San José State University
Lucas Graduate School of Business
Master of Science in Transportation Management
MTM 283: MSTM Capstone - Project Design
Fall-B 2019

Course and Instructor Contact Information

Instructor: Asha Weinstein Agrawal

Office Location: Mineta Transportation Institute
210 Fourth Street, 4th Floor
San Jose, CA

Telephone: 408-924-5691

Email: asha.weinstein.agrawal@sjsu.edu (fastest contact method)

Office Hours: Sign up at tinyurl.com/6qdm9cw or contact Professor Agrawal for other schedule options

Class Day/Time: Thursdays, 5:30 – 9:30 pm, on October 10, October 17, October 24, November 7, and December 12

Classroom: Specified video-conferencing locations or join online with Zoom
(For locations, contact Michelle Waldron at michelle.waldron@sjsu.edu)

Prerequisites: Completion of 21 units towards the Master of Science in Transportation Management degree

Course website: Canvas (https://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 MSTM 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: https://sjsu.zoom.us/j/669517800

Plan to join at least ten 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.htmlMYJSU

Notification about Class Recordings:

All class sessions are audio and video-recorded through Zoom. The Zoom recordings will be available to registered students, on request, for personal use only. Recordings may not be shared.

Messaging/Course Communications

You are responsible for regularly checking the email address associated with your MySJSU account in order to learn of any course updates. Syllabi, assignment instructions, and other materials will be shared this way.

Some course materials, such as the syllabus and assignment instructions, will also be posted on the Canvas Learning Management System (http://sjsu.instructure.com).

Course Description

Advanced policy or program evaluation design and proposal writing. Students conduct background research and develop a Policy or Program Evaluation Plan that demonstrates their capacity to do independent research, analysis, and writing about a complex transportation management problem.

MSTM Program Goals

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

**Goal One: Management of Transportation Organizations**

Develop a systems-savvy and global perspective on solving transportation management challenges.

**Goal Two: Transportation Policy**

Develop solutions to transportation management challenges that integrate knowledge of the transportation policy environment.
Goal Three: Leadership
Identify and analyze leadership styles and traits.

Goal Four: Communication Skills
Communicate effectively with a diverse workforce and citizenry.

Goal Five: Analytical Skills
Identify and evaluate transportation management issues using appropriate methodological approaches.

Course Learning Outcomes
This course is the first part of the capstone experience for MSTM students. In MTM 283 students develop the skills and knowledge to complete a plan for a policy or program evaluation or similar analytical management project. Course content covers how to frame effective evaluation questions to guide a program evaluation, identify appropriate literature relevant to a research topic, and determine appropriate data and analysis methods. In addition, students deepen their skills at professional writing and providing constructive feedback on a colleague’s writing.

Through the MTM 283 coursework students develop their ability to:

1. Conceptualize a program or policy evaluation project that has a precise evaluation question and methods that are feasible and credible
2. Identify and summarize appropriate professional literature relevant to a proposed area of evaluation
3. Prepare written reports with clear and compelling prose and graphical elements (tables, charts, etc.), in a style appropriate for a transportation manager
4. Prepare constructive, tactful feedback to help colleagues improve their writing

Required Texts/Readings
Students must purchase one required text: Kate L. Turabian’s *A Manual for Writers of Research Papers, Theses, and Dissertations*. 9th ed. Chicago: University of Chicago Press, 2018. New copies can be purchased for about $15.00.

There also will be short readings in electronic format that are provided to students by email or in Canvas, or that are available through the SJSU library.

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

Course Requirements and Assignments
Students complete most work for this course independently, with the instructor providing feedback through one-on-one meetings and written comments. In addition, students must attend five class sessions that cover course material applicable to all students.

The core class requirement is to prepare three drafts of a policy or program evaluation plan. The final evaluation plan will include a clear description of the evaluation question(s) you will answer through the evaluation, the intended audience for the final project, a well-evidenced explanation of why the intended audience will want to read your final report, a detailed plan for the evaluation methods (data needs and approach to the analysis), an annotated bibliography, and a work plan for completing the project in MTM 290.
The following table lists all required class activities.

<table>
<thead>
<tr>
<th>Assignments and Activities</th>
<th>Due Date</th>
<th>Learning Objectives Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft Evaluation Plan #1</td>
<td>October 17</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>One-on-one check-in with Asha</td>
<td>October 18 – 25 (sign up in advance)</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Phone/Zoom meeting with your Draft 1 Peer Feedback Group</td>
<td>October 18 – 25 (schedule in advance)</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Zoom meeting with Naresh Malik</td>
<td>November 4 – 15 (schedule in advance)</td>
<td>4</td>
</tr>
<tr>
<td>Draft Evaluation Plan #2</td>
<td>November 7</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>One-on-one check-in with Asha</td>
<td>November 8 – 15 (sign up in advance)</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Written feedback for your Draft 2 Peer Feedback Group</td>
<td>November 8 – 15</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Phone/Zoom meeting with Draft 2 Peer Feedback Group (to discuss written feedback)</td>
<td>November 12 – 16 (schedule in advance)</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Final Evaluation Plan</td>
<td>December 12</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Evaluation Plan Lighting Talk (oral presentation)</td>
<td>December 12</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Participate in discussions during class and on Canvas</td>
<td>Continuous</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>Complete 3 short homework assignments</td>
<td>TBD</td>
<td>3</td>
</tr>
</tbody>
</table>

Additional details about each assignment will be shared on Canvas.

**Grading Information**

MTM 283 uses a Credit/No Credit (CR/NC) grading structure. To earn CR, a student must complete all assignments and receive a passing grade (B- or better) on the Final Evaluation Plan assignment.

The late penalty on the Final Evaluation Plan is one third of a letter grade (e.g., from an A- to a B+) for each day late.

Note: Students who do not complete a good-quality Final Evaluation Plan will fail the course and must retake it before registering for MTM 290. It is therefore critical that you make a serious effort on every draft and feedback assignment.

**Plagiarism and Citing Sources Properly**

Plagiarism is the use of someone else's language, images, data, or ideas without proper attribution. It is a very serious offense both in the university and in your professional work. In essence, plagiarism is both theft and lying: you have stolen someone else's ideas, and then lied by implying that they are your own.
Plagiarism will lead to grade penalties and a record filed with the Office of Student Conduct and Ethical Development. In severe cases, students may also fail the course or even be expelled from the university.

If you are unsure what constitutes plagiarism, it is your responsibility to make sure you clarify the issues before you hand in draft or final work.

Common types of plagiarism that you should be careful to avoid include:

- Using a sentence (or even a part of a sentence) that someone else wrote *unless* you identify the language as a quote by (1) putting the text in quote marks and (2) referencing the source.
- Paraphrasing somebody else's theory or idea without referencing the source.
- Using a map, picture, or table without referencing the source.
- Using data without referencing the source.

The University of Indiana has developed a helpful website with concrete examples about proper paraphrasing and quotation. See in particular the following pages and associated links:

- Overview of plagiarism at [www.indiana.edu/~istd/overview.html](http://www.indiana.edu/~istd/overview.html)
- Examples of plagiarism at [www.indiana.edu/~istd/examples.html](http://www.indiana.edu/~istd/examples.html)

Finally, you can use TurnItIn.com as a tool to help you identify plagiarized text in your assignments, so that you can fix any potential problem text before submitting the assignment. When you submit assignments to Canvas, the system will generate a “similarity report” that highlights all text that TurnItIn.com identifies as possibly plagiarized. The report will give you a “score” that shows how much text has been flagged. Please note that the TurnItIn.com similarity reports are helpful but not perfect – they tend to highlight lots of material that isn’t actually plagiarized, and the reports can also potentially miss problematic text. Therefore, I strongly recommend that you completely ignore the numeric score and instead carefully review all text that is highlighted in the Turnitin.com report to check if any text needs revision.

Submit draft papers to Canvas well before the assignment due date, so that you can check the TurnItIn.com similarity report and make any needed revisions before the assignment is due. If you submit a draft for this purpose, add a note in Canvas that says something like “draft only – not for review.”


If you still have questions about citing sources and paraphrasing appropriately after using these online resources, make an appointment to discuss your questions. There is nothing wrong with asking for help, whereas even unintentional plagiarism is a serious offense.

**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](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.
# MTM 283 Course Schedule

*Schedule subject to change with advanced notification in class and/or via email*

<table>
<thead>
<tr>
<th>Date</th>
<th>Session</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 10</td>
<td>Class 1</td>
<td>Overview of the course, principles of policy evaluation, designing an evaluation question, finding professional and scholarly literature</td>
</tr>
<tr>
<td></td>
<td>Reading due:</td>
<td>Turabian: “Chapter 2: Defining a Project: Topic, Question, Problem, Working Hypothesis”</td>
</tr>
<tr>
<td></td>
<td>Optional:</td>
<td>TRB Webinar: “TRID Searching” (1-hour video) “Librarians Do Gaga” (5 minute humorous video)</td>
</tr>
<tr>
<td></td>
<td>Work due:</td>
<td>Draft Evaluation Plan #1 (by class time)</td>
</tr>
</tbody>
</table>
| October 17 | Class 2   | Evaluation design, continued  
Guest lecture from Dan Moshavi, Dean of the SJSU Lucas College and Graduate School of Business: “Power, Influence, and Managing Up: Navigating Your Organization” (6:00 – 7:00 pm)  
Introduction with Naresh Malik, Founding Partner at CoSuccess (9:00 – 9:30 pm) |
|            | Work due: | Draft Evaluation Plan #1 (by class time) |
| October 24 | Class 3   | Writing skills for transportation managers  
Class interactive discussion facilitated by Naresh Malik: 1) Playing to your strengths; and 2) Learning, leading and growing through open feedback (7:30 – 9:30) |
|            | Work due: | Homework #1: Using Sources Ethically  
Homework #2: Citation Formatting |
|            | Reading due: | Turabian: “Chapter 11 Revising Sentences” and “Chapter 15: General Introduction to Citation Practices”  
<table>
<thead>
<tr>
<th>Date</th>
<th>Task Description</th>
</tr>
</thead>
</table>
| October 18 – 25 | Optional: George Orwell’s 1946 article on “The Politics of the English Language”  
Patricia Nelson Limerick, “Limerick's Rules of Verbal Etiquette” (just 2 pages)  
Work due: One-on-one check-in with Professor Agrawal (must pre-schedule)  
Phone/Zoom meeting with peer feedback group (must pre-schedule) |
| November 4 – 15 | Optional: One-on-one meeting with Naresh Malik (must pre-schedule)  
Class session 4: Next steps with the evaluation plans, information design, citation formatting  
Work due: Draft Evaluation Plan #2  
Homework #3: Designing Effective Tables and Charts  
Reading due: Turabian: “Chapter 8: Presenting Evidence in Tables and Figures”  
Chapters 2 and 4 from Edward Tufte’s book *The Visual Display of Quantitative Information* |
| November 16 – 22 | Work due: One-on-one check-in with Professor Agrawal (must pre-schedule)  
Written feedback on 3 or 4 of your classmates’ draft plans  
Phone/Zoom meeting with peer feedback group (must pre-schedule) |
| December 12    | Class session 5: Presentation of Evaluation Plan Lightning Talks  
Work due: Final Evaluation Plan  
Evaluation Plan Lightning Talk |