ITT Technical Institute

PM4530

Management of Global Projects

Onsite Course

SYLLABUS

Credit hours: 4.5

Contact/Instructional hours: 45 (45 Theory Hours)

Prerequisite(s) and/or Corequisite(s):

Prerequisites: PM3225 Project Management Tools and Techniques or equivalent
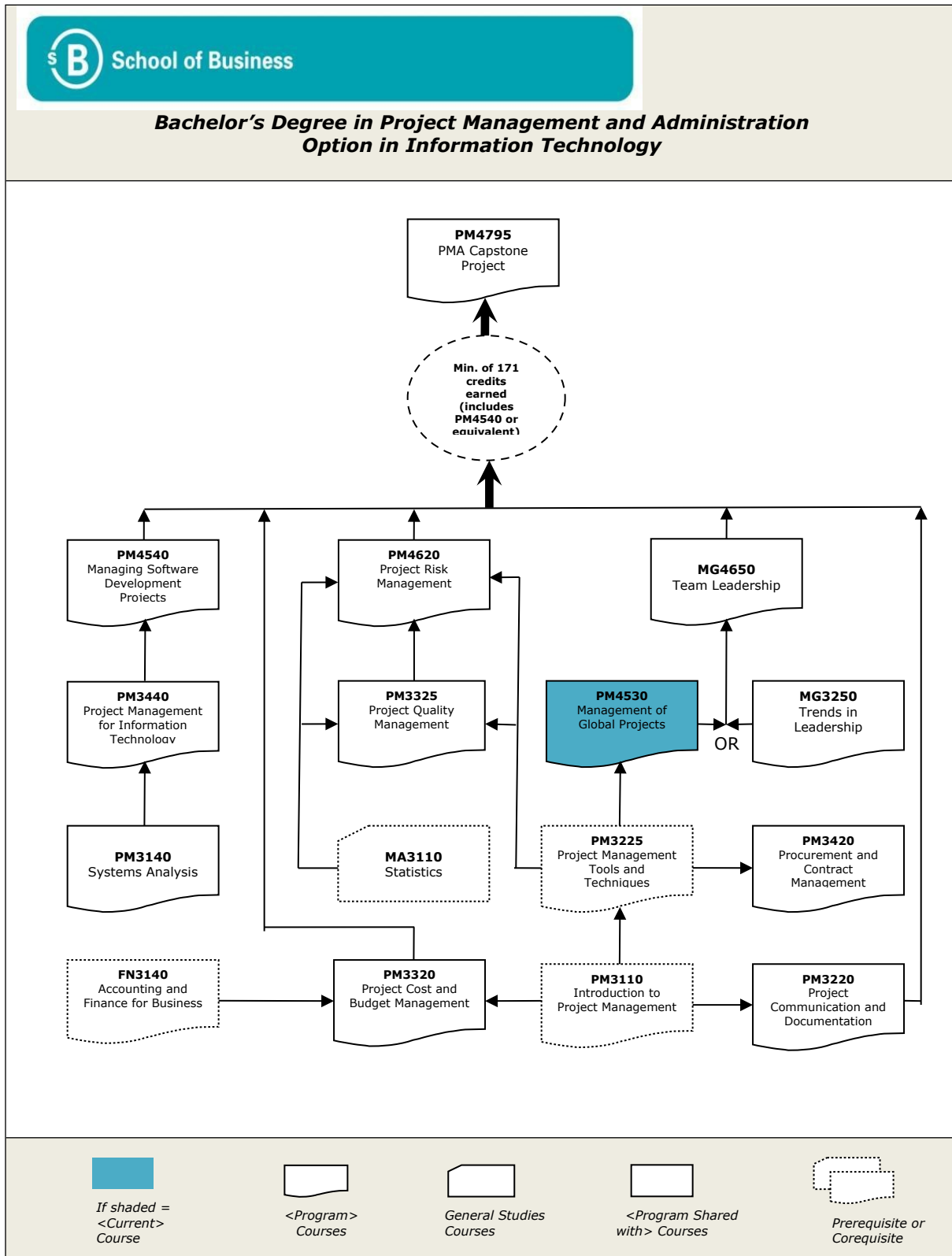
Course Description:

This course explores the management of multi-cultural, multi-national projects. Topics include leading virtual meetings and building trust and cooperation among teams that have different work standards.
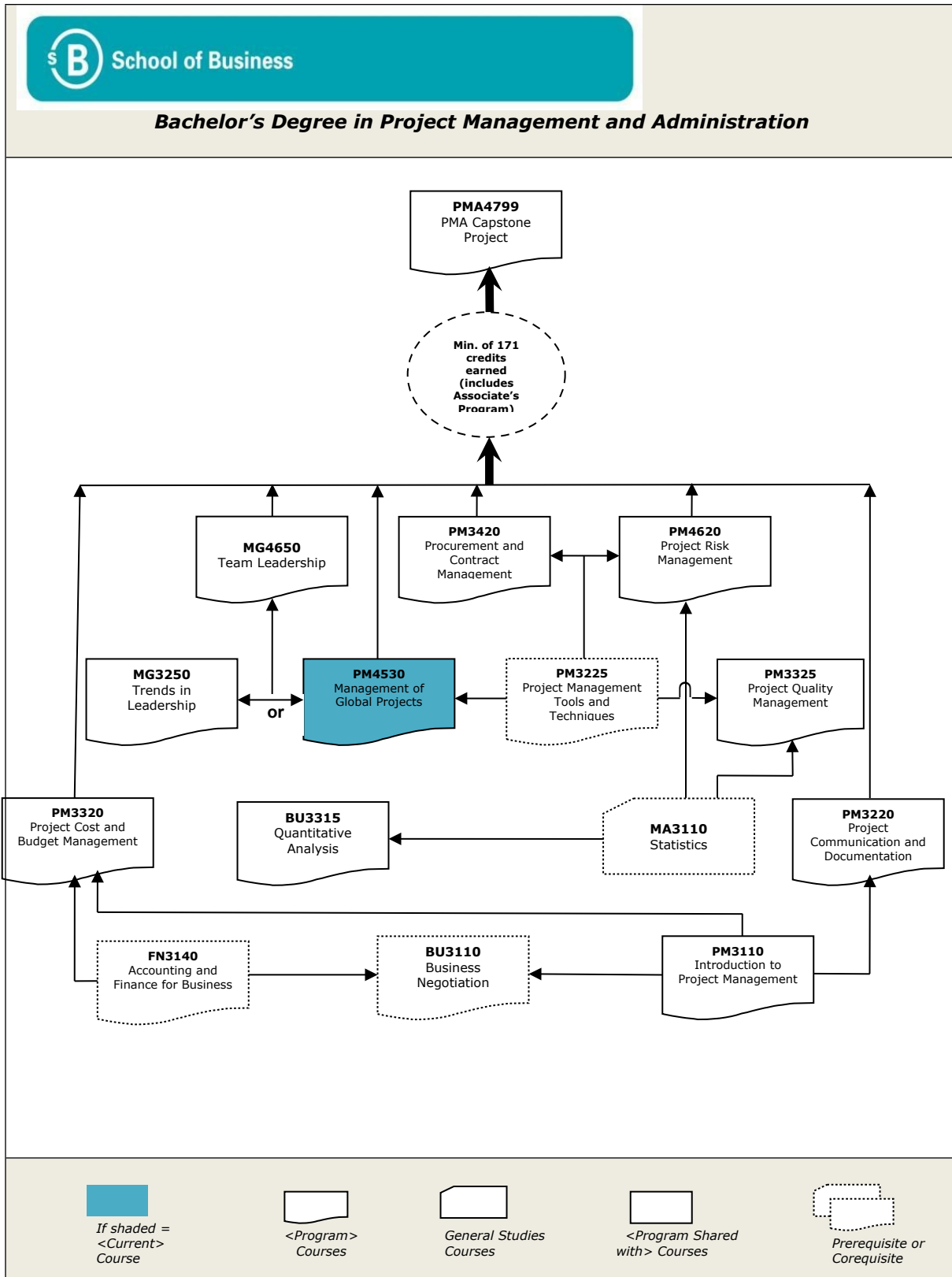
Where Does This Course Belong?

This is a core course in the Project Management and Administration Bachelor degree program for all options.

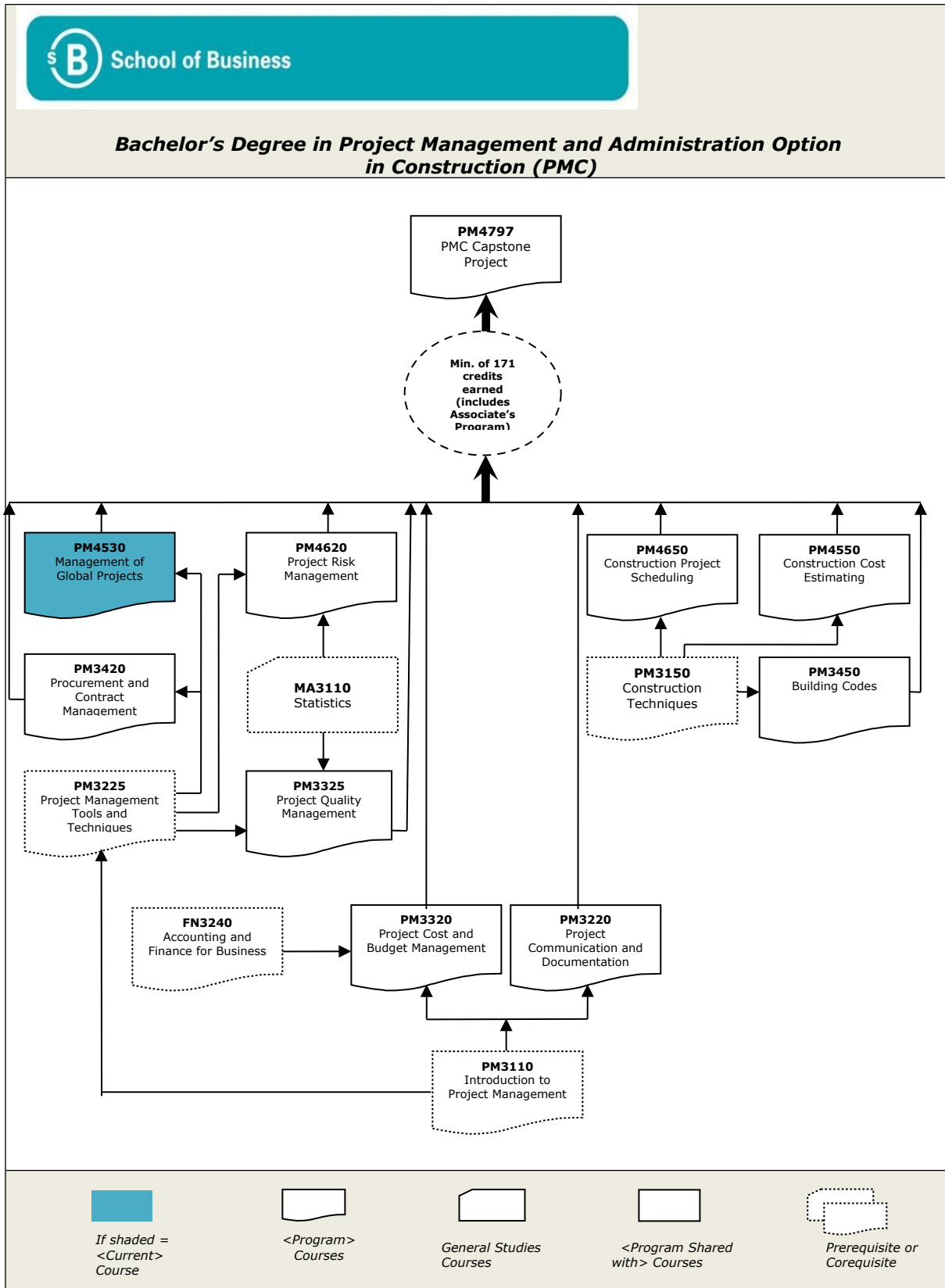The following diagrams demonstrate how this course fits in the standard programs:

School of Business

Bachelor's Degree in Project Management and Administration
Option in Information Technology

PM4795
PMA Capstone Project

Min. of 171 credits earned (includes PM4540 or equivalent)

PM4540
Managing Software Development Projects

PM4620
Project Risk Management

MG4650
Team Leadership

PM3440
Project Management for Information Technology

PM3325
Project Quality Management

PM4530
Management of Global Projects

OR

MG3250
Trends in Leadership

PM3140
Systems Analysis

MA3110
Statistics

PM3225
Project Management Tools and Techniques

PM3420
Procurement and Contract Management

FN3140
Accounting and Finance for Business

PM3320
Project Cost and Budget Management

PM3110
Introduction to Project Management

PM3220
Project Communication and Documentation

If shaded = <Current> Course

<Program> Courses

General Studies Courses

<Program Shared with> Courses

Prerequisite or Corequisite

NOTE: *Refer to the catalog for the state-specific course and program information, if applicable.*

School of Business

Bachelor's Degree in Project Management and Administration

PMA4799
PMA Capstone Project

Min. of 171 credits earned (includes Associate's Program)

MG4650
Team Leadership

PM3420
Procurement and Contract Management

PM4620
Project Risk Management

MG3250
Trends in Leadership

or

PM4530
Management of Global Projects

PM3225
Project Management Tools and Techniques

PM3325
Project Quality Management

PM3320
Project Cost and Budget Management

BU3315
Quantitative Analysis

MA3110
Statistics

PM3220
Project Communication and Documentation

FN3140
Accounting and Finance for Business

BU3110
Business Negotiation

PM3110
Introduction to Project Management

If shaded = <Current> Course

<Program> Courses

General Studies Courses

<Program Shared with> Courses

Prerequisite or Corequisite

NOTE: *Refer to the catalog for the state-specific course and program information, if applicable.*

School of Business

Bachelor's Degree in Project Management and Administration Option in Construction (PMC)

PM4797
PMC Capstone Project

Min. of 171 credits earned (includes Associate's Program)

PM4530
Management of Global Projects

PM4620
Project Risk Management

PM4650
Construction Project Scheduling

PM4550
Construction Cost Estimating

PM3420
Procurement and Contract Management

MA3110
Statistics

PM3150
Construction Techniques

PM3450
Building Codes

PM3225
Project Management Tools and Techniques

PM3325
Project Quality Management

FN3240
Accounting and Finance for Business

PM3320
Project Cost and Budget Management

PM3220
Project Communication and Documentation

PM3110
Introduction to Project Management

If shaded = <Current> Course

<Program> Courses

General Studies Courses

<Program Shared with> Courses

Prerequisite or Corequisite

NOTE: *Refer to the catalog for the state-specific course and program information, if applicable.*

Course Summary

Major Instructional Areas

1. An introduction to project virtual teams
2. The impact of cultural diversity on project virtual teams
3. Processes for setting up project virtual teams
4. Processes for managing project virtual teams

Course Objectives

1. Compare the characteristics of a project virtual environment with that of a traditional environment.
2. Select the communication and collaboration technology appropriate for a virtual team.
3. Analyze the impact of culture on a project virtual environment.
4. Analyze the methods for developing leadership skills as a virtual team leader.
5. Manage the working of a project virtual team.
6. Analyze methods for building trust in a project virtual environment.
7. Organize a project team meeting in a virtual environment.

Learning Materials and References

Required Resources

Complete Textbook Package	New to this Course	Carried over from Previous Course(s)	Required for Subsequent Course(s)
Duarte, D. and Snyder, N. (2012). *Mastering virtual teams: Strategies, tools, and techniques that succeed, revised and expanded* (3rd Ed.) Custom Update Edition. Hoboken, NJ: John Wiley and Sons, Inc.	■		■

Recommended Resources

Books, Professional Journals

- Fisher, R., Ury, W., Patton, B. (2011). *Getting to yes!* New York, NY: Penguin Publishers

ITT Tech Virtual Library (accessed via Student Portal | https://studentportal.itt-tech.edu)

- ITT Tech Virtual Library > Books> Books24x7
  - Volkema, R. (2006.) *Leverage: How to get it and how to keep it in any negotiation.* New York, NY: AMACOM
- ITT Tech Virtual Library > Periodicals> ProQuest
  - Beise, C., Carte, T., Vician, C., & Chidambaram, L. (2010). A case study of project management practices in virtual settings: Lessons from working in and managing virtual teams. *Database for Advances in Information Systems, 41*(4), 75-97
- ITT Tech Virtual Library > Periodicals> EbscoHost Business Source Premier
  - Mayer, M. (2010). The Virtual Edge: Embracing Technology for Distributed Project Team Success -- Second Edition. PM Network, 24(11), 69
  - Reed, A. H., & Knight, L. V. (2010). Effect of a virtual project team environment on communication-related project risk. International Journal Of Project Management, 28(5), 422-427
  - Chen, T., Chen, Y., & Chu, H. (2008). Developing a trust evaluation method between co-workers in virtual project team for enabling resource sharing and collaboration. Computers In Industry, 59(6), 565-579.

NOTE: All links are subject to change without prior notice.

Information Search

Use the following keywords to search for additional online resources that may be used for supporting your work on the course assignments:

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- Project virtual teams
- Cultural diversity
- Collaboration technology
- Virtual leadership
- Managing a project team

Course Plan

Suggested Learning Approach

In this course, you will be studying individually and within a group of your peers. As you work on the course deliverables, you are encouraged to share ideas with your peers and instructor, work collaboratively on projects and team assignments, raise critical questions, and provide constructive feedback.

Use the following advice to receive maximum learning benefits from your participation in this course:

DO	DON'T
▪ Do take a proactive learning approach ▪ Do share your thoughts on critical issues and potential problem solutions ▪ Do plan your course work in advance ▪ Do explore a variety of learning resources in addition to the textbook ▪ Do offer relevant examples from your experience ▪ Do make an effort to understand different points of view ▪ Do connect concepts explored in this course to real-life professional situations and your own experiences	▪ Don't assume there is only one correct answer to a question ▪ Don't be afraid to share your perspective on the issues analyzed in the course ▪ Don't be negative about the points of view that are different from yours ▪ Don't underestimate the impact of collaboration on your learning ▪ Don't limit your course experience to reading the textbook ▪ Don't postpone your work on the course deliverables – work on small assignment components every day

Course Outline

Unit 1: Global Project Management Basics I

Out-of-class work:
6 hours

Upon completion of this unit, the students are expected to:

- Define a project.

- Summarize the phases of the project lifecycle.

- Explain the role of the project manager.

- Summarize the triple constraints of time, cost, and complexity in project management.

- Explain the importance of global projects and global project management.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Vasa Capsizes Case (handout)	Assignment	Unit 1 Assignment 1: Real World Examples of Global Project Management	3%
	Exercise	Unit 1 Exercise 1: Lessons from the Vasa Capsizes Case	3%

Unit 2: Global Project Management Basics II

Out-of-class work:
6 hours

Upon completion of this unit, the students are expected to:

- Describe the 10 axioms for success in a project.

- Explain the key elements in a project plan.

- Explain the 'Mythical Man Month' problem.

- Identify some common reasons for project success and failure.

- Describe common project risks.

- Identify the early warning signs and symptoms of project risk.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Tech versus Terrorism (handout)	Assignment	Unit 2 Assignment 1: Project Success and Failure Factors	3%
	Exercise	Unit 2 Exercise 1: "Tech versus Terrorism" Case	3%
Project Primer (handout)			

Unit 3: Global Project Sourcing Models – Outsourcing, Insourcing and Nearsourcing

Out-of-class work:
8 hours

Upon completion of this unit, the students are expected to:
- Describe the sourcing models in global project delivery.

- Explain the strategic value of global project sourcing models.

- Identify the strengths, weaknesses, opportunities, and threats (SWOT) of global project sourcing models.

- Evaluate the viability of national partners for global project sourcing model arrangements.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Gupta, A. (2009). Deriving mutual benefits from offshore outsourcing. *Communications of the ACM. 52*(6), 122-126. Use ITT Tech Virtual Library > Periodicals > ACM Digital Library to search for this article.	Assignment	Unit 3 Assignment 1: The World is Flat	3%
	Exercise	Unit 3 Exercise 1: National Partner Report	3%
Felton, B. (2006). The upside of outsourcing. *INTECH, 53*(3), 22-23,25,27. Use ITT Tech Virtual Library > Periodicals > ProQuest to search for this article.			

Unit 4: Understanding Virtual Teams

Out-of-class work:
8 hours

Upon completion of this unit, the students are expected to:

- List the types of virtual teams.

- Describe the importance of effective group collaboration.

- Distinguish the complexity of virtual teams given specific characteristics.

- Describe critical success factors for virtual teams.

- List the components of successful virtual teams.

- Distinguish between the myths and realities of leading virtual teams.

- Create a competence audit for a real-world organization.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Duarte & Snyder, Chapters 1 and 4	Quiz	Unit 4 Quiz 1	3%
	Exercise	Unit 4 Exercise 1: Competence Audit	3%

Unit 5: Tools of the Trade

Out-of-class work:
6 hours

Upon completion of this unit, the students are expected to:

- Identify the appropriateness of technology selection in global project management.

- Evaluate technology and software support tools including telecommunication and electronic repositories for group collaboration.

- Develop a social presence and information richness to technology alignment framework.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Duarte & Snyder, Chapters 2 and 5	Assignment	Unit 5 Assignment 1: Evaluate Technology Tools for Group Collaboration	3%
	Exam	Unit 5 Midterm Exam	10%

Unit 6: Building a Virtual Team

Out-of-class work:
7 hours

Upon completion of this unit, the students are expected to:

- Summarize the six steps of forming a virtual team.
- Identify various project roles and responsibilities for team sponsors, stakeholders, and champions.
- Describe approaches for building trust among virtual team members.
- Develop a team charter and conduct a team orientation for term project.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
Duarte & Snyder, Chapters 6 and 7	Exercise	Unit 6 Exercise 1: Factors in Building Trust	3%
		Unit 6 Exercise 2: Trust Radius and Behaviors	3%

Unit 7: Negotiation Theory and Practice in Global Project Teams

Out-of-class work:
8 hours

Upon completion of this unit, the students are expected to:

- Describe the importance of negotiation in virtual teams.
- List the styles of effective negotiators.
- Describe the "Getting to Yes" philosophy of team negotiation.
- Explain the hidden challenges of cross-border negotiation.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
Sebenius, J. K. (2002). The Hidden Challenge of CROSS-BORDER NEGOTIATIONS. Harvard Business Review, 80(3), 76-85 Use ITT Tech Virtual Library > Periodicals > EbscoHost Business Source Premier to search for this article.	Assignment	Unit 7 Assignment 1: Trust Building Report	3%
	Exercise	Unit 7 Exercise 1: Practice Negotiation	3%

Unit 8: Mastering Virtual Teams

Out-of-class work:
7 hours

Upon completion of this unit, the students are expected to:

- Explain the logistics involved in running a virtual team meeting.
- Describe factors that affect Virtual Team Dynamics.
- Identify measures of virtual team performance.
- Describe tools for virtual team support.
- Create a meeting agenda, minutes, and follow-up plan.
- Create basic project plan.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Duarte & Snyder, Chapters 8-10	Exercise	Unit 8 Exercise 1: Project Plan	3%
	Assignment	Unit 8 Assignment 1: Mastering Virtual Teams	3%

Unit 9: Cultural Intelligence and Communication I

Out-of-class work:
8 hours

Upon completion of this unit, the students are expected to:
- Identify the three categories of culture.
- Describe the role of cultural diversity in virtual teams.
- Conduct the Competing Values Model organization culture analysis for a real-world team.
- List the importance of cultural intelligence in virtual teams.
- Define the concept of 'Working Adaptively' in the context of global projects.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
Duarte & Snyder, Chapter 3	Assignment	Unit 9 Assignment 1: Status Report	3%
"Managing Cross-Cultural Issues in Global Software Outsourcing" by Krishna, S., Sahay, S., and Walsham, G.		Unit 9 Assignment 2: Managing Cross-Cultural Issues	3%
	Project	Unit 9 Project Part 1: Company Project Report (PORTFOLIO)	8%
Use ITT Tech Virtual Library > Periodicals > ACM Digital Library to search for this article.			

Unit 10: Cultural Intelligence and Communication II			
			Out-of-class work: 8 hours

Upon completion of this unit, the students are expected to:

- Explain the key issues involved in a complex business case.

- Describe various sources of conflict in a cross-cultural business relationship.

- Identify differing points of view in a cross-cultural business relationship.

- Analyze proposed solutions for their viability.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
"Trouble in Paradise" Harvard Business Review Case Study by Katherine Xin and Vladimir Pucik, (Handout)	Project	Unit 10 Project Part 2: Collaborative Team Term Project Debriefing Report and Presentation (PORTFOLIO)	8%
		Unit 10 Project Part 3: Individual Team Term Project Reflection Report	8%

Unit 11: Course Review and Final Examination			

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
Review of all course readings	Exam	Final Examination	15%

Note: Your instructor may add a few learning activities that will change the grade allocation for each assignment in a category. The overall category percentages will not change.

Evaluation and Grading

Evaluation Criteria

The graded assignments will be evaluated using the following weighted categories:

Category	Weight
Assignment	24%
Exercise	24%
Project	24%
Quiz	3%
Exam	25%
TOTAL	**100%**

Grade Conversion

The final grades will be calculated from the percentages earned in the course, as follows:

Grade	Percentage	Credit
A	90–100%	4.0
B+	85–89%	3.5
B	80–84%	3.0
C+	75–79%	2.5
C	70–74%	2.0
D+	65–69%	1.5
D	60–64%	1.0
F	<60%	0.0

Academic Integrity

All students must comply with the policies that regulate all forms of academic dishonesty, or academic misconduct, including plagiarism, self-plagiarism, fabrication, deception, cheating, and sabotage. For more information on the academic honesty policies, refer to the Student Handbook and the Course Catalog.

(End of Syllabus)