MGMT 385-01 Project Management

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**College Mission:** At Xavier’s Williams College of Business we educate students of business, enabling them to improve organizations & society, consistent with the Jesuit tradition.

**How Course Relates to Mission:** The purpose of this course is to prepare students to plan, organize, lead, participate in, control, & improve projects that will benefit both their organizations & society. This course provides the opportunity for students to execute a project for a deserving organization.

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**Class/Instructor Information:**

- **Class Time:** Monday 6:00 – 8:30 pm
- **Classroom:** Smith Hall 250
- **Instructor:** Dawn Tolonen, MBA
- **E-mail:** tolonend@xavier.edu
- **Office:** 338 Smith Hall
- **Office Phone:** 513-745-3144
- **Office Hours:** Tu/Th 12:30 - 2:00 pm & by appt
- **Cell Phone:** 513-667-4288

**Pre-Requisites:** MGMT 300

**Required Text & Materials:**

  - ISBN-13: 978 1 259 76399 1
  - Custom text with McGraw-Hill Connect access & Microsoft Project trial CD
  - Use the McGraw-Hill module link in Canvas to connect your account
  - Enter the access code from the back of your book
- *MBTI® – Self-Scorable – Form M, CPP*
  - Available to buy in the Xavier bookstore
- *Wall Street Journal* (Optional)
  - Special $1 a week student subscription. Order online.

**Learning Goals – Williams College of Business Undergraduate Program:**

**Critical Thinking**

- Learning Goal: WCB graduates will be able to think logically, reason quantitatively, & utilize appropriate analytical techniques & technology when evaluating & making decisions.

- Corresponding Objectives:
  1. WCB students will collect, evaluate & synthesize information to offer solutions & support decision making.
  2. WCB students will evaluate & articulate implications of business decisions & their impact on organizational stakeholders, both individually & in teams.

**Ethics & Social Responsibility**

- Learning Goal: WCB graduates will be able to recognize ethical issues, discern moral implications of decision making, & be prepared, & willing, to serve as responsible & professional members of society.

- Corresponding Objectives:
  1. WCB students will recognize ethical issues & their implications on personal & business decisions.
  2. WCB students will demonstrate the skills necessary to analyze information & make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.

**Effective Written & Oral Communication**

- Learning Goal: WCB graduates will be able to organize, support & communicate ideas clearly & effectively, employ multiple mediums of communication (e.g., written, oral & visual), & adapt communication to audience, context or purpose.
• Corresponding Objectives:
  (1) WCB students will produce business documents & reports demonstrating their ability to organize & communicate ideas clearly & professionally.
  (2) WCB students will make effective presentations, accompanied by the appropriate technology, demonstrating their ability to organize & communicate ideas clearly & professionally, both individually & in teams.

Global Perspective & Cultural Diversity
• Learning Goal: WCB graduates will appreciate the historical & cultural contexts of the world in which they live, demonstrate the competencies required for engaging in global business activities, & respect & value diverse peoples & perspectives.
• Corresponding Objectives:
  (1) WCB students will identify & contrast key attributes of countries’ business environments.
  (2) WCB students will evaluate & integrate global economic, political, technological, environmental & societal issues into their decision making.
  (3) WCB students will integrate the concepts of respect, inclusiveness & valuing all persons into their decision making.

Understanding & Application of Knowledge Across Business Disciplines
• Learning Goal: WCB graduates will be able to evaluate business from an integrative & holistic point of view, leverage the synergies between functional business areas, & demonstrate college-level mastery of their chosen discipline.
• Corresponding Objectives:
  (1) WCB students will demonstrate the appropriate knowledge of accounting, economics, finance, management, management information systems, marketing, quantitative business analytics, international issues, & the legal & social environment of business.
  (2) WCB students will evaluate business problems from an integrative point of view, including diverse business functions, competition & external environment (social, political, economic, & environmental.)
  (3) WCB students will demonstrate college-level mastery of the body of knowledge & skills relative to their major. (To be determined at the departmental level.)

Personal & Professional Development
• Learning Goal: WCB graduates will be well-prepared for their future careers & appreciate the importance of continuous professional development & life-long learning.
• Corresponding Objective:
  (1) WCB students will articulate career goals, prepare a professional resume, demonstrate behavior-based interviewing techniques & develop a professional network.

Student Learning Objectives for MGMT385-01:
Upon completion of this course, you will have new skills in these critical areas:
• Demonstrate an understanding of the project environment, life cycle, & the project selection & approval process.
• Identify the challenges in executing plans to manage an organization.
• Demonstrate the role of the Project Manager in the successful initiation, planning & completion of a project.
• Demonstrate an understanding of, & make appropriate decisions concerning, organizational structure & roles of project participants.
• Demonstrate how to ethically initiate a project with a charter to deal with complex, conflicting, & ambiguous situations & stakeholder demands.
• Demonstrate skills including working knowledge of strengths in forming, developing, & assessing a project team in order to integrate respect & inclusiveness in decision-making & to foster continuous professional development.
• Develop written project management plans & presentations that integrate scope, quality, schedule, budget & communication with stakeholders.
• Recognize ethical considerations & make recommendations concerning, human resources, risks, & procurement.
• Demonstrate an understanding of the tools, techniques & issues involved in monitoring, controlling, & closing projects.
• Effectively use Microsoft Project to collect, evaluate, & synthesize information to plan & control project work & to report project status to all stakeholders.
• Demonstrate working knowledge & application of the Project Management Body of Knowledge (PMBOK).
Course Policies:

- **Academic Honesty**: Any dishonesty will result in a grade of F for the assignment & depending on the severity of the dishonesty, potentially for the entire course. Primarily, (although not exclusively), dishonesty involves the representation of another's work as your own. This includes plagiarism of any material you turn in as an assignment.

  **What is plagiarism?**
  - Plagiarism is using the work of another as if it were your own, without enclosing the words of others in quotations.
  - Plagiarism is copying from the Internet, from a web page, or from another person without giving credit. This includes copying & pasting content from a source into the text of your paper.
  - Plagiarism is using ideas which are not your own without giving credit to the source of those ideas. Citing the source of an idea is required even if you have paraphrased the author’s words.
  - Plagiarism can be applied to ideas, research, art, music, graphs, diagrams, websites, data, books, newspapers, magazines, plays, movies, photos, & speeches.
  - If you need a refresher course on plagiarism & copyright laws, Xavier offers an online tutorial at [http://www.xavier.edu/library/xu-tutor/Preventing-Plagiarism.cfm](http://www.xavier.edu/library/xu-tutor/Preventing-Plagiarism.cfm)

- **Class Etiquette**: I expect you to respect this class & your peers by behaving in a professional manner; this includes, but is not limited to, arriving on time, staying for the entire class, no cell phones, texting or web surfing, side conversations or reading that are not relevant to the class. Please leave your drones at home unless they are delivering cookies to the class. Improper behavior will result in a loss of participation points. Disruptive, rude, sarcastic, obscene or disrespectful speech or behavior have a negative impact on everyone, & will not be tolerated. If you engage in any such conduct you will be asked to leave & you will receive a zero for any work completed that day.

- **Attendance**: You are expected to attend all scheduled classes. You will miss valuable information & class time with your team if you are absent. It will affect your final grade. If you should decide not to come to class, it's your responsibility to follow up with your team to obtain notes.

- **Calendar Deadlines**: I sincerely hope you will stay in our class, but if you must drop be aware that **November 23** is the last day to withdraw from Fall classes. If you wish to drop the course, you must take positive action & submit the proper paperwork. I will not drop you from the course just because you stop attending class.

- **Due Dates**: All assignments must be submitted on or before the due date. Late submissions will automatically receive a 10 point reduction for each day the assignment is late.

- **Make-Up Exams**: Make-up exams will only be given under extreme circumstances & with prior approval. Make-up exams will incur an automatic 10 point reduction.

- **Communication**:
  - Email is the best way to contact me; I will reply within 24 hours (weekends & holidays may be an exception).
  - I will advise of any changes to the syllabus in class & on Canvas. I will also email any important announcements using your XU email account on Canvas. It's your responsibility to check Canvas & email regularly.
  - I'm happy to meet with any student who needs additional assistance with this course. Please email me or see me to arrange additional time.

- **Accessibility Policy**: It is my goal that this class be an accessible & welcoming experience for all students. If you are a student with a disability who may have trouble participating or effectively demonstrating learning in this course, contact me to arrange an appointment to share your Accommodation Letters from Disability Services & to discuss your needs. Disability related information is confidential. If you have not contacted Disability Services (located in the Learning Assistance Center) to arrange accommodations, I encourage you to do so by contacting Cassandra Jones, by phone at 513-745-3280, in person on the Fifth Floor of the Conaton Learning Commons, Room 514, or via e-mail at jonesc20@xavier.edu as soon as possible as accommodations are not retroactive.

- **FERPA**: Understand that your work may be seen by others. Others may see your work when being distributed, during group project work, or if I choose to use it for demonstration purposes. There is also a possibility that your papers may be submitted electronically to another entity to be checked for plagiarism.
Class Format:
Classes will be a combination of lecture, interactive discussion, project activities & short videos. Most classes have a reading assignment that must be read before class so you will be prepared to participate in class activities.

While there is not an explicit grade for class participation, I will take it into consideration when calculating final grades. If you come to class prepared to discuss the material & work on your project your grade could be positively affected. On the other hand if you come to class unprepared, never participate, or are frequently absent your grade could be negatively impacted.

Help me to help you - the better prepared you are for class, the more time we’ll have for in-class project work.

Brief Description of Course Assignments:

- **Personal Profile: 20 pts.**
  This brief questionnaire is your opportunity to tell me a little about yourself & what you expect to get out of our class. It’s painless, I promise!

- **Homework: 13 at 10 pts. each**
  Project Management is a combination of soft & technical skills. The homework assignment for each chapter will help you master the technical skills providing you valuable practice for the exams & your team project. There are 13 homework assignments which will be completed using the McGraw-Hill Connect system. The lowest of your 13 homework grades will be dropped.

- **Meyers-Briggs Type Indicator (MBTI): 30 pts.**
  This is a self-assessment for personality type. Be sure to pick up the form at the bookstore.

- **Exams: 3 at 100 pts. each**
  There are 3 equally weighted exams. Exams will be a combination of multiple choice, true/false & problem solving.

- **Team Project: 530 pts.**
  Xavier emphasizes service as part of its mission. You will have the opportunity to use the skills you’re learning on a real-world project for a deserving organization. Teams of five to six students will work as a team to complete the project. Specific instructions will be provided in class & project components will be due on a periodic basis throughout the semester. I will give prompt feedback so that you can effectively incorporate changes into later work & your final report. There will be some in class time provided to work on the project, but be prepared to spend additional time outside of class to complete your project.

  There are 3 components to your team project grade:
  
  - Execution: 300 pts. Determined by how well you complete the project & satisfy your stakeholders.
  - Final Report: 200 pts. Determined by the quality of final report. You will submit a written report & give an oral recap of your project.
  - Peer Reviews: 30 pts. Your chance to evaluate the efforts of your team mates. This is completely confidential between you & me; it will not be shared with your team mates.
## Tentative Course Schedule:

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments/Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/24</td>
<td>Syllabus, Project Management Overview</td>
<td>Syllabus Review; Personal Profile; Ch. 1 Homework 1 Due</td>
</tr>
<tr>
<td>2</td>
<td>8/31</td>
<td>Organization Strategy &amp; Project Selection</td>
<td>Ch. 2; Homework 2 Due</td>
</tr>
<tr>
<td>3</td>
<td>9/7</td>
<td><strong>NO CLASS – Labor Day</strong></td>
<td>Take some time to get ahead</td>
</tr>
<tr>
<td>4</td>
<td>9/14</td>
<td>Organization: Structure &amp; Culture</td>
<td>Ch. 3; Homework 3 Due</td>
</tr>
<tr>
<td>5</td>
<td>9/21</td>
<td>Leadership &amp; Managing Project Teams</td>
<td>Ch. 4 &amp; 5, MBTI; Homework 4 &amp; 5 Due</td>
</tr>
<tr>
<td>6</td>
<td>9/28</td>
<td>Exam 1 &amp; Defining the Project</td>
<td>Exam 1 (Chs. 1-5), Ch. 6</td>
</tr>
<tr>
<td>7</td>
<td>10/5</td>
<td>Defining the Project</td>
<td>Ch. 6; Homework 6 Due</td>
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<tr>
<td>8</td>
<td>10/12</td>
<td>Estimating Project Times &amp; Costs</td>
<td>Ch. 7; Homework 7 Due</td>
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<tr>
<td>9</td>
<td>10/19</td>
<td>Project Check-In</td>
<td>In class project work</td>
</tr>
<tr>
<td>10</td>
<td>10/26</td>
<td>Developing a Project Plan</td>
<td>Ch. 8; Homework 8 Due</td>
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<tr>
<td>11</td>
<td>11/2</td>
<td>Managing Risk</td>
<td>Ch. 9; Homework 9 Due</td>
</tr>
<tr>
<td>12</td>
<td>11/9</td>
<td>Exam 2 &amp; Scheduling Resources &amp; Costs</td>
<td>Exam 2 (Chs. 6-9), Ch. 10</td>
</tr>
<tr>
<td>13</td>
<td>11/16</td>
<td>Reducing Project Duration</td>
<td>Ch. 11; Homework 10 Due</td>
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<tr>
<td>14</td>
<td>11/23</td>
<td>Performance Measurement &amp; Evaluation</td>
<td>Ch. 12; Homework 11 Due</td>
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<tr>
<td>15</td>
<td>11/30</td>
<td>Project Closure</td>
<td>Ch. 13; Homework 12 Due</td>
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<tr>
<td>16</td>
<td>12/7</td>
<td><strong>Project Completion &amp; Reviews</strong></td>
<td>Project Reviews; Homework 13 Due</td>
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<tr>
<td>17</td>
<td>12/14</td>
<td>Exam 3</td>
<td>Exam 3 (Chs. 10-13) Project Reviews (if needed)</td>
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## Grading:

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<tr>
<th>Assignment</th>
<th>Point Value</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Personal Profile</td>
<td>20</td>
<td>8/25</td>
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<tr>
<td>Homework 13 @ 10 each</td>
<td>130</td>
<td>Weekly</td>
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<tr>
<td>MBTI</td>
<td>30</td>
<td>9/21</td>
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<tr>
<td>Exam 1 (Chs. 1-5)</td>
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<td>9/28</td>
</tr>
<tr>
<td>Exam 2 (Chs. 6-9)</td>
<td>100</td>
<td>11/9</td>
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<tr>
<td>Project Execution</td>
<td>300</td>
<td>12/7</td>
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<tr>
<td>Project Written Report</td>
<td>200</td>
<td>12/7</td>
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<tr>
<td>Project Peer Review</td>
<td>30</td>
<td>12/7</td>
</tr>
<tr>
<td>Exam 3 (Chs. 10-13)</td>
<td>100</td>
<td>12/14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,010</strong></td>
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## Letter Grade Calculated as Follows:

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<th>Grade</th>
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<tbody>
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<td>930 – 1,000</td>
<td>A</td>
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<tr>
<td>900-929</td>
<td>A-</td>
</tr>
<tr>
<td>870-899</td>
<td>B+</td>
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<tr>
<td>830-869</td>
<td>B</td>
</tr>
<tr>
<td>800-829</td>
<td>B-</td>
</tr>
<tr>
<td>770-799</td>
<td>C+</td>
</tr>
<tr>
<td>730-769</td>
<td>C</td>
</tr>
<tr>
<td>700-729</td>
<td>C-</td>
</tr>
<tr>
<td>600-699</td>
<td>D</td>
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<tr>
<td>Below 600</td>
<td>F</td>
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