

**Project Management and
Applied Technology Performance Improvement
LTEC 4060**

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Note: Assignments are due by **8:00 am on Tuesday mornings**. The first entry of your discussion should be entered into the discussion board by **11:59 pm on Saturday** evening prior to the Tuesday due date. You must submit this first post and then respond to at least twice to your group members. The content of your posts do not have a word count; however, they do need to be substantive and add to the conversation.

***WARNING!* Do not take this course if you are not willing to work hard, complete weekly assignments on time, and check on the class via the Internet on a daily basis. A high level of regular online group participation is required.**

Course Description

This course provides a socio-technical perspective to the management of projects. The content deals with planning, scheduling, organizing, and implementing projects - e.g., product development, construction, information systems, new business, and special events. Primary class emphasis is on the project management process and tools. Today, more and more companies are realizing that managing projects is a vital part of everyone's job. Mastery of key tools and concepts could give you a significant competitive advantage in the marketplace.

Course Objectives

- To master key concepts, techniques, and decision tools used by project managers.
- To identify critical behavior for successfully managing projects.
- To understand how to develop and use a computer-based information system for managing projects.

Resource Materials

READINGS: The required textbook for this class: **Project Management: The Managerial Process** by Cliff Gray and Erik Larson (McGraw-Hill, 2014, Sixth Edition).

Additional Beneficial Resources:

- ▣ **Successful Project Management** by Jack Gido and James Clements (Cengage, 2014, Sixth Edition).
- ▣ **Project Management Institute** web resources at <http://www.pmi.org>.

Pre-requisites

Although there are no formal pre-requisites, this course is designed for students who have taken courses in organizational behavior, finance, and operations management. Students without these courses are likely to have to devote more time to topics briefly reviewed and may have to supplement their learning on their own.

Students will need access to hardware and software capable of video streaming.

Learning Outcomes

By the end of LTEC 4060 students will demonstrate ability to:

- Construct a project scope statement and assess the priorities of a project
- Create a work breakdown structure and responsibility matrix
- develop a network schedule for a project
- create a project network
- identify the critical path of project schedule
- resolve the impact resource constraints has on a project plan
- develop strategies for expediting project completion
- initiate action to manage project stakeholders
- interpret project performance indices
- manage the project close-out phase

Grading

Your grade for the course will be determined by satisfactory achievement of the following requirements:

- Assignments (60%)
- Quizzes (20%)
- On-line Participation/Discussion (20%)

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	59% or below

Assignments

The course assignment guidelines, located in the "Orientation" menu on Blackboard, list several individual assignments, which are due by **8:00 am on the Tuesday** of the due date for each module. Assignments are based on information found in the required text.

Some modules are made up of more than one book chapter. In addition, more than one module may be due on the same date. Please review the due date for each module carefully. While you may consult with each other, you are responsible for submitting your own work, unless otherwise noted. **You are responsible for ensuring that each assignment attaches** correctly to blackboard and is submitted in the **appropriate place on time.** After you submit your assignment, check to make sure it actually attached and submitted properly.

Late Policy

***Assignments should be submitted by 8:00 am on date they are due; assignments are permitted to be turned in early. Assignments received on the next day will be penalized 50%. Assignments received after the one day late will receive zero (0) points.

Each student will be allowed ONE late assignment. Use this wisely! If you are unable to turn in your work before 8:00 am on the due date, you may have until 8:00 am on the following third day (Friday morning) to complete your work on ONE occasion during the term.

Assignments received after this will receive a zero (0) and no other late assignments will be accepted. You MUST let me know that you want to use your one-time late assignment PRIOR to the due date and time for the assignment.

On-line Participation

During the first or second week, students will be assigned to a small group discussion forum. By clicking on the Group Discussion link, students will be able to access the discussion forum for their group. Here students are expected to make meaningful contributions on a regular basis to a variety of assigned topics. To facilitate this process each individual will be asked to serve as discussion leader on one or more topics. Discussion leaders are expected to submit the first response to a topic/question and respond to subsequent entries by other forum members. Each forum member is expected to post at least two responses to other students' postings on a topic.

Shortly after the beginning of the course, you will be assigned to a group. The biggest complaint by students is that others in the group do not post until the date due making it difficult and sometimes impossible for fellow group members to respond to postings or have the entire group participate in the group project. **Your initial posting to your group must be completed before 11:59 p.m. on the Saturday evening prior to the module due date. If not done by that time, 15% will be taken off of the group discussion grade and/or off any group assignment.** As with other assignments, the initial post is permitted to be earlier.

You will be graded on the quality of your responses and your overall involvement in the discussion. For example, replying that you agree with someone's response alone is not an acceptable response. The quality of your on-line participation will be evaluated by the instructor.

Quizzes

A quiz is scheduled for each Module. Quizzes will consist of multiple-choice questions. Students will have 1 hour to complete each quiz once they begin, and all quizzes must be completed in one sitting. All the course quizzes are open at the beginning of the semester, but **the quizzes will close by 8:00 am on the Tuesday they are due** for each Module. All quizzes are closed-book quizzes. You have two attempts to take the quiz. The computer will record your highest score.

The quiz schedule can be viewed on the class schedule.

Questions on the quiz will be based on information given in the text, assigned problems, and information given to you in videos. In order to be successful on the quizzes, you must read the text! You can check your understanding of the material by completing the practice quizzes for each chapter located at www.mhhe.com/larsongray6e and by going over the review questions at the end of each chapter. **The practice quizzes are optional.**

Modules

Coursework is broken down into modules, as shown in the class assignment schedule. A module may contain more than one textbook chapter. After clicking on the Course Content folder on the Course Homepage, click on the Module you want to work on. Each module will begin with the objectives of that module and the activities that need to be accomplished in order to complete the module. Please read the entire "Review Module Content" section.

Communication

Messaging within the course is the primary communication between the students and the instructor. You may also text or call. If you do not leave a message, I will not return the call. Phone calls to my office forward to my email as a missed call if I am not available to answer. Voice mails are retrievable in my email as an mp3 file. Please leave a message with sufficient detail for me to answer your question effectively.

All assignments and discussions are scheduled to be graded and returned to the student by 11:00 PM on the Friday following the due date.

Course Assignments and Due Date Schedule

Module	Topic(s)	Ch.	Group Discussion (20%), Assignments (60%),Exams (20%)	Points	Week Due	Due Date
Getting Started	Complete the "Orientation" Tasks.				1	9/6
1	Introduction: Project Management	1	Disc: Introduction Disc: Exercise 1 Disc: Exercise 2 Assignment: Memo Quiz 1	5 5 5 10 10	2	Discuss 9/10 Assign /Quiz 9/13
2	Project Selection	2	Grp Disc: Group Introductions Grp Disc: Film Prioritization Case Assignment: Film Prioritization case	-- 5 30	3	Discuss 9/16 Assign /Quiz 9/20
	Organization: Structure & Culture	3	Grp Disc: Instructor's Question: Successful Project Completion Quiz 2	5 10		
3	Defining a Project	4	Grp Disc: Film Prioritization Audit Assignment: Manchester United Case	10 30	4	Discuss 9/24 Assign /Quiz 9/27
	Estimating	5	Grp Disc: Instructor's Question: Developing Optimal Estimates Quiz 3	10 10		
4	Project Plan	6	Grp Disc: Creating a Project Plan Assignment: Creating a project plan Assignment: Exercise 6---12 Quiz 4	10 20 10 10	5	Discuss 10/1 Assign /Quiz 10/4
5	Risk Management	7	Grp Disc: PGE Mitigate Risks Grp Disc: XSU Spring Concert Case Assignment: Risk Management Plan for XSU	5 20	6	Discuss 10/8 Assign /Quiz 10/11
	Assigning Resources	8	Quiz 5	10		

6	Reducing Project Duration	9	Grp Disc: Review Questions 2 & 3 Assignment: Exercise 9---4 Quiz 6	5 20 10	7	Discuss 10/15 Assign /Quiz 10/18
7	Leadership	10	Grp Disc: Instructor's Question: PM Metaphor Assignment: The Blue Sky Project Assignment: POM+ Project--- Part 1	5 20 30	8	Discuss 10/22 Assign /Quiz 10/25
	Managing Teams	11	Grp Disc: Ajax Project Case Quiz 7	5 10		
8	Outsourcing	12	Grp Disc: Instructor's Question: Team Building Assignment: POM+ Project--- Part 2 and 3	5 30	9	Discuss 11/5 Assign /Quiz 11/8
	Monitoring Progress	13	Assignment: Status Report, Exercise 13.3 Quiz 8	30 10		
9	Project Closure	14	Grp Disc: Review Question 5 Assignment: POM+ Project--- Part 4	5 30	10	Discuss 11/19 Assign /Quiz 11/22
	Agile PM	17	Grp Disc: Introducing Scrum to P2P A&B Quiz 9	10 10		
10	Careers	18	Grp Disc: Review Question 1 Assignment: Lessons Learned Quiz 10	5 20 10	11	Discuss 12/3 Assign /Quiz 12/6
Points				500		