

San José State University
Lucas Graduate School of Business
Master of Science in Transportation Management
MTM 246 HSR Management II
Fall-B 2018

Course and Instructor Contact Information

Instructor:	John Litzinger
Office Location:	Contact Instructor
Telephone:	408-718-0343
Email:	jwlitzingerpe@gmail.com
Office Hours:	Contact Instructor Litzinger via email above to sign up
Class Day/Time:	Mondays, 5:30 – 9:30 pm, on October 15, 22, 29, November 5, 12, 19, 26, December 3, 10, 17, 2018
Classroom:	Specified video-conferencing locations (For locations, contact the MSTM Coordinator, Michelle Waldron)
Course website:	Canvas (http://sjsu.instructure.com)

Course Format

Students must have regular access to email and the internet in order to communicate with the instructor, submit assignments, and engage in other class activities.

Students attend class sessions by going in person to one of the MTM program videoconferencing sites *or* by joining online using Zoom, SJSU's online meeting application. Details on each option are as follows:

MTM Class Videoconferencing Sites:

Videoconference sites are located at the Lucas Business Complex (Santa Clara, CA), Caltrans district offices, and other participating agencies. For information about these options, contact the Program Coordinator, Michelle Waldron, at michelle.waldron@sjsu.edu.

Online Access via Zoom:

You can join class using SJSU Zoom from any location, as long as you:

- Are in a quiet room without distractions (e.g., no family members or colleagues walking through or asking questions)
- Have stable internet access
- Use a video camera and good quality microphone so that you are seen as well as heard

- Follow good "meeting etiquette" principles (one such list: <https://blog.gotomeeting.com/7-rules-virtual-meeting-etiquette-every-professional-know/>)

To access class sessions by Zoom, click on the following link from your computer or tablet.

Join from PC, Mac, Linux, iOS or Android: <https://sjsu.zoom.us/j/903247001>

Plan to join at least ten (10) minutes before 5:30 pm, to make sure you are ready when class begins. (The very first time you join from a computer or device, allow extra time for set-up.)

The university has many useful tutorials on how to use Zoom here: <http://www.sjsu.edu/ecampus/teaching-tools/zoom/index.html>

Faculty Web Page and MYSJSU Messaging

Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on my faculty web page at <http://www.sjsu.edu/people/john.litzinger> and/or on [Canvas Learning Management System course login website](http://www.sjsu.edu/ecampus/teaching-tools/zoom/index.html) at <http://sjsu.instructure.com>. You are responsible for regularly checking with the messaging system through [MySJSU](http://my.sjsu.edu) at <http://my.sjsu.edu> (or other communication system as indicated by the instructor) to learn of any updates.

Course Description

Designed for students interested in participating in the evolving Intercity and High Speed Passenger Rail Program in the United States, the course is a companion to MTM245, and will introduce students to the Intercity and High Speed Passenger Rail mode and describe its attributes and technical components. The worldwide status of the mode will be described as well as the path being taken in the United States. The course will also deal with general enterprise management and the management competencies required. It will introduce students to the issues of organizing project development and implementation.

MSTM Program Goals:

(*Note:* Not all program learning goals are covered in every course)

Goal One: Management of Transportation Organizations

Develop a system-level and global perspective on the management of transportation organizations.

Goal Two: Transportation Policy

Develop an awareness of the transportation policy environment, including fiscal mechanisms, legislative structures, and intergovernmental coordination.

Goal Three: Leadership

Develop potential for leadership in transportation organizations.

Goal Four: Communication Skills

Develop written and oral communication skills and techniques.

Goal Five: Analytical Skills

Develop ability to analyze management issues and situations using appropriate conceptual approaches.

Goal Six: Information Technology

Develop basic understanding of commonly used information technology applications used by the transportation industry.

Course Learning Outcomes

This course is organized to develop and enhance the student's greater understanding of and a 'deeper dive' into management of transportation projects and organizations (with a focus on High Speed Rail) as well as continue their development of management skills. The class will explore the nuances associated with these types of project through an interactive dialogue with those in the class. This is a discussion-based class. The instructor may have a guest lecturer for the first portion of each class to address either the main topic for the class or another aspect of the management of transportation projects (see Course Schedule below).

Upon successful completion of this course, students will be able to:

1. Discuss the primary elements of intercity and high-speed rail (HSR) and their Planning, Maintenance, and Operations with a peer or executive within their organization.
2. Describe the impacts of HSR on the operation of existing intercity rail and freight services through a comparative assessment of the impacts and benefits of adding HSR service.
3. Explain case studies of current world-wide projects such as:
 - a. California High Speed Rail Project
 - b. Midwest High Speed Rail Project
 - c. Pacific Northwest High Speed Rail Project
 - d. European Projects: Spain, France, Italy, Germany, UK
 - e. Asian Projects: Japan, Taiwan, Korea, China
 - f. Australian Speed Rail Project
4. Analyze the critical components of managing public transportation organizations.
5. Evaluate and interpret the transportation policy environment, including key fiscal mechanisms, legislative structures, and components of developing High Speed Rail Systems around the world.
6. Describe both a system-level and a more global perspective on the management of High Speed and Regional Rail organizations.
7. Demonstrate the skills and techniques necessary to be a manager or executive in the transportation industry through the preparation of briefing memos and a high-level presentation of the information.
8. Analyze project development issues and situations using appropriate conceptual approaches, using contemporary scholarly and professional literature as a key resource.

Required Texts/Readings

Textbook

Emerging Challenges and Opportunities of High Speed Rail Development on Business and Society (Advances in Civil and Industrial Engineering) 1st Edition

by Raj Selladurai (Author, Editor), George VandeWerken (Editor), Peggy Daniels Lee (Editor)

ISBN-13: 978-1522501022

ISBN-10: 1522501029

Students may purchase this book or access it for free via the SJSU library using the following link:

https://sjsu-primo.hosted.exlibrisgroup.com/primo-explore/fulldisplay?docid=01CAL5_ALMA71457134510002901&context=L&vid=01CAL5_SJO&search_scope=EVERYTHING&tab=everything&lang=en_US

In Search of Excellence: Lessons from America's Best-Run Companies

by Thomas Peters and Robert H. Waterman (Harper Collins, 1982)

ISBN-10: 0060548789

ISBN-13: 978-0060548780

Available on Amazon.com

Other Readings

Additional readings or articles, when applicable to each class, will be provided by the instructor via CANVAS.

Other technology requirements / equipment / material

Students have the option to join the class remotely via Zoom. (See instructions above.)

Library Liaison

The Library Liaison for the Lucas Graduate School of Business is Christa Bailey (christa.bailey@sjsu.edu).

Course Requirements and Assignments

This course requirements and assignments conforms to the details found from [University Syllabus Policy S16-9](#) at <http://www.sjsu.edu/senate/docs/S16-9.pdf>.

Research Assignment: Students will prepare a paper on a topic related to high speed and/or intercity rail, focusing on operational challenges. The purpose of the paper is to describe an aspect of high speed or intercity rail service and its value to the improvement of mobility, and economic development in its respective community. Topics may include, but are not limited to, schedule development, contractual relationships, private and public sector relationships, security and safety, communications and any other activity which would need to be addressed as part of project development.

The final paper should be approximately five (5) pages and written in the form a memo to the CEO/General Manager/Senior Executive/Board of Directors of their current organization or an organization that would be affected or have an interest in the HSR project.

The assignment is broken into the following steps, each due *before* class begins on that day:

1. Submit a description of the topic for approval (October 29, 2018)
2. Submit a draft outline of the final paper (November 12, 2018)
3. Submit a Draft Paper.
4. Submit the final paper (December 17, 2018).

Students must schedule meetings with the instructor to get feedback on the first three tasks.

In-Class Presentation: Students will deliver a summary of the paper (using a *PowerPoint* presentation) on December 17, 2018, in an oral presentation of no more than ten (10) minutes, followed by a question/answer session.

Reading Reflections/In-Class Participation: Students will also be assigned chapters in the *Emerging Challenges* and *In Search of Excellence* books. Students will present a brief 1-2 page memo (Reading Reflections) of the highlights and essential points described in a chapter or chapters for each class session that a chapter is assigned. The management book reading response should include an example or observation of a current or recent experience applicable to the chapter. These memos should be organized by each book and include 2-3 questions for discussion. *Each memo will form the basis for a portion of the weekly class discussion.*

Discussion Facilitator. Each student will be expected to lead the weekly class discussion one (1) time as the Discussion Facilitator. In the week after a student serves as the Discussion Facilitator, the student should schedule a meeting with the instructor to discuss that week's class (including an assessment of the other students' input). At the end of each class, the Discussion Facilitator will be assigned for the following week. The Discussion Facilitator assignments will be during Weeks 2 through 9 (October 22, 2018 through December 10, 2018), depending on the size of the class.

Task	Due Date	Points (pts) for the Course Grade	Learning Objectives Addressed
Research Assignment	10/29/18 (Proposed Topic) 11/12/18 (Outline) 11/26/18 (Draft Paper) 12/17/18 (Final Paper)	5 pts (Proposed Topic) 5 pts (Outline) 10 pts (Draft Paper) 20 pts (Final Paper)	LO's 1-8
In-Class Participation	Weekly	20 pts (2 pts each week)	LO's 1-8
Discussion Facilitator	Once during the quarter	10 pts	LO 7
Reading Reflections	Weekly (Monday 8AM prior to class – posted to CANVAS)	16 pts (2 pts each week 2 through 9, Pass/Fail)	LO's 6, 7
In-Class Presentation	12/10/18 (Draft Presentation - Slides Only) 12/17/18 (Final Presentation)	5 pts (Draft Presentation – Slides Only) 9 pts (Final Presentation)	LO's 1-8
Total		100 pts	

Grading Information

The grading information for this class is noted above. Student must schedule meetings to solicit feedback from the instructor on their Research Assignments and In-Class Final Presentations. The feedback will be done via scheduled telephone calls; no written feedback will be provided. Be sure to schedule these appointments well in advance, to ensure that the instructor is available at a time convenient to you.

Determination of Grades

Grades will be determined by the following elements:

- **Research Assignment:** This assignment will be graded over the course of its development (proposed topic, outline, Draft Paper, and Final Paper). Topic must be associated with High-Speed Rail (HSR) service, operations or a component of rail service (Safety, Security, Multi-Modal Systems, Transit Oriented Development, etc.). Points will be given based on knowledge of the material, articulation of the main theme, and clarity that demonstrate an understanding of the topic.
- **In-Class Participation:** one (1) point will be assigned for general engagement, two (2) points assigned for deep or active engagement.
- **Discussion Facilitator:** Each class will have a Discussion Facilitator to lead the discussion of the readings using the student-prepared Reading Reflections. The Discussion Facilitator is expected to review the Reading Reflections and have a brief conversation with the instructor (prior to the start of the class) on the relevance (quality) of the memos posted, questions proposed, strategy for facilitating the class discussion, and a post-class debrief with the instructor. Points will be given based on the effectiveness of these activities (such as engagement of the class, opportunities for all students to participate/engage in the discussion, and the facilitating the discussion).
- **Reading Reflections:** Each class will have graded reading reflections (memos) associated with the week's reading materials. A pass/fail score will be given, based knowledge of material, articulation of main discussion themes, and thoughtful questions that demonstrate an understanding of assigned readings. Assignments posted later than 8 am on the day due, but before class begins, will receive half credit. Assignments posted after class begins will receive zero credit.
- **In-Class Presentation:** This assignment is to be completed using *PowerPoint* and will be graded over the course of its development (Draft Presentation and Final Presentation). Points will be given based on the material presented (clarity and relevance of the slides) and the knowledge of the material presented.
- If a student must miss a class, they must notify the instructor prior to the start of class. If the student was the scheduled Discussion Facilitator, their Facilitator assignment will be rescheduled. The Reading Reflections will still be due so they can be used during the class with the author being acknowledged.
- Extra credit will not be available for this class.

Letter Grade Calculation

Percentage	Grade
94% and above	A
93% - 90%	A-
89% - 87%	B+
86% - 84%	B
83% - 80%	B-
79% - 77%	C+
76% - 73%	C

Percentage	Grade
72% - 70%	C-
69% - 67%	D+
66% - 63%	D
62% - 60%	D-
below 60%	F

Classroom Protocol for the Lucas College Graduate School of Business

<http://www.sjsu.edu/cob/Students/policies/index.html>

University Policies

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs' [Syllabus Information web page](#) at <http://www.sjsu.edu/gup/syllabusinfo/>"

Lucas College and Graduate School of Business Mission

We are the institution of opportunity in Silicon Valley, educating future leaders through experiential learning and character development in a global business community and by conducting research that contributes to business theory, practice and education.

Course Schedule

As a portion of each class period will be devoted to discussion of the readings, the Reading Reflections for the assigned readings must be posted to Canvas by 8AM on class meeting days.

Note: This schedule is subject to change with at least one week notice via email. The instructor will confirm at the end of each class the topic and assignments for the next class.

Guest Lecturers: This class may have a guest lecturer for the first portion (approximately 60 minutes) of each class that will discuss the topic for that class.

Class Date	Class Activities, Readings, & Assignments
10-15-18	<p>Week 1: Course Introduction</p> <p>Agenda</p> <ul style="list-style-type: none"> • Introductions by the students (student introduce themselves, explain where they are in the MSTM program and why they are pursuing the MSTM degree or certificate, explain what they hope to learn from the class/why they are taking the class) • Overview of the syllabus • Introduction to High Speed Rail/Overview of the California High Speed Rail Project • 2018 Business Plan - Technical Supporting Documents – Service Plan Methodology and Basis of Estimate • Management Text – Chapters 1-4 <p>Readings: California High Speed Rail Program 2018 Business Plan (Executive Summary and Technical Supporting Documents – Service Plan Methodology and Basis of Estimate)</p> <p><i>Guest Speaker: John Litzinger, PE – HNTB - Deputy Project Manager/Design Manager for CHSRA San Francisco-San Jose and San Jose-Merced Sections – San Jose to Merced October 2018 Update</i></p>
10-22-18	<p>Week 2: Systems Operations - How can we achieve multi-modal integration?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapters 1, 2, 3 Management Text, Chapter 5</p> <p>Reading Reflections noted above for this class are due</p>

Class Date	Class Activities, Readings, & Assignments
	<i>Guest Speaker: Paul Hebditch, Network Rail Consulting – CHSRA Project, Lead Operations Planning</i>
10-29-18	<p>Week 3: Planning for the Protection of High Speed Rail Systems - What are effective approaches to protecting High Speed Rail systems?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • Small group discussion about Research Assignment Proposed Topic • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapter 4 Management Text, Chapter 6</p> <p>Research Assignment – Proposed Topic – due at the beginning of class</p> <p>Reading Reflections noted above for this class are due</p> <p><i>Guest Speaker: Jon Harris, Network Rail Consulting - CHSRA Project, Lead Train Control and Integration – Planning for the Protection of High Speed Rail Systems</i></p>
11-5-18	<p>Week 4: Regional Rail Systems Part 1 - How can you effectively connect a region through rail transit?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapter 5 Management Text, Chapter 7</p> <p>Reading Reflections noted above for this class are due</p> <p><i>Guest Speaker: Boris Lipkin, CHSRA, Northern California Regional Director – Building a Mega-Project Organization</i></p>
11-12-18	<p>Week 5: Regional Rail Systems Part 2 – Continuation of effectively connecting a region</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • Small group discussion about Research Assignment Outlines • Discussion of Reading Reflections

Class Date	Class Activities, Readings, & Assignments
	<p>Readings: Emerging Challenges, Chapter 6 Management Text, Chapter 8</p> <p>Research Assignment – Outline – due at the beginning of class</p> <p>Reading Reflections noted above for this class are due</p> <p><i>Guest Speaker: John Ristow, City of San Jose, Acting Director of Transportation – Diridon Integrated Station Concept</i></p>
11-19-18	<p>Week 6: Expanding Operations and Increasing Service - How can you expand existing service to address growing travel demand?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapter 7 Management Text, Chapter 9</p> <p>Reading Reflections noted above for this class are due</p> <p><i>Guest Speakers: Mike Garvey – Consolidated Government Services, Nadia Naik – co-founder of Californians Advocating Responsible Rail Design (CARRD) – Public/Community Outreach</i></p>
11-26-18	<p>Week 7: Reboot - Turning on the power - What are the impacts of rail expansion and system electrification?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • In-class Peer Review of Draft Papers and Discussion • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapter 8 Management Text, Chapter 10</p> <p>Research Assignment - Draft Paper - due at the beginning of class</p> <p>Reading Reflections noted above for this class are due</p>

Class Date	Class Activities, Readings, & Assignments
	<i>Guest Speaker: Ryan Scott, Network Rail Consulting - CHSRA Project, Lead Systems – Rail Electrification</i>
12-3-18	<p>Week 8: How will the electrification of the Peninsula Corridor Rail System change rail service in the Bay Area?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapters 9 and 10 Management Text, Chapter 11</p> <p>Reading Reflections noted above for this class are due</p> <p><i>Guest Speaker: Sebastian Petty, Peninsula Corridor Joint Powers Board (PCJPB) – Caltrain – Caltrain 2018 Business Plan, October Update</i></p>
12-10-18	<p>Week 9: Building a rail system from scratch - How are HSR systems made operational?</p> <p>Agenda</p> <ul style="list-style-type: none"> • Presentation by instructor and guest speaker (planned) • In-class Peer Review of Draft Presentation (Slides Only) and Discussion • Discussion of Reading Reflections <p>Readings: Emerging Challenges, Chapters 11, 12, 13 Management text, Chapter 12</p> <p>In-Class Presentation - Draft Presentation (Slides Only) - due at the beginning of class</p> <p>Reading Reflections noted above for this class are due</p> <p><i>Guest Speaker: Tony Hargitay, Network Rail Consulting – CHSRA Project Lead Systems Integration – Building High Speed Rail</i></p>
12-17-18	<p>Week 10: Class paper presentations, wrap-up</p> <p>Agenda</p> <ul style="list-style-type: none"> • Discussion of Reading Reflections • Class Presentations • Course Summary/Wrap-up/Feedback

Class Date	Class Activities, Readings, & Assignments
	<p>Research Assignment - Final Paper - due at the beginning of class</p> <p>In-Class Presentation – Final Presentation – due at the beginning of class</p> <p><i>Guest Speakers: Denise Rabius, Rabius Consulting and Inez Evans, VTA Chief Operating Officer – Experiences in Leadership and Management</i></p>