



Lincoln University

Course Title Project Management Instructor: Dr. Walter Kruz
Course No. BA 305 Contact: wrkruz@lincolnuca.edu
Units 3 (45 lecture hours) Office Hours: 11-12noonTues&Sat
Class Hours Sat 9:00AM -12:15 PM Semester: Fall 2017
Revised: Aug 10, 2017

Textbook

- Project Management by Clifford Gray and Erik Larson, 6th edition, McGraw-Hill (2014), ISBN-13: 978-1259186400
- Various industry articles suggested by the instructor

Catalog Description

The objective of this course is to prepare the graduate student for managing projects undertaken by an organization. The course will cover concepts and skills used by managers to propose, plan, secure resources, budget, and lead project teams to successful completion of their projects. It will provide the graduate student with a holistic, integrative view of project management that describes how projects contribute to the strategic goals of the organization.

Detailed Course Description

Business execute strategies through projects. By completing the course, students will achieve a basic understanding of the knowledge necessary to manage projects in a business environment. They will gain an in-depth understanding of the traditional steps to execute a project: Definition, Initiation, Planning, Execution, Monitoring & Control, and Closure. In addition, students will be introduced to the preparation necessary to take the Project Management Institute (PMI) test leading to a Project Management Professional (PMP) certification.

Course Learning Outcomes

	Course Learning Outcome	Assessment Activities
1	Evaluate business opportunities to frame and select projects	Exams, homework, project
2	Analyze methods to plan project activities	Exams, homework, project
3	Define project execution plans	Exams, homework, project
4	Apply methods to monitor and close projects	Exams, homework, project

Instructional Methodology

Lectures will be conducted in a highly interactive learning environment. All students will participate in class discussions, research findings, and class exercises. Short oral presentations may also be assigned. Assignments will be given weekly and may consist of textbook exercises and research questions. Attendance is highly encouraged as exams include questions from issues analyzed during class discussions.

Punctuality and deliverables are very important. All assignments are due on the date indicated and collected during the first 10 minutes of the class. Late assignments will not be collected or graded. Make-up exams are allowed only due to a documented medical excuse. Students are encouraged to study and work together for optimum learning.

Project work is designed to familiarize students with the practices necessary to create and manage industry projects. Projects may be assigned individually or as a group. If as a group, grade is the same for all members. Drafts may be evaluated on an agreed upon schedule during the semester. Final deliverable will be turned in as a hard copy. Plagiarism is not allowed; all sources must be referenced. APA format required.

Testing will consist of two or three exams of equal weight throughout the semester. All exams are individual deliverables. They consist of short answers related to the material being discussed and some mathematical problems. The exam format is closed book with no electronic devices allowed. Spot quizzes may be frequent.

Grading

Quizzes, homework assignments, exams, and a project allow students to accumulate points throughout the semester. These are added and compared against the total possible as a percentage.

Exams and Project are typically worth 100 pts each (~ 75% of the total points). Homework and quizzes from 5-10 pts (~ 25% of the total points). Assuming that 2 exams, one project, and 10 homework assignments are given, this will mean a total possible of 400 points can be accumulated. The student grade will be calculated as follows:

Grade = Student's score / Total possible points = X %

A final grade is then assigned as follows:

100 - 95	A	76 - 74	C
94 - 90	A-	73 - 70	C-
89 - 87	B+	69 - 57	D+
86 - 84	B	66 - 60	D
83 - 80	B-	59 or less	F
79 - 77	C+		

Course Outline and Assignments

This is a proposed schedule. It may change according to class progress or student interests.

Week	Topic	Assignments
Wk 1	Syllabus – Project description Chapter 1 Modern project management Case: Snapshot from practice Review key terms	Read Ch1 & 2 Do Ch1-Exercise 1
Wk 2	Chapter 2 Organization strategy Project Assignment Case: Snapshot from practice Review key terms	Read Ch 3 Create project proposal Do Ch2 Review questions1thru 6
Wk 3	Chapter 3 Structure and culture Case: Snapshot from practice Review key terms	Read Ch 4 Create project proposal Do Ch3 Review questions1thru 6
Wk 4	Chapter 4 Defining the project Case: Snapshot from practice Review key terms – Exam review	Do Ch4 Review questions1thru 6 Exam preparation
Wk 5	Exam 1	Read Ch 5
Wk 6	Chapter 5 Estimating times and costs Case: Snapshot from practice Review key terms	Read Ch 6 Do Ch5 Review questions1thru 6
Wk 7	Chapter 6 Developing a project plan Case: Snapshot from practice Review key terms	Read Ch 7 Do Ch6 Review questions1thru 6
Wk 8	Chapter 7 Managing risk Case: Snapshot from practice Review key terms –Exam Review	Do Ch7 Review questions1thru 6 Exam preparation
Wk 9	Chapter 8 Scheduling Resources Case: Snapshot from practice Review key terms Project Draft review	Do Ch8 Review questions1thru 6
Wk 10	Exam 2	Read Ch 9
Wk 11	Chapter 9 Reducing time Case: Snapshot from practice Review key terms	Read Ch 10 Do Ch 9 Review questions1thru 6
Wk 12	Chapter 10 Leadership Case: Snapshot from practice Review key terms	Read Ch 13 Do Ch 10 Review questions1thru 6
Wk 13	Chapter 13 Performance Metrics Case: Snapshot from practice Review key terms	Read Ch 14 Do Ch 13 Review questions1thru 6
Wk 14	Chapter14 Audit and Closure Case: Snapshot from practice Review key terms	Do Ch 14 Review questions1thru 6 Exam preparation
Wk	Exam 3 & Project Delivery	

Instructor Profile:

Academic: BA Physics, BS Mathematics, MS Electrical Engineering, MBA, DBA. Holder of various professional certificates

Professional: Extensive experience as Project and Program manager at high-tech companies in Silicon Valley. International consulting and project management experience focused in automation systems integration and optimization of information technologies in various industries.

Appendix. Program and Institutional Learning Outcomes

Institutional Learning Outcomes (ILOs)	
<i>MBA Graduates of Lincoln University should be able to:</i>	
1b	Recognize and be able to work with the components of reasoning and problem solving; understand concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
2b	Gather and assess relevant information, using abstract ideas to interpret it effectively; to develop well-reasoned conclusions and solutions, and test them against relevant criteria and standards
3b	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
4b	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
5b	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
6b	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
7b	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

Program Level Outcomes (PLOs)	
<i>Students graduating our MBA program will be able to:</i>	
1	Develop and exhibit applied and theoretical knowledge in the field of management and business administration
2	Use theoretical knowledge and advanced problem-solving skills to formulate solutions and identify risks in the following fields: international business, finance management, general business, human resources management, management information systems, marketing management
3	Communicate within a highly specialist environment that allows the presentation of critiques of complex strategic matters
4	Demonstrate autonomy, creativity, and responsibility for managing professional practices
5	Demonstrate leadership and set strategic objectives for team performance
6	Identify ethical issues/problems in business organizations and reach decisions within ethical framework

Institutional Learning Outcomes (ILOs)	
<i>DBA Graduates of Lincoln University should be able to:</i>	
1c	Incorporate various modes of thinking, among them: scientific thinking, mathematical thinking, historical thinking, anthropological thinking, economic thinking, and moral thinking.
2c	Operate within alternative systems of thought, recognizing and assessing the needs, with related assumptions, implications, and practical consequences; and being able to communicate results effectively with others in figuring out solutions to complex problems
3c	as exemplary business professionals, minimize the possibility of indirectly harming others by following accepted standards at local, national or international levels; to be able to assess the likelihood and physical and social consequences of any developed product's harm to others.
4c	Integrate collaboration into organizational workflows, create a supportive environment for collaboration and teamwork, and lead by example.
5c	Have perseverance to accomplish a goal despite potential obstacles, use sound judgments to make decisions at a right time, and make timely appropriate changes in thinking, plans, and methods in achieving organizational goals.
6c	Set up realistic goals for the organization, encourage innovative strategies, and convey a clear sense of future direction to employees.
7c	Formulate and arrange ideas, designs, or techniques, and apply them to specific issues and problems. They should be able to apply current research, scholarship and or/techniques in the field.

Program Level Outcomes (PLOs)	
<i>Students graduating our DBA program will be able to:</i>	
1	Demonstrate advanced knowledge and competence in the latest academic theories, concepts, and techniques in the field of business administration.
2	Demonstrate effective research skills including formulation of research problem; integration of previous literature into an appropriate literature review; design of a research study; data analysis; and summary and presentation of results.
3	Create and present advanced forms of oral and written communications, including teaching and advising.
4	Generate, evaluate and assess the ethical obligations and responsibilities of business for the purpose of responsible management.
5	Apply the knowledge from the area of specialization and provide consulting to other business industries or other fields.