
Welcome to the Stevens Institute of Technology WebCampus

Introduction:

If you have previously taken a WebCampus course, you are aware that web-based courses are not like regular face-to-face courses. Web-based courses require more discipline and may take more time for preparation and participation. Plan to spend a minimum of 12 hours per week for this class.

Perspective:

MGT 614 Advanced Project Management is one of four courses in the Project Management Graduate Certificate Program.

- MGT 609 Introduction to Project Management
MGT 609 must be taken as a pre requisite to MGT 610 and MGT 614.
- MGT 610 Perspectives on Strategic Project Management
MGT 610 may be taken as either a pre-requisite or co-requisite of MGT 614.
- MGT 612 The Human Side of Project Leadership
MGT 612 may be taken at any time but it helps to take it as a pre-requisite or co-requisite of MGT 614
- MGT 614 Advanced Project Management
MGT 614 should be the last Project Management course you take in the Certificate.

The four Graduate Certificate courses can be used as a concentration in Project Management with either of the following degree programs:

- Master of Science in Management (MS/MGT)
- Master of Science in Information Systems (MS/IS)
- Masters of Business Administration (MBA)

Course Flow or Rhythm

- There are 14 weeks in the course.
- Typically each week will start on a Monday and end on a Friday.
- When Monday is a Holiday such as Memorial Day or Independence Day etc. then the week will start on Tuesday instead of Monday.
- Weekly Schedules and assignments for each week will be posted on WebCT.
- Students will have Friday, Saturday and Sunday to complete their assignments. Or you may wish to work ahead during the week preceding the required postings.
- Readings and assignments for each week are to be completed by Monday.
- Students **MUST** submit their assignments to the appropriate WebCT Discussion Group no later than 8:00 AM Eastern Standard Time (EST) or Eastern Daylight Time (EDT).
- Assignments should be submitted as Attachments.
- Use the following protocol for your Subject: "LastName-HW02"
- From 8:00 AM (EST) Monday through 5:00 PM (EST) Thursday, students will read and discuss the other students' postings in the Discussion Groups for that week.
- **Sequentially append** your postings to the last posting in a thread.
- Students will post a Weekly Summary by 8:00 AM (EST) Friday (see page 5 below)
- Discussions should not include attachments.
Only Assignments should include attachments.
- It is expected that students will make at least three cogent, constructive comments per Discussion Group per week.

Syllabus - Check the Syllabus link, it includes a list of texts, readings and grading.

Schedule

The Course Schedule link includes the tentative weekly assignments and readings.

Check the Weekly Schedule links, they include assignments and questions for each week.

Professor's Bio - Check the Professor's Resume link.

Conflicts

Occasionally, modifications in assignments or other administrative areas of this course may be made as the course progresses. Please follow the Weekly Schedule on WebCT.

Where there is a conflict between this overall introduction and my weekly inputs, **THE WEEKLY SCHEDULE WILL PREVAIL.** Please check each week for that week's assignments. Assignments in the overall Schedule are for general guidance only.

Personal Contact:

- For course related topics, you can contact me through MGT 614 WebCT email.
- If you have a personal topic that is not intended for the whole class, contact me through my Stevens personal mailbox, not through WebCT, see course homepage.
- If it is really an emergency, you can contact me via phone, see course homepage. I'll get back to you as quickly as possible.
- If you need to send me hard copy, my FAX number is on the course homepage.
- For technical assistance, contact Kweli Snowden at ksnowden@stevens.edu.
- For administrative assistance, contact Robert Zotti at rzotti@stevens.edu.

Course Inputs

Course inputs (both yours and mine) are intended to support learning.

Make sure that you actually "**ATTACH**" your file before posting it.

When inputting "attached files" please Save your files in the following formats.

- MS Word .doc files
- MS PowerPoint .ppt files
- MS Excel .xls files

Please be sure that no viruses accompany any input. If that happens, your fellow students and I will be very unhappy, and your final grade will be negatively affected.

Academic Honesty

Academic honesty is highly valued at WebCampus just as it is at each Stevens Institute on-site campus. You must always submit work that represents your original words or ideas. If any words or ideas are used that do not represent your original words or ideas, you must cite all relevant sources. You should also make it clear the extent to which such sources were used.

WebCampus submissions require citation if they originate from an identifiable source.

This includes hard copy or electronic publications, whether copyrighted or not, and verbal or visual communication when the content of such communication.

The following Honor Pledge is required on all Assignments.

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.

Name (Print) Type Your name Here

Signature *Type Your Name Here*

Date Type the Date Here

Academic dishonesty in the WebCampus learning environment includes:

- Having a tutor or friend complete a portion of your assignments,
- Having a reviewer make extensive revisions to an assignment,
- Copying work submitted by another student,
- Using information from the Internet without proper citation.

Any of these practices could result in charges of academic dishonesty.

Class Participation

The key to successfully learning and completing this course lies in ongoing dialogue and integration of the course concepts and techniques into your personal and professional workplace. This is extremely difficult to do if you approach this class as a "weekend student". You should check into WebCampus **every day** from Monday through Friday in order to be both a contributing and profiting member of the class.

This is VERY important and is independent of inputting your Assignments.

I will assess your weekly participation based on the contributions and comments that you provide in the Discussion Groups. That assessment will be made on the quantity and quality of your insights, INCLUDING spelling, grammar and punctuation. The use of "Spell Check" is encouraged as is editing review of your work. (After all, you are university students.) If your inputs are limited during the Discussion period, you will not be able to obtain the maximum grade for that week and your final grade will be negatively affected. Because this is an on-line course, there are no vacation weeks. We work straight through. You should take your laptop with you on trips.

Overview and Grading of Assignments

In addition to the reading materials assigned in the weekly lecture, you might want to explore additional readings and/or use your personal or professional experiences and environment as part of any discussion. If you quote from supplementary readings please be sure to include the appropriate references. Your responses to each of the discussion questions should be brief (No more than a few paragraphs maximum) so PLEASE get right to the point.

Homework Assignments should be organized to present your points in a businesslike and persuasive manner. Clarity is vital with introductions, flow, and conclusions as important items. Assignments are due on or before the date indicated. Late assignments shall lose one grade for each day late. There are no "make-up" assignments. I will advise you weekly as to the grade that you have earned during that week.

You are expected to post a significant Primary Post to each week's Discussion Groups.

Subject protocol: "LastName-Short Topic Descriptor" i.e., LastName-UCP

The Weekly Schedule (on MGT 614 WS WebCampus) will provide a series of questions to guide you in posting your Primary Discussion message.

Your inputs to the Discussion Groups for each week will be graded as follows:

ZERO = 0 "NO PARTICIPATION"

F = 50 "NO SUMMARY" or Very Light Participation

C = 75 "Hello, I'm here":

B = 85 "I'm here and I'm responding to the discussion questions".

A = 95 "I have something that contributes to learning in this course".

Please refrain from including personal inputs, congratulations, announcements etc. that are not related to the course content.

Weekly Summaries - Subject protocol -"LastName-Summary"

Weekly Summaries are due by the end of the week, i.e. Friday morning by 8:00 AM (2 screens maximum). "Condense" what you have learned and found applicable (or even not applicable) that week. This Summary will be critical to me in assuring we are meeting your educational objectives. Late Summaries will detract from your weekly grade. Don't be late. (I know that I said it before but I like to emphasize things.) Just a short comment here: This course is open 7-days a week so you can input at any time.

Please don't repeat the week's requirements in your Summary. Tell us what nuggets of knowledge you learned during the week. Please be frank. Remember positive inputs into the Summary won't give you points and negative ones won't take any points away.

To support understanding, complete the Assignments as soon as you can (I advise you NOT to wait). All written assignments MUST be completed on time unless serious, mitigating circumstances occur and prior arrangements have been made with me as early as possible.

Answering Questions

When answering the discussion questions, **ALWAYS** start your answer by quoting the question first, e.g. if the question is "What defines a project?" Your response then might begin with quoting the question, e.g. "What defines a project?" Your participation grade will suffer if this rule is not followed.

Individual Case Study Project

To stimulate our understanding of real-life project management, in Week #04 you will be required to select a project that you will examine throughout the remainder of the course. Because your Case Study Project will be inspected and commented upon each week by everyone in the course, be judicious when selecting it.

Feedback

As your facilitator/instructor, I will contribute minimally but when I do contribute, I will try to assist the discussions or offer help to anyone who seems to need it. I may be "silent" but I'm still there. Do not expect me or your fellow students to pat you on your back.

By discussing our "Mutual Ignorance", we often learn how "Smart" a group of individuals can become! That is because in this course, there are no "Stupid" questions or viewpoints. If you make a questionable input, I will email you "privately."

Since we may be in a variety of time zones, you should check WebCampus in the morning as well as at night. Try to be positive in your approach to others and careful about how you phrase your words. Others cannot see your facial expressions to know when you are joking, so critical comments; sarcasm or humorous sayings should be considered very carefully. It is better to be polite rather than misunderstood and be sorry.

Discussion Groups

Discussion Groups will be unlocked for the week that they will be used. They will be closed after the applicable week at the discretion of the Instructor. Course assignments are due on a Monday to give those students who work full time, a breathing space (the weekend - Friday, Saturday, and Sunday) to read and reflect before responding.

NOTE: If the Group is locked post your Primary to the Main Group.

In this course, you will have opportunities not only to acquire new knowledge, but also to practice group process and communication skills essential for business and professional success in today's project focused, team based, organizations. This course can be a realistic model of the technology enabled "virtual teams" of today's geographically dispersed enterprises and partnerships.

Please be concise and articulate in your responses, positive in your approach to others and careful about the way things are worded. Work submitted must be your own.

Where outside sources are used as references, identify the source and make clear the extent to which the source was used. Plagiarism is not acceptable.

Student Responses:

Evaluation of your participation is based on the quality of your responses as well as the quantity. Quality includes the usual attributes expected of university students including spelling, punctuation and grammar. Good grammar counts. You are expected to be an active member of the class, contribute new and relevant information to the discussion, comment in a positive manner, and build on the remarks of fellow students. Informal conversational style is fine and encouraged. It is every student's responsibility to help keep the discussion moving. Brief responses such as "I agree with what Bill said," and discussions about non-course related activities **DO NOT** count toward your participation grade. Your comments must directly relate to the course.

Evaluation of Assignments

Your inputs will be evaluated based on content in addition to usage, style, grammar and format. Each Assignment submitted to the Discussion Group should use the Assignment Format provided for that assignment. Quality includes completeness, clarity, level of analysis, conciseness, dealing with key issues, and especially, specific recommendations related to the project management issues. Remember to use quotes from stakeholders to justify and support your assertions.

ASSIGNMENTS CANNOT BE REPEATED TO RAISE A GRADE **THERE ARE NO EXTRA CREDIT ASSIGNMENTS**

Socratic Method

Asking questions is one of the better ways to learn. Therefore, in this course, unless it's a "discussion question" which you have to answer, when I ask a question, it doesn't mean that you are expected to answer it (or even respond), just consider it.

As an example, when Marketing talks about discovering customer's future needs, in today's fast-changing, high tech culture, how do those customers know they have those needs? Or why is a project being run at Blitz-Critical pace? Who or what helped determine the project's pace?

The question you don't ask, the answer you don't get
will be the reason your project has problems!

If you have any questions, please contact

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with great thanks to Dr. Mel Silverman

Course Outline Wesley J. Howe School of Technology Management

Pre-requisite: MGT 609 Introduction to Project Management

Pre-requisite/Co-requisite: MGT 610 Strategic Perspectives in Project Management

Perspective

With advanced technological developments and increased competition, project management has become a central activity in most industrial organizations and across many industries. Being a problem-driven field, the discipline of project management is rapidly evolving while new ideas, new tools and new techniques are constantly added. These developments have made project management one of the most demanding and most complicated tasks of management today. Similarly, research in project management is also growing as more theory is developed and more data accumulated.

It is assumed students have some basic knowledge of project management. This course explores the latest theoretical, practical, and strategic developments in the management of modern projects. Among other things, it discusses management styles, management strategies, systems engineering, and various functional areas in project management, usually not covered in a basic course. The idea is to explore the state-of-the-art in project management and develop additional insights. The emphasis in this course is on the latest managerial concepts and on possible research areas for advanced studies.

Course Objectives

In this course, as in project management, there are multiple objectives:

- To characterize the range, scope, and complexity of modern projects.
- To develop a strategic, system perspective for understanding projects.
- To understand and learn the latest tools and techniques used in projects.

Attaining the Course Objectives

To pursue the course objectives effectively, participants:

- Read assigned materials prior to class.
- Prepare assignments prior to class.
- Participate in class discussions.
- Bring new insights into class discussions.
- Prepare a final case study and make a class presentation.

Term Papers and Presentations

- Each student will choose a project to be used throughout the semester.
- You will develop in-depth reports and presentations that relate your project to select topics.
- You will use the Real Life Project Analysis – Guidelines to complete a comprehensive final case study, integrating assignments into the case study.
- You will prepare a short slide presentation for the final case study.

Grading

- 10% Class Participation
- 20% Homework Assignments
- 20% Mid Term Paper
- 50% Final Case Study and Presentation

Required New Text

- Advanced Project Management 2nd Ed, by Kerzner (ISBN: 0-471-47284-0) John Wiley 2004
- Crossing the Chasm, by Moore (ISBN: 0-06-051712-3) Harper Business Essentials 2002

Reference Texts

- Project Management - A Managerial Approach, by Meredith and Mantel
- PMBOK - Project Management Body of Knowledge, by PMI
- Managing New Product and Process Development, by Wheelwright & Clark, Free Press
- Diffusion of Innovations, by Everett M. Rogers, Free Press

Other Sources

- Independent research: texts, books, journals, papers, theses, and the Internet.

	Readings	Author(s)	
1.	Real Life Project Analysis - Guidelines	Dr. Aaron J. Shenhar Michael Poli	Spring 2003
2.	National Science Foundation Proposal: Strategic Project Management: Making Projects Our Next Competitive Weapon	Dr. Aaron J. Shenhar Dr. Donald N. Merino Dr. Richard Reilly	NSF Proposal March 1998
3.	Integrating Product and Project Management – A New Synergistic Approach	Dr. Aaron J. Shenhar Dr. Alexander Laufer	EMJ Sept. 1995
4.	What Is Strategy?	Dr. Michael E. Porter	HBR Nov-Dec 1996
5.	Project Strategy: The New Framework	Dr. Aaron J. Shenhar Michael Poli Dr. Thomas Lechler	PICMET 2001
6.	Project Definition – The Missing Link	Gordon Webster	Industrial and Commercial Training1999
7.	Project Strategy: The Key to Project Success	Michael Poli Dr. Aaron J. Shenhar	PICMET 2003
8.	Creating Project Plans to Focus Product Development	Dr. Steven C. Wheelwright Dr. Kim B. Clark	HBR March- April 1992
9.	A Project Strategy: Matching Customers to the Right Project	Michael Poli Dr. Aaron J. Shenhar Dr. Richard R. Reilly	PICMET 2005

Class Management Issues

Academic Honesty

Academic honesty is highly valued. You must always submit work that represents your original words or ideas. If any words or ideas are used that do not represent your own original words or ideas, you must cite all relevant sources. You should also make it clear to which extent such sources were used.

Words or ideas that require citation include, but are not limited to all hard copy 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. All submissions relating to any public meeting - discussions or private mailbox fall within the scope of words and ideas that require citations if used by someone other than the original author.

Forms of academic dishonesty could involve:

- Plagiarism - submitting all or part of another's work as one's own in an academic exercise, such as an examination, computer program, or written assignment.
- Cheating - using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining, or attempting to obtain, copies of an examination or answers to an examination.
- Facilitating Academic Dishonesty - helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
- Fabrication - altering or transmitting, without authorization, academic information or records.

Any of these practices could result in charges of academic dishonesty and disciplinary actions deemed appropriate by the Institute.

Penalties for Academic Dishonesty

The following statement is printed in the Stevens Graduate Catalog and applies to all students taking Stevens courses, on and off campus.

“Cheating during in-class tests or take-home examinations or homework is, of course, illegal and immoral. A Graduate Academic Evaluation Board exists to investigate academic improprieties, conduct hearings, and determine any necessary actions. The term ‘academic impropriety’ is meant to include, but is not limited to, cheating on homework, during in-class or take home examinations and plagiarism.”

Consequences of academic impropriety are severe, ranging from receiving an “F” in a course, to a warning from the Dean of the Graduate School, which becomes a part of the permanent student record, to expulsion.

Reference: The Graduate Student Handbook, Academic Year 2004-2005 Stevens Institute of Technology.

Ethical Conduct – Statements to be Included in Homework Assignments

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.

Name (Print) Type Your name Here

Signature *Type Your Name Here*

Date Type the Date Here

Confidentiality

We are all bound by confidentiality in this class. Students may want to discuss their company's policies and procedures as they apply to the class material. Some students will want to write a paper on a company confidential project. In order to assure that a free and open discussion is possible, it is expected that each class member respects the confidentiality of any materials that classmates are willing to share in class.

Course Inputs

Please be sure that no computer viruses accompany the final project computer files. The consequences will be severe.

Flexibility

The course content or reading assignments may be changed at the instructor's discretion.

Assignments

Your active participation and written work will be assessed according to the following criteria (adapted from the Foundation for Critical Thinking):

- Clarity:** focus your statements on specific topic and context; give examples; avoid vague generalities or undefined terms; help others to understand what you're talking about without confusion.
- Accuracy:** give correct information that others can verify; acknowledge the limits of what you know about a topic.
- Precision:** provide specific details to support your statements.
- Relevance:** connect your comments to the issues currently under discussion by the group and help others to understand those connections.
- Depth:** address the problem in all its complexity; consider the context of the problem, its root causes, and the other issues it brings up.
- Breadth:** consider the problem from many points of view; think of how others who don't share your background might understand it.
- Logic:** consider how your statements and assumptions work together and communicate them so that others can follow your reasoning.
- Significance:** focus on the most important elements of a topic or elements that others have overlooked; avoid repeating common knowledge.
- Ethics:** consider how your statements and actions affect others; judge your own contributions in terms of how they benefit the learning community.



MGT 614 Web Advanced Project Management

Wesley J. Howe School of Technology Management Course Schedule

All assignments (Read and HW) are to be completed by the Monday indicated.
Discussions are to be held from Monday through Friday of each week.

Week	DAY	pages	Assignment
00	Orientation Week		
01/23	MON		Review the Course Syllabus, Schedule, Grading, Administration
01/27	FRI		Summary - Post Student Facts Shared This Week
01	Introduction to MGT 614 Advanced Project Management		
01/30	MON		MGT 614 Intro Slides
		HW0	Complete: MyCompany Project Management Excellence Questionnaire <ul style="list-style-type: none"> • Discuss Your Company's Results • Discuss: What constitutes Project Excellence?
02/03	FRI		Summary - Post Knowledge Learned This Week
02	NSF Proposal and Project Analysis Guidelines		
02/06	MON	15	NSF Proposal
		13	Real Life Project Analysis – Guidelines
		22	Kerzner, Chap 1: The Growth of Project Management <ul style="list-style-type: none"> • Discuss the STAR Model • Submit questions – Real Life Project Analysis - Guidelines
02/10	FRI		Summary - Post Knowledge Learned This Week
03	Shenhar's Success Dimensions and UCP Model		
02/13	MON	5	Integrating Product & Project Mgt–A New Synergistic Approach
		26	Kerzner, Chap 2: Success, Maturity, and Excellence: Definition
		54	Kerzner, Chap 5: Strategic Planning for Excellence in PM
			Week #03 UCP Slides <ul style="list-style-type: none"> • Discuss Shenhar's Success Dimensions and UCP Model
02/17	FRI		Summary - Post Knowledge Learned This Week
04	Project Strategy		
02/20	MON	8	Project Strategy: The Key to Project Success
		26	Project Strategy: The New Framework
		5	Project Definition – The Missing Link
		19	Porter: What is Strategy?
			Week #04 Strategy Slides <ul style="list-style-type: none"> • Discuss the concept of Project Strategy
		HW1	Section 3: Project Description - Real Life Project Analysis
			Pick a real world project to use for your Case Study
02/24	FRI		Summary - Post Knowledge Learned This Week

DATE		pages	Assignment
05		Wheelwright & Clark Model (W&C)	
02/27	MON	13	W&C, Creating Project Plans to Focus Product Development
		18	Kerzner, Chap 7: Project Portfolio Management
		24	Kerzner, Chap 3: The Driving Forces for Maturity
		32	Kerzner, Chap 6: The Maturity of Modern Project Management
		HW2	Section 4: Product and Project Characteristics – Guidelines Classify your Case Study Project on the <ul style="list-style-type: none"> • UCP framework: Technological Uncertainty, Complexity, and Pace • W&C framework: Product Change, Process Change & Project Type Justify your UCP and W&C classification choices
03/03	FRI		Summary - Post Knowledge Learned This Week

06		Technology Adoption Life Cycle Model (TALC)	
03/06	MON	9	A Project Strategy: Matching Customers to the Right Project
		4	Crossing the Chasm, Introduction If Bill Gates Can Be a Billionaire
		16	Crossing the Chasm, Chap 1: High-Tech Marketing Illusion
		32	Crossing the Chasm, Chap 2: High-Tech Marketing Enlightenment
		24	Crossing the Chasm, Chap 3: The D-Day Analogy
			Week #06 W&C/TALC Slides
		HW3	Section 4: Product and Project Characteristics – Guidelines <ul style="list-style-type: none"> • Use TALC to identify the initial target customer in the case • Use TALC to define a Deployment Strategy for specific users Justify your target customer and user Deployment Strategy choices
03/10	FRI		Summary - Post Knowledge Learned This Week

07		Whole Product Model	
03/13	MON	17	Crossing the Chasm, Chap 4: Target the Point of Attack
		23	Crossing the Chasm, Chap 5: Assemble the Invasion Force
			Relate your Case Study Project to: <ul style="list-style-type: none"> • the set of Go-to-Market issues (page 99) • the Whole Product Model (page 109)
03/17	FRI		Summary - Post Knowledge Learned This Week

08		Competitive Positioning	
03/20	MON	30	Crossing the Chasm, Chap 6: Define the Battle
		25	Crossing the Chasm, Chap 7: Launch the Invasion
			Create: a Claim Statement for your case (page 154)
		Mid - Term	Section 6: Project Strategy – Guidelines Include a Claim Statement for your case project (page 154)
03/24	FRI		Summary - Post Knowledge Learned This Week

09		The Human Side of Project Management: Leadership	
03/27	MON	31	Kerzner, Chap 10: Culture
		11	Kerzner, Chap 11: Management Support
		23	Kerzner, Chap 14: Behavioral Excellence
			Week #09 PM Leadership Slides <ul style="list-style-type: none"> • Discuss: How the PM could have improved their leadership style?
03/31	FRI		Summary - Post Knowledge Learned This Week

	DATE	pages	Assignment
10	The Human Side of Project Management: Teamwork		
04/03	MON	16	Kerzner, Chap 13: Informal Project Management
		20	Kerzner, Chap 15: The Effect of Mergers & Acquisitions on PM
		36	Kerzner, Chap 8: The Project Office (sections 8.0 through 8.5)
			<ul style="list-style-type: none"> • Discuss: What was done to achieve/improve teamwork?
04/07	FRI	HW4	Section 7: Project Spirit and Leadership – Guidelines Summary - Post Knowledge Learned This Week

	DATE	pages	Assignment
11	Project Implementation Processes		
04/10	MON	24	Kerzner, Chap 4: Project Management Methodologies
		28	Kerzner, Chap 9: Integrated Processes
		16	Kerzner, Chap 8: The Project Office (sections 8.6 through 8.17)
			View Week #11 PM Process Slides
			<ul style="list-style-type: none"> • Discuss: Project Implementation Processes used in your case • Critique the sample Project Management process.
04/14	FRI		Summary - Post Knowledge Learned This Week

	DATE	pages	Assignment
12	Project Learning and The Future for Project Management		
04/17	MON	21	Crossing the Chasm, Conclusion: Getting Beyond the Chasm
		26	Kerzner, Chap 16: Rising Stars and Future Directions
			<ul style="list-style-type: none"> • Discuss: The future of project management at your <u>company</u>. • Discuss: How will you personally improve PM in your <u>company</u>?
04/21	FRI	HW0	Complete: PERFECT Company Excellence Survey Summary - Post Knowledge Learned This Week

	DATE	pages	Assignment
13	Final Case Study and Slide Presentation		
04/24	MON		<ul style="list-style-type: none"> • Submit Final Case Study to Web as MS Word .doc file • Submit Slide Presentation to Web as MS PowerPoint .ppt file • MAIL Hard Copy & CD-ROM: Case Study, Slides, Interview Notes
			Discuss: Individual Case Studies
04/28	FRI		Summary - Post Knowledge Learned This SEMESTER LAST DAY OF COURSE

By FRIDAY 04/28	Prof. Poli MUST have your hard copy and CD-ROM Case Study, slides, interview notes In his hands by this date!
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	DATE	pages	Assignment
14	Course Closure		
04/29	MON		COMPLETE the ONLINE COURSE EVALUATION
05/05	FRI		FINAL GRADES POSTED Approximately

MAIL Your Final Case Study Package to:

Prof. Michael Poli
Stevens Institute
Howe School, Morton Room 318
Hoboken, New Jersey 07030