



# Lincoln University

## BA 305 – Project Management

### COURSE SYLLABUS Spring 2018

**Instructor:** Harpal S. Dhillon, PhD  
**Lecture Schedule:** Saturday, 9:00 AM-11:45 AM  
**Credits:** 3 units / 45 hours  
**Level:** Mastery 1 (M1)  
**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](mailto:hdhillon@lincolnuca.edu)  
**Phone:** (202) 330-2979 (Please call me on the phone between 9 AM and 6 PM (Pacific Time))

**Textbooks:** 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.

**Last Revision:** January 1, 2018

### CATALOG 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.

*Prerequisite: MATH 15 or BA 45*

### 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<sup>1</sup>**

	<b>Course LO</b>	<b>Program LO</b>	<b>Institutional LO</b>	<b>Assessment Activities</b>
1	Demonstration of familiarity with, and an understanding of, common project management techniques and decision tools.	1, and 2	ILO 1b, ILO 2b, ILO 4b	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	ILO 1b, ILO 2b, ILO 4b	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	ILO 1b, ILO 2b, ILO 4b, ILO 5b, ILO 6b	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	ILO 1b, ILO 2b, ILO 4b, ILO 7b	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	ILO 3b, ILO 4b, ILO 5b, ILO 6b	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	ILO 1b, ILO 2b, ILO 4b	MS PowerPoint Class Project
7	Ability to effectively participate as a project team member and/or leader.	3, 4, 5, and 6	ILO 2b, ILO 3b, ILO 4b, ILO 5b, ILO 6b, ILO 7b	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 [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

## **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.

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 [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

## **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:

<b>Activity/Task</b>	<b>Time/Schedule</b>	<b>Points (Total:100)</b>
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
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.

**COURSE SCHEDULE**

Week	Class Date	Topic(s) & Activities	Chapter(s)	
			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
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
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"> <li>• On-line Discussion 1</li> <li>• In-class Discussion 1</li> </ul>	Ch. 4; Ch. 5	Ch.4; Ch. 5
4	Feb. 10	a. Estimating Project Times & Costs b. Developing a Project Plan MS PowerPoint <ul style="list-style-type: none"> <li>• On-line Discussion 2</li> <li>• In-class Discussion 2</li> </ul>	Ch. 5; Ch. 6	Ch. 5; Ch. 6
5	Feb. 17	a. Developing a Project Plan b. Managing Risk MS PowerPoint <ul style="list-style-type: none"> <li>• On-line Discussion 3</li> <li>• In-class Discussion 3</li> </ul> Project Status Review	Ch. 5, Ch. 6	Ch. 6
6	Feb. 25	a. Managing Risk b. Scheduling Resources and Costs (Budgeting) MS PowerPoint <ul style="list-style-type: none"> <li>• On-line Discussion 4</li> <li>• In-class Discussion 4</li> </ul>	Ch. 7; Ch. 8	Ch. 7; Ch. 8
7	Mar. 03	Scheduling Resources and Costs (Budgeting) Reducing Project Duration MS PowerPoint Submission of Project Status Report 1	Ch. 8; Ch. 9	Ch. 8; Ch. 9
8	Mar. 10	<b>MID-TERM EXAMINATION</b>	Ch. 1-9	

9	Mar. 17	<b>NO CLASS - SEMESTER RECESS</b>		
10	Mar. 25	Leadership: Being an Effective Project Manager <b>MS PowerPoint</b> <ul style="list-style-type: none"> <li>• <i>On-line Discussion 5</i></li> <li>• <i>In-class Discussion 5</i></li> </ul> Project Status Review	Ch. 10	Ch. 10
11	Apr. 01	a. Managing Project Teams b. Progress and Performance Measurement & Evaluation <b>MS PowerPoint</b> <ul style="list-style-type: none"> <li>• <i>On-line Discussion 6</i></li> <li>• <i>In-class Discussion 6</i></li> </ul>	Ch. 11; Ch. 13	Ch. 11; Ch. 13
12	Apr. 08	Managing Interorganizational Relations <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	Ch. 12	Ch. 12
13	Apr. 15	Project Oversight & Closure <ul style="list-style-type: none"> <li>• <i>On-line Discussion 8</i></li> <li>• <i>In-class Discussion 8</i></li> </ul>	Ch. 14	Ch. 14
14	Apr. 22	Agile Project Management <ul style="list-style-type: none"> <li>• <i>In-class Discussion 9</i></li> </ul>	Ch. 16	Ch. 16
15	Apr. 29	<b>Class Project Presentations</b>		
16	May 05	<b>FINAL EXAMINATION</b>	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.