework grading rubric.
6. PMIP Team Project report and presentation - 20% - The Project Management in Practice project requirements are detailed in the assignment details and the report template. The project grade will be determined by the quality of the report and the team's in-class presentation summary of their report. Individual grades will be adjusted based on peer evaluations of team members' participation and contribution to the report and presentation.
7. Total - 100%

Attendance policy:

Class Attendance and Participation - 10% - This is a graduate class. It is my assumption that you are in this class because you truly want to learn the subject as this material will help you in many ways during your professional development. I will provide you with direct feedback on your level of participation and expect you to come to class. A maximum of 3 absences will be accepted to get full credit

Academic honesty/integrity statement:

Students are expected to maintain the highest standards of academic integrity. All work submitted must be original and properly cited. Plagiarism, cheating, or any form of academic dishonesty will result in immediate consequences as outlined in the university's academic integrity policy.