Submit original with signatures + 1 copy + electronic copy to Faculty Senate (Box 7500).

See <a href="http://www.uaf.edu/uafgov/faculty-senate/curriculum/course-degree-procedures-/">http://www.uaf.edu/uafgov/faculty-senate/curriculum/course-degree-procedures-/</a> for a complete description of the rules governing curriculum & course changes.

# TRIAL COURSE OR NEW COURSE PROPOSAL (Attach copy of syllabus)

	Business Admi	nistration	Colle	ge/School		School	of Mar	nagemen
Prepared by	Anita Hughes				School of Managemen Ext. 462			
Email Contact	Alhughes2@ala	Facul	Faculty Contact		Kevin Berry kberry9@alaska.edu			
1. ACTION 1	DESIRED (CHECK ONE):	Trial Co		purse		New Course XX		
2. COURSE	DENTIFICATION:	Dept	HSEM	Course #	F632	No. Cred		3
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3. PROPOSEL	COURSE TITLE:			Project Mai	nagement			
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PPROVALS: Add additional signature lines as n	needed.
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Signature, Dean, College/School School of Management of:

**Course: Project Management** 

Number: MBA-HSEM F632

**CREDITS: 3** 

PREREQUISITES: Microsoft Project experience is helpful, but not required. If you are using the software for the first time, you will want to allow extra time to complete assignments required in Microsoft Project.

**LOCATION: Online** 

**MEETING TIME: Online** 

INSTRUCTOR: Kelli Waldo, MBA, PMP

OFFICE LOCATION: N/A

OFFICE HOURS: There are no scheduled office hours. However, you can always contact me through email and I will do my best to respond to you within 24 hours. We can also arrange a meeting time to connect by phone or Google Hangout.

TELEPHONE: N/A

EMAIL ADDRESS: kgwaldo@alaska.edu

#### **COURSE DESCRIPTION**

This course is designed to cover key components of project management fundamentals with emphasis on the project lifecycle, project definition, project schedule and cost management, human resource allocation, and the challenges facing project managers in every industry. We will focus on concepts, theories, and best practices, while discussing managing and leading project teams in complex environments.

# STUDENT LEARNING OUTCOMES

Upon satisfactory completion of the course, a student should be able to:

- 1. Demonstrate an understanding of project management fundamentals by:
  - a. Defining and distinguishing between projects, programs, and portfolios
  - b. Describing the benefits of possessing project management skills
  - c. Identifying the project life cycle
  - d. Describing the importance of project selection and the relationship of the project portfolio to stakeholder needs and to an organization's strategic goals

- e. Describing how organizational structure and culture affect project completion
- f. Apply project concepts and frameworks in a project setting
- 2. Demonstrate the ability to manage the Project Management Process Groups by:
  - a. Initiating Group: Creating a Project Charter
  - b. Planning Group: Creating a Project Scope Statement
  - c. Planning Group: Using top-down and bottom-up processes to estimate project times, costs, and resources
  - d. Monitoring and Controlling Group: Define and utilize the basic elements of project reporting
  - e. Monitoring and Controlling Group: Defining and distinguishing between project risk and project issue
  - f. Executing Group: Describing management of teams in different organizational structures to complete a common goal
  - g. Closing Group: Describing the steps necessary to close a project
- 3. Become familiar with Microsoft Project to perform simple project management tasks

#### COURSE READINGS/MATERIALS

# Required:

Larson, E. W., & Gray, C. F. (2014). *Project Management: The Managerial Process* (6<sup>th</sup> ed.). New York, NY McGraw-Hill. ISBN: 978-0078096594

Project Management Institute. (2013). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (5<sup>th</sup> ed.). Newton Square, PA: PMI Publications. ISBN-13: 9781935589679

Microsoft® Project Professional 2010

#### TECHNICAL REQUIREMENTS FOR COURSE

- The Internet. You must be capable of using the Internet and have access. You must also be proficient in sending and receiving email, including the use of attachments.
- Blackboard Interface. A working knowledge of Blackboard Learn™, Release 9.1. If you
  do not have a working knowledge of Blackboard Learn™, review Blackboard Help for
  Students here.
- *Microsoft*® *Office.* You must be competent in the use of Office programs, specifically Word, Excel, and PowerPoint.
- Microsoft® Project 2010. You are expected to install and learn Project software as part
  of the course requirement to complete specified course assignments.

## **INSTRUCTIONAL METHODS**

## The methods employed to achieve course objectives will include:

- 1. Reading assignments
- 2. Participation in discussion boards on Blackboard

- 3. Case study on cases selected to bring out important concepts in project management and their practice
- 4. Lecture and/or recorded materials

# **COURSE SCHEDULE**

Module	Week	Week Starting	Topics	Reading	Assignments
	1	Jan 15	Introduction / Syllabus	Course Syllabus	Syllabus Exercise (10 points)
1: Initiating	2	Jan 19	Modern Project Management	LG: Chapter 1 PMBOK: 1.2, 1.3, 1.4, 1.4, 2.4	Discussion Board (5 points)
	3	Jan 26	Organization Strategy and Project Selection	LG: Chapter 2 Appendix 2.1 Film Proposal case PMBOK: None	Chap 2 Exercises: 2, 3, 4, 5, 6, 7, case questions (10 points) Discussion Board (5 points)
	4	Feb 2	Organization: Structure and Culture	LG: Chapter 3 Horizon Consulting case PMBOK: None	Chap 3 Exercises: 1, 2, case questions (10 points) Activity #1 (20 points) Discussion Board (5 points)
2: Planning	5	Feb 9	Defining the Project	LG: Chapter 4 Manchester United Soccer Club case PMBOK: 5.2, 5.3, Fig. 5-1	Chap 4 Exercises: 1, 3, 4, 9, case questions (10 points) Activity #2 (20 points) Discussion Board (5 points)
	6	Feb 16	Estimating Project Times and Costs	LG: Chapter 5 Appendix 5.1 PMBOK: 6.1.3, 6.2.2, 6.2.3, Fig. 6-1	Chap 5 Exercises: 1, 3, 4 and A5.1 (p. 157) (10 points) Discussion Board (5 points)
	7	Feb 23	Developing a Project Plan	LG: Chapter 6 PMBOK: 6.6.2.2	Chap 6 Exercises: 4, 6, 8, 14, 16, 17, 18 (10 points) Activity #3 (20 points) Discussion Board (5 points)
	8	Mar 2	Managing Risk	LG: Chapter 7 Appendix 7.1 Alaska Fly Fishing case PMBOK: 11.1, 11.2, 11.3.2.5, 11.5	Chap 7 Exercises: 3, A7.1 (all 3 exercises, pgs. 243-244), case questions (10 points) Activity #4 (20 points) Discussion Board (5 points)
	9	Mar 9	Scheduling Resources and Costs	LG: Chapter 8 Appendix 8.1 PMBOK: 6.6.3, 6.6.2.3	Chap 8 Exercises: 1, 5, 8, 9, 11 (10 points) Discussion Board (5 points) Midterm Exam (60 points)
		Mar 16	Spring Break		

Module	Week	Week Starting	Topics	Reading	<u>Assignments</u>
	10	Mar 23	Reducing Project Duration	LG: Chapter 9 Nightingale Project A & B PMBOK: None	Chap 9 Exercises: 1, 4, 6, 7, case questions (10 points) Discussion Board (5 points)
3: Executing	11	Mar 30	Leadership: Being an Effective Project Manager	LG: Chapter 10 Tom Bray case PMBOK: None	Chap 10 Exercises: 6-Seaburst Construction Project, The Project Status Report Meeting, Gold Star LAN Project; case questions (10 points) Activity #5 (20 points) Discussion Board (5 points)
	12	Apr 6	Managing Project Teams	LG: Chapter 11 Ajax Project case PMBOK: 9.4.2.3	Chap 11 Exercises: 2, case questions (10 points) Discussion Board (5 points)
	13	Apr 13	Outsourcing: Managing Interorganizational Relations	LG: Chapter 12 (pgs. 418-423, including The Boeing 787 Dreamliner; pgs. 432-440) Appendix 12.1 PMBOK: 12.2.7, 12.1.3.6	Chap 12 Exercises: None Activity #6 (20 points) Discussion Board (5 points)
4: Monitoring & Controlling	14	Apr 20	Progress and Performance Measurement and Evaluation Oversight	LG: Chapter 13 Appendix 13.2 Chapter 16 (pgs. 572-582) PMBOK: 7.4.2.1, 1.5.22, 8.1.3.2	Chap 13 Exercises: 3, 5, 7 (10 points) Activity #7 (20 points) Discussion Board (5 points)
5: Closing	15	Apr 27	Project Closure	LG: Chapter 14 Appendix 14.1 PMBOK: None	Chap 14 Exercises: None Discussion Board (5 points) Final Exam (60 points)
ALL STREET, ST	A STATE OF	May 4	Last Day of Class		

LG: Larson / Gray Textbook; PMBOK: PMI Guide to the Project Management Body of Knowledge

# **COURSE SCHEDULE CHECKLIST**

See separate document

# **COURSE POLICIES**

#### **Attendance**

This is an online class. As such, there is not a specific meeting time. However, students are

responsible for all course information and announcements that are posted on the class Blackboard site or sent via University email. All email will be sent through the UAF email system.

#### **Tardiness**

This is an online class. As such, there is not a specific meeting time.

## **Class Participation**

Class participation is required for successful student learning. As an online course, participation times have flexibility and are up to the student.

# Make-up, extensions, resubmissions, extra credit assignments

No make-up assignments, extensions of due dates, resubmissions of work, or extra credit assignments are available in this course without prior approval from the instructor. Credit is earned by completing required activities, assignments, and submissions by the due date, or by planning ahead to receive modified due dates from the instructor.

# **Assignments**

Assignments must be submitted in a legible and printable format using a commonly available Microsoft or comparable product. Some assignments will be required in specific formats, namely Microsoft Project, for this class. Other formats will not be accepted without prior approval from the instructor. Students must retain electronic copies of all submitted assignments.

The writing and reference citation format of the American Psychological Association (APA) is required for use on written assignments in this course. Respect for other works is required and demonstrated by the use of APA citation and reference requirements. Failure to properly provide credit and cite the work of others constitutes plagiarism, an act of academic dishonesty resulting in disciplinary action.

Project management is a professional discipline. Expectations of the instructor of this course are similar to professional expectations in the workplace. Documentation and project artifact delivery is expected to be in a clear, error-free format to communicate the intended message and audience. All work submitted in this course will be reviewed for impact, audience, professionalism, and quality.

#### File names:

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Electronic assignment submissions MUST conform to the following naming conventions:

Course Prefix and Number-Activity\_ID-LastNameFirstInitial-FileExtension

## Examples:

MBAF693-Assignment1-WashingtonG.xls

#### **EVALUATION POLICIES**

# Course Grading

Item	Quantity	Points Each	<b>Total Points</b>	Weighting
Assignments	12	10	120	27%
Activities	7	20	140	31%
Exams	2	60	120	27%
Discussion Board	14	5	70	15%
Total			450	100%

Points Earned	Letter Grade	Percentage Range
423 - 450	Α	94 - 100
405 - < 423	A-	90 - < 94
391 - < 405	B+	87 - < 90
378 - < 391	В	84 - < 87
360 - < 378	B-	80 - < 84
346 - < 360	C+	77 - < 80
333 - < 346	С	74 - < 77
315 - < 333	C-	70 - < 74
0 - < 315	F	0 -< 70

# **OVERALL COURSE EVALUATION**

**Notice**: Grading policies and requirements identified in the syllabus are non-negotiable and will be followed in this course with all students held to an identical standard.

This is a graduate-level course. As such, spelling, grammar, and demonstrated organization of thought will be considered in grading of all assignments. Non-professional communication, such as texting short-hand is not appropriate for use in academic coursework or in professional settings.

# **CREDIT ACTIVITIES**

# Assignments / Activities:

Assignments from the textbook have been assigned for practice. Activities to enhance your understanding and critical thinking skills will be assigned as well. Grading will be based on the following:

- Accuracy—Accurate reflection of the information presented the course
- Completeness—Inclusion of all information requested
- Relevance—Relation to the assignment; extraneous information will reduce your grade
- Communication—Clearly written, professional statements or documents

## **Discussion Board:**

An important aspect to student success in an online learning environment is active participation in the online community. In order to participate fully in the ongoing dialog, contribute to and learn from bulletin board posts, contribute to the community knowledge base, and remain aware of class dynamics, each student is required to check in weekly and complete discussion board responses.

Initial posts are required by Wednesday at 11:59 pm (Alaska Time) to allow other students to read and respond to these posts. Secondary posts are due by 11:59 pm (Alaska Time) on Sunday each academic week.

You can score 5 points per week for Discussion Board entries. Grading is based on the following:

- Initial post total possible score = 2.5 points
  - o Response directly relates to the question, is well formed and is on time (1 point)
  - Evidence of a well thought out response, through examples, details, or specific information (1 point)
  - Accurate response (.5 point)
  - Initial response not posted in time (-1.5 points)
- Secondary posts total possible score = 2.5 points
  - Evidence of a well thought out response, through examples, details, or specific information (1 point each). Responses simply agreeing with other posts will not receive credit.
  - Secondary posts on a different day than primary post (.5 points). Both secondary posts can be on the same day, but on a later day than the primary post to get this credit.
- No credit will be given for primary or secondary posts after Sunday at 11:59 pm of the academic week

## Case Readings:

Case readings have been assigned to see project management in business situations. Reading the cases, while considering content from the text and other class materials, will enable the student to further his understanding of complex concepts in real-world situations.

#### Exams:

Two exams will be given during the term. Each will contain critical thinking questions and activities. These exams will be handed out one week prior to their due date.

# **EXPLANATION OF NB/I/W GRADES**

This course adheres to the UAF eLearning Procedure regarding the granting of NB Grades. The NB grade is for use only in situations in which the instructor has No Basis upon which to assign a grade. In general, the NB grade will not be granted.

Your instructor follows the University of Alaska Fairbanks Incomplete Grade Policy:

"The letter "I" (Incomplete) is a temporary grade used to indicate that the student has satisfactorily completed (C or better) the majority of work in a course but for personal reasons beyond the student's control, such as sickness, he has not been able to complete the course during the regular semester. Negligence or indifference are not acceptable reasons for an "I" grade."

Successful, Timely Completion of this Course Starting and establishing your progress through this course early can help to encourage your successful completion of the course. Toward this end, this course adheres to the following Center for Distance Education Procedures:

- 1. The first contact assignment (Introduction) is due one week after the first day of instruction. Failure to submit this assignment within the first two weeks of the course could result in withdrawal from the course.
- 2. The first content assignment (Lesson 1) is due one week after the first day of instruction. Failure to submit this assignment within the first two weeks of the course could result in withdrawal from the course.
- 3. Failure to submit the first three content assignments (Assignments 1, 2 and 3) by the deadline for faculty-initiated withdrawals (the ninth Friday after the first day of classes) could result in instructor initiated withdrawal from the course (W).

## **INSTRUCTOR RESPONSE TIME**

The best way to communicate with me is through email or Blackboard. Use your UAF email account to ask questions about the course or the assignments. It is important to keep communication flowing. If you have questions or problems, please let me know as soon as possible so that we can find a solution.

I will do my best to respond to email within 24 hours.

Graded materials will be returned within 1 week of the due date. You are welcome to turn in assignments early. I will start grading them after the due date and post grades as soon as they are completed.

#### **HOW TO CHECK YOUR GRADE**

To check your grades for assignments and find comments from your instructor, click on the **My Grades** link in the sidebar menu. All the assignments and their due dates are listed. To see details of your grades, click on the green check mark or the underlined score in the grade column.

If the score is for a test or quiz, you will see a View Attempt page where you can click on the check mark or your score to see results and feedback.

If the score is for an assignment, this will take you to a Review Submission History page where you will see a recap of what you submitted, your grade, and your instructor's comments and feedback.

If you see a green explanation point, your assignment has not been graded yet.

#### **EXPECTATION OF STUDENT EFFORT**

Students should expect to spend 12-16 hours per week on this class. Students are expected to complete the weekly assignments by their due dates. If circumstances arise that cause you to need extra time on any assignment(s), e-mail your instructor for guidance. Students are expected to maintain a working backup plan to be implemented in the event of a computer malfunction or an interruption of their normal Internet service during the course.

#### **ACADEMIC INTEGRITY**

Unless otherwise stated by the instructor, all assignments, exams, and activities are to be completed individually and without discussion with classmates. Questions and clarifications are to be directed to the instructor.

As described by UAF, scholastic dishonesty constitutes a violation of the university rules and regulations and is punishable according to the procedures outlined by UAF. Scholastic dishonesty includes, but is not limited to, cheating on an exam, plagiarism, and collusion. Cheating includes providing answers to or taking answers from another student. Plagiarism includes use of another author's words or arguments without attribution. Collusion includes unauthorized collaboration with another person in preparing written work for fulfillment of any course requirement. Scholastic dishonesty is punishable by removal from the course and a grade of "F." For more information go to Student Code of Conduct.

(http://www.uaf.edu/catalog/catalog\_08- 09/academics/regs3.html#Student\_Conduct)

#### SUPPORT SERVICES

**UAF eLearning Student Services** helps students with registration and course schedules, provides information about lessons and student records, assists with the examination process,

and answers general questions. Our Academic Advisor can help students communicate with instructors, locate helpful resources, and maximize their distance learning experience. Contact the UAF eLearning Student Services staff at 907- 479-3444 or toll free 1-800-277-8060 or contact staff directly – for directory listing see: http://elearning.uaf.edu/staff/.

http://elearning.uaf.edu/staff/

# **UAF Help Desk**

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Click here (http://www.alaska.edu/oit/) to see about current network outages and news.

Reach the Help Desk at:

- · e-mail at helpdesk@alaska.edu
- · fax at (907)-450-8312

phone in the Fairbanks area is 450-8300 and outside of Fairbanks is 1-800-478-8226

#### DISABILITIES SERVICES

The **UAF Office of Disability Services** provides academic accommodations to enrolled students who are identified as being eligible for these services.

If you believe you are eligible, please visit their web site (<a href="http://www.uaf.edu/apache/disability/">http://www.uaf.edu/apache/disability/</a>) or contact a student affairs staff person at your nearest local campus. You can also contact Disability Services on the Fairbanks Campus by phone, (907) 474-5655, or by e-mail (uaf-disabilityservices@alaska.edu).