



# Lincoln University

## BA 305 – Project Management

### COURSE SYLLABUS

Fall 2026

**Course:** BA 305 – Project Management  
**Level:** Mastery 1(M1)  
**Lecture Schedule:** Thursday, 12:30 PM – 3:15 PM  
**Credit:** 3 units (45 lecture-hours)  
**Instructor:** Dr. Uday K Ghosh  
**Office Hours:** Mon-Friday 3:30 PM – 5:00 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:** [ughosh@lincolnuca.edu](mailto:ughosh@lincolnuca.edu)  
**Phone:** 6509219455

### Textbook:

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

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

### CATALOG DESCRIPTION

This course prepares graduate students to effectively manage complex projects in both public and private sector organizations. Emphasis is placed on applying contemporary project management concepts, methodologies, and tools to develop and execute project plans, monitor progress, manage risks, and ensure successful project closeout. Students will also examine leadership and team management strategies essential for building and sustaining high-performing project teams. The course provides an integrative and practical understanding of the project life cycle, equipping students with the skills necessary to align projects with organizational strategy and deliver measurable value. (3 Units)

## 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.

## COURSE LEARNING OUTCOMES AND ASSESSMENT<sup>1</sup>

| No. | Course Learning Outcome (CLO)                                                                                                                       | Program Level Outcomes (PLOs) | Institutional Learning Outcomes (ILOs) | Assessment Activities/Tasks                                                |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------|----------------------------------------------------------------------------|
| 1   | Demonstration of familiarity with, and an understanding of, common project management techniques and decision tools.                                | 1, and 2                      | 1 (b)                                  | 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                      | 1 (b), 3 (b) and 4 (b)                 | Class Project Proposal, On-line Discussions, and In-class Discussions      |
| 3   | Ability to apply appropriate techniques to plan a                                                                                                   | 1, 2, and 4                   | 6 (b) and 7 (b)                        | Class Project Proposal, On-line Discussions, and In-class                  |

|   |                                                                                                                                         |                |                               |                                                                                |
|---|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------|--------------------------------------------------------------------------------|
|   | new project and develop a project schedule.                                                                                             |                |                               | 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    | 1 (b) and 5 (b)               | 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    | 1 (b), 2 (b) and 5 (b)        | 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       | 6 (b) and 7 (b)               | MS PROJECT Class Project                                                       |
| 7 | Ability to effectively participate as a project team member and/or leader.                                                              | 3, 4, 5, and 6 | 2 (b), 3 (b), 4 (b) and 5 (b) | Class Project, Examinations, On-line Discussions, and In-class Discussions     |

<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Learning Outcomes Assessment](#) section of LU website.

## INSTRUCTION PROCEDURE AND METHODOLOGY

This class will be conducted interactively in virtual face-to-face sessions (in on-line class 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 and in-class discussions. Assignments will be given weekly and may consist of textbook exercises and research questions. Students must complete all assignments and take all quizzes, mid-term exam and final exam on **the specified due dates**.

Plagiarism 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 (when they are at the Lincoln University campus).

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [LU Library](http://lincolnuca.libguides.com) website ([lincolnuca.libguides.com](http://lincolnuca.libguides.com)).

## **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 essay answers. The essay answers must be written clearly, easy to read, 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 in the class and in-person.

## **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 80 hours for the course).

**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 (3) | Presented in Course Schedule   | 9                  |
| Class Project(s)         | Throughout the course duration | 45                 |
| Mid-term Exam            | In the middle of the course    | 15                 |
| Final Exam               | Last week of the course        | 15                 |

**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    |
|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Points | 94-100 | 90-93 | 87-89 | 83-86 | 80-82 | 77-79 | 73-76 | 70-72 | 67-69 | 60-66 | 0-59 |

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.

| WEEK | Class Date | Topic(s) & Activities                                                                                                                                                                                                                                                                                                                                                   | Chapter(s)          |                           | Related Course Learning Outcomes (CLOs) |
|------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------|-----------------------------------------|
|      |            |                                                                                                                                                                                                                                                                                                                                                                         | Textbook            | Lecture                   |                                         |
| 1    | Aug. 27    | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>About the Course</li> <li>Modern Project Management</li> <li>Organization Strategy &amp; Project Selection</li> </ol> <b>Do in Class</b><br><a href="#">Planning for Class Project (s)</a>                                                                                                             | Ch.1;<br>Ch.2       | Ch. 1;<br>Ch.2            | 1, and 2                                |
| 2    | Sep. 03    | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>Organization Strategy &amp; Project Selection</li> <li>Organization: Structure &amp; Culture</li> <li>Defining the Project</li> </ol> <b>Do in Class</b><br><a href="#">Planning the Class Project (s)</a><br><a href="#">Creation of Project Teams</a><br><a href="#">Selection of Project Topics</a> | Ch. 2; Ch. 3; Ch. 4 | Ch. 2;<br>Ch. 3;<br>Ch. 4 | 1, and 2                                |
| 3    | Sep. 10    | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>Defining the Project</li> <li>Estimating Project Times &amp; Costs</li> </ol> <b>Do in Class</b><br><a href="#">Class Project Review</a><br><a href="#">Submission of Project Proposals</a> <ul style="list-style-type: none"> <li><i>On-line Discussion 1</i></li> </ul>                              | Ch. 4; Ch. 5        | Ch.4;<br>Ch. 5            | 2,3, & 5                                |

|   |         |                                                                                                                                                                                                                                                                                                                                             |                 |                 |                 |
|---|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|
|   |         | <ul style="list-style-type: none"> <li><i>In-class Discussion 1- Teams formed and topics assigned</i></li> </ul>                                                                                                                                                                                                                            |                 |                 |                 |
| 4 | Sep. 17 | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>Estimating Project Times &amp; Costs</li> <li>Developing a Project Plan</li> </ol> <b>Do in Class</b><br><b>MS PROJECT</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 2</i></li> </ul>                                                                   | Ch. 5;<br>Ch. 6 | Ch. 5;<br>Ch. 6 | 2,3, 5 & 6      |
| 5 | Sep. 24 | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>Developing a Project Plan</li> <li>Managing Risk</li> </ol> <b>Do in Class</b><br><b>MS PROJECT</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 3</i></li> <li><i>In-class Discussion 1- Presentation</i></li> </ul> <b>Project Status Review</b>         | Ch. 5;<br>Ch. 6 | Ch. 6           | 3, 5 & 6        |
| 6 | Oct. 01 | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>Managing Risk</li> <li>Scheduling Resources and Costs (Budgeting)</li> </ol> <b>Do in Class</b><br><b>MS PROJECT</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 4</i></li> <li><i>In-class Discussion 2- Teams formed and topics assigned</i></li> </ul> | Ch. 7;<br>Ch. 8 | Ch. 7;<br>Ch. 8 | 3, 4, 5, 6, & 7 |
| 7 | Oct. 08 | <b>Reading Assignment</b> <ol style="list-style-type: none"> <li>Scheduling Resources</li> </ol>                                                                                                                                                                                                                                            | Ch. 8;<br>Ch. 9 | Ch. 8;<br>Ch. 9 | 4, 5, & 6       |

|    |         |                                                                                                                                                                                                                                                                                                                                                |                   |                   |                 |
|----|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-----------------|
|    |         | <p>and Costs (Budgeting)</p> <p>b. Reducing Project Duration</p> <p><b>Do in Class</b></p> <p><b>MS PROJECT</b></p> <p>Submission of Project Status Report 1</p>                                                                                                                                                                               |                   |                   |                 |
| 8  | Oct. 15 | <p><b>Reading Assignment</b></p> <p>Leadership: Being an Effective Project Manager</p> <p><b>Do in Class</b></p> <p><b>MS PROJECT</b></p> <ul style="list-style-type: none"> <li>• <i>On-line Discussion 5</i></li> <li>• <i>In-class Discussion 2- Presentation</i></li> </ul> <p>Project Status Review</p>                                   | Ch. 10            | Ch. 10            | 5, 6, & 7       |
| 9  | Oct. 22 | <b>MID-TERM EXAMINATION</b>                                                                                                                                                                                                                                                                                                                    | Ch. 1-9           |                   | 1,2,3,4, 5, & 6 |
| 10 | Oct. 29 | <p><b>Reading Assignment</b></p> <p>a. Managing Project Teams</p> <p>b. Progress and Performance Measurement &amp; Evaluation</p> <p><b>Do in Class</b></p> <p><b>MS PROJECT</b></p> <ul style="list-style-type: none"> <li>• <i>On-line Discussion 6</i></li> <li>• <i>In-class Discussion 3- Teams formed and topics assigned</i></li> </ul> | Ch. 11;<br>Ch. 13 | Ch. 11;<br>Ch. 13 | 5, 6, & 7       |
| 11 | Nov. 05 | <p><b>Reading Assignment</b></p> <p>Managing Interorganizational</p>                                                                                                                                                                                                                                                                           | Ch. 12            | Ch. 12            | 5, 6, & 7       |

|    |                        |                                                                                                                                                                                                   |           |        |             |
|----|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|-------------|
|    |                        | Relations<br><br><b>Do in Class</b> <ul style="list-style-type: none"> <li>• <i>On-line Discussion 7</i></li> <li>• <i>In-class Discussion 7</i></li> </ul> Submission of Project Status Report 2 |           |        |             |
| 12 | Nov. 12                | Managing Interorganizational Relations and Group Project                                                                                                                                          | Ch. 12    | Ch. 12 | 6, & 7      |
| 13 | Nov. 19                | <b>Reading Assignment</b><br><br>Agile Project Management                                                                                                                                         | Ch. 14    | Ch. 14 | 8, 9, & 10  |
| 14 | Nov. 26<br><br>Dec. 03 | Fall Recess Week<br><br>Reading Assignment & Group Presentations                                                                                                                                  | Ch. 15    | Ch. 15 | 11,12, & 13 |
| 15 | Dec. 10                | <b>FINAL EXAM</b>                                                                                                                                                                                 | Ch. 01-15 |        |             |

## 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:** Aug.7, 2026