



Lincoln University

BA 305 – Project Management

COURSE SYLLABUS

Spring 2018

Course: BA 305 – Project Management
Level: Mastery 1(M1)
Lecture Schedule: Saturday, 9:00 AM-11:45 AM
Credit: 3 units (45 lecture hours)
Instructor: Harpal S. Dhillon, PhD
Office Hours: Saturday: 12:00 PM – 12:30 PM
Additional guidance regarding scheduling of one-on-one meeting with the professor will be provided in the first class. Students are encouraged to communicate with the professor through e-mail messages.
E-mail: hdhillon@lincolnuca.edu
Phone: (202) 330-2979 (Please call me on the phone between 9 AM and 6 PM (Pacific Time))

Textbook:

Project Management by Erik Larson, and Clifford Gray, 7th edition, McGraw-Hill (2018), ISBN-13: 978-1-259-66609-4

The study material in the textbook will be supplemented by content posted in the class web site.

Prerequisite: MATH 15 or BA 45

COURSE DESCRIPTION

The course will cover concepts and techniques used by managers to (i) propose, plan, secure resources, and develop a realistic budget for a project, and (ii) lead the project teams towards successful completion of the project. Students will be engaged in traditional classroom learning, participation in all facets of a group project involving a realistic endeavor in selected real-world situation, and on-line discussions focused on a variety of project management issues/situations.

EDUCATIONAL OBJECTIVES

The objective of this course is to prepare the graduate student for managing various kinds of projects undertaken by organizations in the business and public sectors. In the class, students will be exposed to a holistic, integrative view of project management, and the methodology/rationale for justifying the contribution of projects to the process for achieving the strategic goals of the organization.

LEARNING OUTCOMES

Intended Student Learning Outcomes and Assessment

No.	Course Learning Outcome (CLO)	Program Level Outcomes (PLOs)	Assessment Activities/Tasks
1	Demonstration of familiarity with, and an understanding of, common project management techniques and decision tools.	1, and 2	Class Project, Examinations, On-line Discussions, and In-class Discussions
2	Ability to conceptualize, evaluate, and justify projects expected to result in the optimal utilization of available resources for the organization.	1, and 2	Class Project Proposal, On-line Discussions, and In-class Discussions
3	Ability to apply appropriate techniques to plan a new project, and develop a project schedule.	1, 2, and 4	Class Project Proposal, On-line Discussions, and In-class Discussions
4	Ability to develop a suitable budget for a new project, and utilize appropriate tools for budget monitoring and control.	1, 2, and 3	Class Project, Examinations, On-line Discussions, and In-class Discussions
5	Ability to identify significant risks associated with a project, and manage potential conflicts and problems that can occur in projects.	4, 5, and 6	Class Project Plan Examinations, On-line Discussions, and In-class Discussions

6	Ability to utilize a computerized project management system, like MS PROJECT, for managing projects.	1, and 2	MS PowerPoint Class Project
7	Ability to effectively participate as a project team member and/or leader.	3, 4, 5, and 6	Class Project, Examinations, On- line Discussions, and In-class Discussions

INSTRUCTION PROCEDURE AND METHODOLOGY

This is a direct classroom instruction course.

This class will be conducted interactively in the face-to-face sessions, and on-line for discussions and class management. All students will participate in class discussions, formal presentations, and in-class exercises. Short oral presentations may also be required in conjunction with homework assignments. Assignments will be given weekly and may consist of textbook exercises and research questions. Students must complete all assignments by specified due dates. The schedules for mid-term exam and final exam are recorded in the course schedule in this syllabus.

Plagiarism in any class assignment will result in the grade "F", and a report to the administration.

Students are expected to utilize their personal laptop computers, the computer lab, and the resources available in the school library.

ATTENDANCE

Students are expected to attend each class session. If you cannot attend a class due to a valid reason, please notify the instructor prior to the class.

CLASS PROJECTS

Project work is designed to provide students opportunities for participation in all phases of the execution of a typical project, with special emphasis on project management. Projects may be assigned individually, and/or as group projects. If a number of students work together on a group project, the score for the project report and presentation will be the same for all members of the project team. The Final Report for a group project will be turned in as a formal electronic document. All sources of content in a project report must be referenced. APA standard is recommended for formatting and organizing project reports.

EXAMINATIONS

Both, mid-term and final exams will include questions requiring written answers.

The essay type answers must be written clearly, and organized logically with reference to the questions being answered. Graphs, charts, tables, and other supporting illustrations should be inserted in the answers, where appropriate. Examples to illustrate the answers are required. Exams will cover all assigned chapters, and any additional readings or supplementary materials covered in class.

Both examinations will be conducted electronically, within the CANVAS class. Students will be required to work on the exams in the regular classroom for this course/section (like attending a regular class).

The exams are neither 'open book' nor 'open notes'.

TIME SPENT ON OUT-OF-CLASS WORK

The estimated time which a student should spend on out-of-class work/assignments in this course is 6 hours every week (about 90 hours for the course).

GRADING AND SCORING

All assigned work, and class activities will be graded by following the guidelines/criteria presented below:

POINT SCORE

The course grade will be based on the total number of points scored by a student. The allocation of the total of 100 points to various gradable out-of-class assignments and class activities is provided in the table below:

Activity/Task	Time/Schedule	Points (Total:100)
On-line Discussions (8)	Weekly, with some exceptions	16
In-class Discussions (9)	Weekly, with some exceptions	9
Class Project(s)	Throughout the course duration	40
Mid-term Exam	In the middle of the course	15
Final Exam	Last week of the course	20

COURSE GRADE

The points needed for securing a given course grade are shown in the table posted below:

Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	F
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Points	94-100	90-93	87-89	83-86	80-82	77-79	73-76	70-72	67-69	60-66	0-59
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If both grades for the midterm and final exams are "F", the term grade for the course will be 'F' regardless of the grades for the project and classroom activities.

MAKE-UP WORK

Assignments are to be completed on time during the course. Late assignments will result in a reduced grade. Mid-term and final exams and group presentations cannot be made up if missed, unless there is a documented emergency.

COURSE SCHEDULE

WEEK	Class Date	Topic(s) & Activities	Chapter(s)		Related Course Learning Outcomes (CLOs)
			Textbook	Lecture	
1	Jan. 20	a. About the Course b. Modern Project Management c. Organization Strategy & Project Selection Planning for Class Project (s)	Ch. 1; Ch.2	Ch. 1; Ch.2	1, and 2
2	Jan. 27	a. Organization Strategy & Project Selection b. Organization: Structure & Culture c. Defining the Project Planning the Class Project (s) Creation of Project Teams Selection of Project Topics	Ch. 2; Ch. 3; Ch. 4	Ch. 2; Ch. 3; Ch. 4	1, and 2
3	Feb. 03	a. Defining the Project b. Estimating Project Times & Costs Class Project Review Submission of Project Proposals <ul style="list-style-type: none"> • <i>On-line Discussion 1</i> • <i>In-class Discussion 1</i> 	Ch. 4; Ch. 5	Ch.4; Ch. 5	2,3, & 5
4	Feb. 10	a. Estimating Project Times & Costs b. Developing a Project Plan MS PowerPoint <ul style="list-style-type: none"> • <i>On-line Discussion 2</i> • <i>In-class Discussion 2</i> 	Ch. 5; Ch. 6	Ch. 5; Ch. 6	2,3, 5 & 6
5	Feb. 17	a. Developing a Project Plan b. Managing Risk	Ch. 5, Ch. 6	Ch. 6	3, 5 & 6

		<p>MS PowerPoint</p> <ul style="list-style-type: none"> • <i>On-line Discussion 3</i> • <i>In-class Discussion 3</i> <p>Project Status Review</p>			
6	Feb. 25	<p>a. Managing Risk b. Scheduling Resources and Costs (Budgeting)</p> <p>MS PowerPoint</p> <ul style="list-style-type: none"> • <i>On-line Discussion 4</i> • <i>In-class Discussion 4</i> 	Ch. 7; Ch. 8	Ch. 7; Ch. 8	3, 4, 5, 6, & 7
7	Mar. 03	<p>Scheduling Resources and Costs (Budgeting)</p> <p>Reducing Project Duration</p> <p>MS PowerPoint</p> <p>Submission of Project Status Report 1</p>	Ch. 8; Ch. 9	Ch. 8; Ch. 9	4, 5, & 6
8	Mar. 10	MID-TERM EXAMINATION	Ch. 1-9		
9	Mar. 17	NO CLASS - SEMESTER RECESS			
10	Mar. 25	<p>Leadership: Being an Effective Project Manager</p> <p>MS PowerPoint</p> <ul style="list-style-type: none"> • <i>On-line Discussion 5</i> • <i>In-class Discussion 5</i> <p>Project Status Review</p>	Ch. 10	Ch. 10	5, 6, & 7
11	Apr. 01	<p>a. Managing Project Teams b. Progress and Performance Measurement & Evaluation</p> <p>MS PowerPoint</p> <ul style="list-style-type: none"> • <i>On-line Discussion 6</i> • <i>In-class Discussion 6</i> 	Ch. 11; Ch. 13	Ch. 11; Ch. 13	5, 6, & 7

12	Apr. 08	<p>Managing Interorganizational Relations</p> <ul style="list-style-type: none"> • <i>On-line Discussion 7</i> • <i>In-class Discussion 7</i> <p>Submission of Project Status Report 2</p>	Ch. 12	Ch. 12	
13	Apr. 15	<p>Project Oversight & Closure</p> <ul style="list-style-type: none"> • <i>On-line Discussion 8</i> • <i>In-class Discussion 8</i> 	Ch. 14	Ch. 14	5, 6, & 7
14	Apr. 22	<p>Agile Project Management</p> <ul style="list-style-type: none"> • <i>In-class Discussion 9</i> 	Ch. 16	Ch. 16	5, 6, & 7
15	Apr. 29	Class Project Presentations			5, 6, & 7
16	May 05	FINAL EXAMINATION	Ch. 10, 11, 12, 13, 14, & 16		

OTHER COMMENTS

- Please participate. What you put into the class will determine what you get out of it, and what others get out of it.
- Please come on time. Late arrivals disturb everyone else.
- If you miss a class, you are responsible for getting notes/slide printouts on the material covered from a classmate or the instructor.
- To avoid distracting noise in class, cellular phones must be turned off or the ringing mode silenced.
- Questions and comments during the class are welcome. Do not hesitate to ask questions – do not leave anything unclear for yourself.

MODIFICATION OF THE SYLLABUS

The instructor reserves the right to modify this syllabus at any time during the semester.

Date of last revision of syllabus: Jan. 1, 2018

APPENDIX A. 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; understanding 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; being able to develop well-reasoned conclusions and solutions, and testing 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

APPENDIX B. CLASSIFICATION OF LU CURRICULUM COURSES

Code	Classification	Description
Courses 300 level w/o graduate prerequisites	Mastery 1 (M1)	Mastery 1 courses introduce graduate level concepts and ideas in a specific field of study and provide an opportunity to initiate the development of graduate level competences.
Courses 300 level with graduate prerequisites	Mastery 2 (M2)	Mastery 2 courses build upon students' execution of Mastery 1 learning outcomes and allow for further development of students' mastery of concepts, ideas, and competences in the specific field of study.
Courses 398, 399	Mastery 2 / Assessment (M2A)	Mastery 2/Assessment courses are structured to provide opportunity to assess students' achievements of set program learning outcomes.