

School of Business and Nonprofit Management

Course Syllabus

Course: *SBNM 5413, Project Management Section A9*

Academic Year: 2012/13

Semester/Quad: *Summer Quad A*

Credit Hours: 2

Prerequisites: *None*

Instructor: *Dr. John M DeFoggi*

Phone: 773-244-6270

Email: jdefoggi@northpark.edu

Availability:

Outside of class sessions, please contact me via email. I will respond as quickly as possible but within 24 hours.

Course Description:

This course is concerned with a systematic analysis of the organization, planning, and controlling used in project management. Topics include: project selection, work breakdown structures, risk management, project life cycle, resource planning, charts and diagrams, scheduling and project monitoring. Project management software is used as a tool in developing real life projects in class.

Introductory Comments:

Welcome to this course. I am excited to journey through the process of project management with you. We will cover the major aspects of project management and utilize a number of software tools including Microsoft Project which will be included with your Textbook.

Project management is a professional set of skills. I expect you to apply both academic and professional excellence to all your work. Attention to details including spelling and grammar are base expectations for this course.

Course Materials:

REQUIRED

Textbook: Project Management, the managerial process. Larson, E.W. and Gray, C.F., fifth edition, ISBN: 9780077426927

Cases: Cases will be utilized for this course and will be distributed during class.

Software: MS Project Trial Version 2007

RESOURCES

Additional Websites for Project Management tools:

<http://www.projectmanagementsoftware.com/>
<http://online-project-management-review.toptenreviews.com/>

Essential IDEA Objectives:

*[The complete list of IDEA objectives are shared here. **You must select only 3 IDEA objectives from this list**, as they will later be included in the IDEA course evaluation that students complete. I.e., decide which 3 objectives from this list are the “essential” objectives for your course and delete the rest.]*

1. Learning fundamental principles, generalizations, or theories.
2. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course.
3. Learning how to find and use resources for answering questions or solving problems.

Specific Course Objectives:

1. To provide experience in using the concepts, techniques, and decision tools available to project managers.
2. To develop a basic understanding of work breakdown structures, networks diagrams, scheduling, and controlling of projects.
3. To create an awareness of potential conflicts and problems that can occur on projects.
4. To identify appropriate behavior for successfully managing a project.
5. To experience using computer-based information system for managing projects.

Course Methodology:

This class will be a combination of:

- lecture (review of textbook assignments)
- class discussion on topics
- group class projects
- personal project for the course

There will be no formal tests as part of this course.

Computer Requirements:

Each person should bring their laptop to the class each evening. They should have the project management software loaded on their laptop prior to the first class.

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit

<http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements> for information on computer requirements.

Technical Skills Required:

Proficiency with Microsoft Work, Excel, Powerpoint, an Internet Browser, and the ability to work in Microsoft Project.

Schedule of Weekly Assignments:

Week	Dates	Topics	Assignment(s) are all due before each class session
1	5/13/2013	Introduction to Project Management	<ul style="list-style-type: none"> Chapters 1-3 Online Discussion Board Questions In-Class Case Study
2	5/20/2013	Defining a project and estimating timing and costs	<ul style="list-style-type: none"> Chapters 4 & 5 Selection of Personal project, project definition and scope Online Discussion Board Questions In-Class Case Study
<i>Memorial Day Holiday (May 27th)</i>			
3	6/3/2013	Developing a project plan and managing project risk	<ul style="list-style-type: none"> Chapters 6 & 7 Online Discussion Board Questions Develop WBS for personal project In-Class Case Study
4	6/10/2013	Scheduling resources and costs Leadership: Being an effective project manager	<ul style="list-style-type: none"> Chapter 8 & 10 Online Discussion Board Questions In-Class Case Study
5	6/17/2013	Reducing project duration Managing Teams Outsourcing	<ul style="list-style-type: none"> Chapters 9, 10 & 11 Online Discussion Board Questions Assign Resources & Costs to personal project In-Class Case Study
6	6/24/2013	Measuring progress and performance Project closure International projects	<ul style="list-style-type: none"> Chapters 13, 14 & 15 Online Discussion Board Questions Describe Critical Chain & project time compression options In-Class Case Study
7	7/1/2013	Final Presentations	Personal Project Presentations

Grading:

[In the table below, give a quantitative breakdown of the elements of the course grade. Generally, a point system is used, specifying points attributable to each assignment. Add/delete rows as necessary]

Assignment	Points	Grade %
Enter assignment name	Indicate # of points attributable to this assignment	Indicate percentage of overall grade attributable to this assignment, e.g., 20%
In-Class Attendance and Participation	140	14%
Weekly Online Discussion Board	180	18%
In-Class Project Cases	180	18%
Course Project Management Project	300	30%
Final Presentation	200	20%
Total	1,000	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
950-1000	A (95-100%)	800-829	B- (80-82%)	670-699	D+ (67-69%)
900-949	A- (90-94%)	770-799	C+ (77-79%)	630-669	D (63-66%)
870-899	B+ (87-89%)	730-769	C (73-76%)	600-629	D- (60-62%)
830-869	B (83-86%)	700-729	C- (70-72%)	<=599	F (<60%)

Assignment Grading Policies:

Assignments for the week (listed above) are due by 6:00 p.m. on the given class date. Any assignment submitted after 6:00 p.m. will be considered late.

Any online discussion posts also need to be submitted by 6:00 p.m. on the class date. At 6:00 p.m., the discussion board for the week will be closed and your submissions will be considered final.

Please make arrangements in advance with the professor if you know you will be missing a class session. While you typically will not earn full points for the assignment, arrangements can be made for you to earn partial credit.

*Grading will be in alignment with the rubric spelled out in this syllabus. In addition, spelling and grammar are a component of your grade for all submitted work. **Please note that poor grammar and spelling errors can deduct up to 50% off of your final grade for that assignment.***

Student Responsibilities:

As a student of both North Park University and this course, I expect professionalism, on-time arrival to class, work assignments done before class and respect for each other in the classroom. This is a graduate-level course and graduate level work is expected throughout the term. You will be learning new software and techniques during this course and extra effort will be needed to master these challenges.

Walking into the classroom on the first week, you are expected to have a working knowledge of Moodle and have completed the assignments for week 1.

Instructor Responsibilities:

In response to the student expectations, you can expect a knowledgeable instructor who will also be on time and prepared for each class session. Also, expect constructive feedback on assignments submitted and general interaction throughout the week. In most cases, emails and phone calls will be returned within 24 hours and accessibility outside of class can be arranged as needed.

ASSIGNMENT SPECIFICATIONS

Overview:

Please read the assignment specifications below in great detail. This will be your guide to navigating through this course and understanding what is expected of you on a weekly basis.

WEEKLY ONLINE DISCUSSION FORUM

Discussion Board Specifications: *Your postings should be thorough and thoughtful at least 7 times each week. Just posting “I agree/disagree with your comment” or an “I think the same” to someone else’s thoughts is not considered a response. Examples, links and detailed responses from your personal experiences are encouraged. Your posts will be graded on a weekly basis (30 points per week max) according to the following criteria: (30 points possible per assignment)*

Point Value	Characterization of response provided
0	No Posts
10	One to four responses during week, not necessarily to each original posted question. No interaction with other participants’ postings is evident. Response not relevant and/or does not demonstrate even minimal understanding of topic or familiarity with assigned readings.
20	Minimum of 5 responses during week, including one to each original posted question. Each response builds on the ideas of other participants and digs deeper into assignment questions or issues. Each response reflects basic understanding of that week’s topic and assigned readings.
30	Minimum of 7 responses during week, including one to each original posted question. Each response integrates multiple views, shows value as a seed for reflection by including other participants’ views, is relevant and demonstrates an accurate and complex understanding of that week’s topic and assigned readings and other resources.

Other Information:

*As mentioned previously, the discussion board will close promptly at 6:00 p.m. the day of class. Keep in mind that this exercise is not just about quantity, but quality of your responses as well. **You will need to respond directly to each of the questions posted each week in addition to additional responses to your classmates’ posts.***

In-Class Attendance and Participation

Assignment Specifications:

It is expected that you will be in attendance and participating in each class discussion. 20 points per week are available in this category.

Point Value	Attendance action or class involvement activities
0	Absent from Class
5	Come to class on time and prepared for evening coursework
0	Does not participate in discussion in class
5	Minimal interaction in class discussions. Responds to questions directly asked of them.
10	Voluntarily engages in discussions but does not initiate or further new ideas

Point Value	<i>Attendance action or class involvement activities</i>
15	Voluntarily initiates discussions, introduces new relevant topics and furthers ideas of others of relevant topics
<p>Other Information: <i>Please make arrangements in advance with the professor if you know you will be missing a class session. While you typically will not earn full points for the assignment, arrangements can be made for you to earn partial credit.</i></p>	

In-class Project Cases

<p>Assignment Specifications: <i>Each week we will evaluate a current project management topic. You will be asked to work with a group to evaluate the project management topic and provide answers to questions on the topic.</i></p> <p><i>30 points per week are available for this activity</i></p>	
Point Value	<i>Characterization of responses</i>
0	No response to questions
5	Incomplete responses to questions or not all questions answered
10	Minimal response to each question but lacks demonstration of quality thought
20	Good response to questions with thoughtful insights
30	Excellent responses. Demonstrates high level of analysis of the topic
<p>Other Information: <i>This activity will be a group effort but you will be graded individually. You must participate in the process of analyzing the topic, preparing the answers for discussion and actively involved in delivering the answers for the class.</i></p>	

Course Project Management Project

<p>Assignment Specifications: <i>You will be developing a project management project for this course. You will be asked to provide the essential elements of a project and turn in deliverables as scheduled.</i></p> <p><i>The assignment will be worth 300 points in total</i></p>				
Assignment	<i>[point range for outstanding assignment]</i>	<i>[point range for good assignment]</i>	<i>[point range for less than stellar assignment]</i>	<i>[point range for poor assignment]</i>
	36 - 50	21 - 35	11 - 20	0 - 10

Assignment	<i>[point range for outstanding assignment]</i> 36 - 50	<i>[point range for good assignment]</i> 21 - 35	<i>[point range for less than stellar assignment]</i> 11 - 20	<i>[point range for poor assignment]</i> 0 - 10
Project description	Clear and concise description of the project, its scope of work, limitations and assumptions.			
WBS and risk analysis for project	Sufficient set of work packages to describe the major activities that will be needed to complete this project from start to finish. Provide a discussion of the risks for your project and how to best manage them.			
Project schedule	Listing of tasks in sufficient detail to describe the work activities for each work package			
Assigned resources & costs	Assign resources and costs for each task and or work package ensuring to stay within budget and resource availability			
Critical chain & time compression options	Discuss what the critical chain for your project is and what time compression options you may have and their implications to the project risk and costs.			
<p>Other Information: <i>Please use your project management software to produce the WBS, project schedule, resources and costs. You can send me the file for these sections. Provide a narrative for the project description, risk analysis, critical chain and time compression options in Microsoft Word.</i></p>				

Final Presentation

Assignment Specifications:

During the last class you will present your project to the class. It is expected to be done professionally and to cover the main elements covered during the course. You will have 15 minutes to present your project to the class.

You should present this project as though you were in front of a senior management team or funding group trying to gain approval for the resources and funds for this project.

This assignment will be worth 200 points

Point Value	Criteria for presentation grading
180 - 200	Student delivered a professional presentation that addressed the project needs as described below in the allotted time period. Presentation was clear, concise, creative and professional. Student provided a printed copy for their audience and dressed appropriately for their project presentation.
160 - 179	Student delivered a presentation that was addressed the project needs but may have missed some areas described below. The presentation may have been noticeably short or in slight excess of the allotted time period. Presentation may have some issues either in delivery or grammar and lacked certain elements of professionalism. Student provided a printed copy for their audience but may not have been dressed appropriately for the audience.
	Student's presentation had significant holes and did not address the

Point Value	Criteria for presentation grading
140 - 159	entire list of topics. The presentation given lacked professionalism and creativity entirely while containing grammar and spelling errors that made it hard to understand or follow along with. Student did not provide a printed copy for their audience and was not dressed appropriately for the audience.
139 or below	A presentation that fell short of the expectations outlined in the 140-159 point range. Points will be assigned at the instructor's discretion.
0	Student did not present.

Other Information:
This presentation should include the following topic areas:

- Project description
- Project scope
- Project risks and mitigations
- WBS
- Project Schedule
- Resource and cost description
- Critical chain
- Project crash options and implications
- Conclusion

POLICY STATEMENTS

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy for Graduate Courses

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) **prior to** that session. You need to provide a reason for your absence. Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>