

Applied Engineering Project Management

EGS 6628

Sections 1FE2 (13831), 2FED (13832), HYBR (27818)

Class Location: Online Only

Academic Term: Fall 2020

Instructor: John W. Caldwell, PhD, Adjunct Professor

Engineering Leadership Institute, University of Florida Herbert Wertheim College of Engineering

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- b. Office Telephone: 949/500-4037
- c. Office hours: By appointment only via conference or Zoom call
- d. Web site: UF course Canvas web site
- e. Student grader: Kyle Simpson

Course Description: Applied Engineering Project Management expands on foundational project management practices to include complex as well as new project delivery concepts. Topics include project acquisition; negotiation skills; advanced risk planning and management; program management; project.

Credit Hours: 3

Course Pre-Requisites/Co-Requisites: EGS 4625/6626, Fundamentals of Engineering Project Management, or equivalent (with permission of the instructor)

Course Objectives: Following successful completion of this course, students will be able to:

- Create project selection matrices and analyze business-case cost-benefit information to assure consistency with business enterprise strategies
- Identify and conduct negotiation strategies and tactics under a variety of scenarios
- Analyze and evaluate post-mortem failure histories of complex engineering projects
- Evaluate, describe, and summarize the logistics required to establish multi-locational program teams
- Demonstrate proficiency in standard project management tools to plan, monitor, and control projects
- Compare and contrast multiple project delivery life cycle models and their applicability to specific project needs
- Devise, plan and write a detailed Project Execution Plan

Course completion is one of the prerequisites for obtaining the Graduate Engineering Project Management Certificate offered by the Herbert Wertheim College of Engineering.

Material and Supply Fees: not applicable

Required Textbooks and Software:

- f. Title: Project Management: The Managerial Process (All Sections)
- g. Author: Larson, Eric W. and Clifford F. Gray
- h. Publication date and edition: 2014, Sixth Edition
- i. ISBN number: 978-0-07-809659-4

Microsoft Project will be available to all enrolled students free of charge. The ability to create pdf files is also required as well as Microsoft Excel or equivalent.

Recommended Materials: Students should expect to have additional reading assignments and materials that will be outlined in the detailed course schedule provided by the instructor in Canvas. Reading materials will be available electronically through the University library system or through postings on the Canvas course website.

Additional case study materials will be required to be purchased from outside vendors.

Course Schedule: The course will be delivered in weekly or multi-week modules typically through video lecture concept introduction, online discussion overviews by the instructor and students, and student preparation and presentations of assignments that apply the concepts learned. Students will have access to an updated course schedule that outlines in detail the coverage of topics for each module, as well as the schedule, reading requirements and expected discussions and activities for that module via Canvas.

An overview of topics to be delivered each week is summarized below. The actual outline, as well as dates for assignments and content coverage, are subject to change at the course instructor's discretion. These will be reflected in the updated course schedule that students will have access to via the Canvas website as stated above:

EGS6628 COURSE DELIVERY OUTLINE - FALL 2020				
Week #	Week Beginning	Module	Topic	Readings
1	8/31/2020	1	Introduction, Syllabus Review and Quiz, PxP Overview	Listed in Canvas;
2 ^a	9/7/2020	2	Business Pursuit Strategies	Listed in Canvas
3	9/14/2020	2	Business Pursuit Strategies	Listed in Canvas
4	9/21/2020	3	Negotiations Concepts & Skills	Listed in Canvas
5 ^b	9/28/2020	3	Negotiations Concepts & Skills	Listed in Canvas
6	10/5/2020	4	Post-Mortem Engineering Project Failure Analysis	Listed in Canvas
7	10/12/2020	4	Post-Mortem Engineering Project Failure Analysis	Listed in Canvas
8	10/19/2020	5	Program Management	Listed in Canvas
9	10/26/2020	5	Program Management	Listed in Canvas
10	11/2/2020	6	Earned Value Management	Listed in Canvas
11 ^a	11/9/2020	6	Earned Value Management	Listed in Canvas
12	11/16/2020	7	Agile Application in Engineering Projects	Listed in Canvas
13 ^a	11/23/2020	8	Project Simulations	Listed in Canvas
14	11/30/2020	8	Project Simulations	Listed in Canvas
15 ^c	12/7/2020	Capstone PxP		---
^a Holidays are 9/7/2020 (Labor Day), 11/11/2020 (Veteran's Day), and 11/25/2020 - 11/27/2020 (Thanksgiving)				
^b Homecoming cancelled				
^c Reading Days are 12/10/2020 - 12/11/2020				

Class Participation Expectations and Make-Up Policy: Participation is mandatory in all assignments, and more than one unexcused participation in an assignment can result in a loss of most or all of the assignment points at the discretion of the instructor, subject to UF policies. Excused absences from assignments are consistent with university policies in the catalog (<http://graduateschool.ufl.edu/academics/graduate-catalog/>) and require appropriate documentation. Students are expected to be prepared (including completion of all assigned readings) to actively participate in scheduled discussions and activities. Unless stated otherwise, assignments are to be submitted via Canvas by the stated deadline. Late submissions may be accepted by the instructor for partial credit, subject to the policies of the graduate catalog, as appropriate.

Online Course Recording

Our class sessions may be audio visually recorded for students in the class to refer to and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who unmute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

For those enrolled in Section HYBR/Class 27818 ONLY

F2F Course Policy in Response to COVID-19

We will have face-to-face instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom interactions.

- You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- This course has been assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor's guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms (Click here for guidance from the CDC on symptoms of coronavirus), please use the UF Health screening system and follow the instructions on whether you are able to attend class. Click here for UF Health guidance on what to do if you have been exposed to or are experiencing Covid-19 symptoms.
- Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work. Find more information in the university attendance policies.

Evaluation of Grades: The base learning framework is the same for all students.

Allocation of points for individual and team assignments, the single Syllabus quiz, and the semester-long Capstone Project is shown in the following table (points are approximate as assignments may change slightly):

Assignments	Total Points	% of Final Grade
Individual	702	82%
Team Negotiations	50	6%
Syllabus quiz	10	1%
Capstone Project	95	11%
Totals	857	100%

Grading Policy: The grade scale for the student total class score is:

Total %	Grade	Grade Points
90.0-100.0	A	4.00
87.0-89.9	A-	3.67
84.0-86.9	B+	3.33
81.0-83.9	B	3.00
78.0-80.9	B-	2.67
75.0-77.9	C+	2.33
72.0-74.9	C	2.00
69.0-71.9	C-	1.67
66.0-68.9	D+	1.33
63.0-65.9	D	1.00
60.0-62.9	D-	0.67
0-59.9	E	0.00

There will be no curving of the final grade.

More information on UF grading policy may be found at:

<http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#grades>

Students Requiring Accommodations

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, <https://www.dso.ufl.edu/drc>) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

Course Evaluation

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu/evals>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

University Honesty Policy

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<https://www.dso.ufl.edu/scsr/process/student-conduct-honor-code/>) specifies several behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

Commitment to a Safe and Inclusive Learning Environment

The Herbert Wertheim College of Engineering values broad diversity within our community and is committed to individual and group empowerment, inclusion, and the elimination of discrimination. It is expected that every person in this class will treat one another with dignity and respect regardless of gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture.

If you feel like your performance in class is being impacted by discrimination or harassment of any kind, please contact your instructor or any of the following:

- Your academic advisor or Graduate Program Coordinator
- Robin Bielling, Director of Human Resources, 352-392-0903, rbielling@eng.ufl.edu
- Curtis Taylor, Associate Dean of Student Affairs, 352-392-2177, taylor@eng.ufl.edu
- Toshikazu Nishida, Associate Dean of Academic Affairs, 352-392-0943, nishida@eng.ufl.edu

Software Use

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see: <https://registrar.ufl.edu/ferpa.html>

Campus Resources:Health and Wellness**U Matter, We Care:**

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor are available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc>, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Discrimination, Harassment, Assault, or Violence

If you or a friend has been subjected to sexual discrimination, sexual harassment, sexual assault, or violence contact the **Office of Title IX Compliance**, located at Yon Hall Room 427, 1908 Stadium Road, (352) 273-1094, title-ix@ufl.edu

Sexual Assault Recovery Services (SARS)

Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or <http://www.police.ufl.edu/>.

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.
<https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <https://www.crc.ufl.edu/>.

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.
<https://teachingcenter.ufl.edu/>.

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.
<https://writing.ufl.edu/writing-studio/>.

Student Complaints Campus: https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.

On-Line Students Complaints: <http://www.distance.ufl.edu/student-complaint-process>.