Subject Number: PM 472

School of Business Management

5 Credits
Effective Date: 1/1/2021
List any Pre-requisite: PM 401, PM 404, PM 422 and PM 406

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under *Faculty Information* in the online course menu.

Contact Information

Contact information for instructors is found under *Faculty Information* in the online course menu.

Course Description

This class is designed to familiarize students with a series of emerging trends that will evolve the discipline of project management and potentially shape its future. A key objective involves enhancing students' understanding of developing concepts, methods, tools, and techniques in project management to help them create value for their organizations by properly selecting, customizing, and implementing novel solutions. The primary topics in this class include the VUCA environment, a shift toward Agile and Hybrid Project Management approaches, the remote work trend, emotional intelligence for project managers, Artificial Intelligence (AI) and its

role in evolving project management, the Internet of Things, Blockchain, and trending project management tools and solutions. Emphasis will be placed on equipping students with practical knowledge and skills related to digital transformation and the adoption of proper technologies to enhance various dimensions of an organization's project management function.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course Reading List. Note: resources listed under "Required - Must Purchase" should be purchased from a vendor of the student's own choosing; resources listed under "Available from the Library" are available at no cost to students.

Students in Canada may purchase course resources from the Canada Bookstore, and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

Course Outcomes

This course will prepare students to:

- Devise an Artificial Intelligence-Project Management strategy and implementation plan.
- Assess an organization's existing culture and value system to generate solutions for building an AI-ready culture.
- Identify risks and challenges associated with the adoption of a new technology.
- Select proper project management approaches for managing various types of projects.
- Develop an Internet of Things (IoT) solution for an organization's project management function.

Additional Information

This is a new heading for our syllabus template. Programs are using this to list additional information required by accreditors, or core concepts/knowledge/skills.

Core Concepts, Knowledge, and Skills

- The VUCA environment
- Agile and Hybrid Project Management approaches
- The remote work trend
- Emotional intelligence for project managers
- Artificial Intelligence and its role in evolving project management
- The Internet of Things
- Blockchain

- Trending project management tools and solutions

Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current University Catalog (https://www.cityu.edu/catalog/).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

Course Assignments and Grading

Overview of Course Grading

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

Overview of Required Assignments	*% of Final Grade*
Instructor Determined Assignments and Activities	30%
Mini-Case Studies (2)	40%
Team Case Study: Developing an AI-PM Strategy and Implementation Plan	30%
TOTAL	**100%**

Instructor Determined Assignments and Activities (30% of Final Grade)

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of project management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

Components	*% of Grade*
Quality of Responses	40%
Quantity of Responses	40%

| Timeliness | 20% |
| **TOTAL** | **100%** |

Mini-Case Studies (2) (40% of Final Grade)

The instructor will provide two (2) mini-cases to students throughout the quarter. The cases are designed to encourage students to apply analytical concepts and frameworks to analyze various project management scenarios and develop relevant solutions and/or action plans. The cases will challenge students' understanding and application of novel project management concepts, methods, tools, and techniques. A different case will be utilized each quarter; therefore, requirements for each case will vary depending upon the nature of the scenario of interest. Accordingly, specific instructions and set of requirements (e.g., format, references, and page count) will be included in the description of each case.

Components	*% of Grade*
Requirements	35%
Analysis	30%
Recommendations	15%
Style Including Structure, Flow, Grammar, and Spelling	10%
APA	10%
TOTAL	**100%**

<u>Team Case Study: Developing an AI-PM Strategy and Implementation Plan</u> (30% of Final Grade)

In this course, students will be exposed to different AI-powered tools and solutions in parallel with frameworks and processes for the adoption of relevant technologies. At the start of the quarter, students will be assigned to teams and each group will select an organization to develop an enterprise AI strategy (i.e., solution) related to its project management function and devise a corresponding high-level implementation plan. Teams can initiate this project upon the instructor's approval of the proposed company. Students should carefully study the internal systems, structure, culture, leadership, human resources, and other key building blocks of the selected firm along with the demands of its external environment. This information will help teams identify a proper opportunity for the adoption of AI and devise an effective plan for executing the AI solution. The AI-PM strategy and implementation plan document must address the following components:

- Problem statement
- The proposed AI solution related to the firm's project management function (a technical description)
- The high-level implementation plan:
  - Proposed solutions for building an AI-ready culture
  - A list of required technical stakeholders to staff the AI initiative. This should include each stakeholder's specific roles and responsibilities.
  - Effective alternatives to hire AI talent
  - AI solution justification
  - Technical prerequisites: An evaluation to determine whether the identified problem needs the proposed AI solution.
  - A general outline of the data acquisition process
  - Alternative approaches to implement the proposed AI solution (build vs. buy) and assessing each using a cost-benefit analysis
  - Estimated schedule and budget summary
  - Risks, challenges, and relevant mitigation strategies

Adherence to APA formatting is required and the case response will be 10-12 pages (excluding cover page and reference page) and should include a minimum of six (6) professional references. Each team member will fill out an evaluation form to indicate the level of individual performance on the team. This evaluation will contribute to the "Team Contribution" component of the associated rubric.

Components	% of Grade
Requirements for the AI-PM Strategy & Implementation Plan	30%
Application of AI Fundamentals and Analysis	30%
Team Contribution	20%
Style and Mechanics	10%
APA	10%
TOTAL	**100**

Course Policies

Late Assignments

 A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor prior to the assignment's due date

and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

 Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the University Catalog that is linked from the CityU Web site.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit https://my.cityu.edu/titleix or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is

not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at https://www.cityu.edu/discover-cityu/about-cityu/ under the Policies section or at https://www.cityuniversity.ca/about/.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy.*

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the University Catalog under *Student Rights and Responsibilities* on the page titled *Attendance.*

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at *disability@cityu.edu* or 206.239.4752 or visit the Disability Support Services page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the Ask a Librarian service, or access library resources and services online, 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.