



Lincoln University

BA 305 – Project Management

COURSE SYLLABUS

Fall 2021

Course: BA 305 – Project Management
Level: Mastery 1(M1)
Lecture Schedule: Friday, 9:00 AM-11:45 AM
Credit: 3 units (45 lecture-hours)
Instructor: Harpal S. Dhillon, PhD
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
Phone: (202) 330-2979 (Please call me on the phone between 9 AM and 6 PM (Pacific Time))
Phone communication in emergency situations only.

Textbook:

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.

CATALOG DESCRIPTION

The objective of this course is to prepare graduate students for managing relatively complex projects undertaken by public or business organizations. Reviewed are management concepts, techniques, and tools that are utilized to propose approvable plans for implementation/execution, monitoring/control, and closeout projects successfully. Along with the acquisition of practical skills, students will be exposed to concepts, which lead the selection and management of successful project teams. This course will provide graduate students with a holistic/integrative view of the project management process.

COURSE 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 a selected real-world situation, in-class group discussions, and on-line discussions focused on a variety of project management issues/situations.

COURSE 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 ASSESSMENT¹

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

¹ 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).

	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

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 [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 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 electronically, within the CANVAS class. Students will be required to work on the exams in the regular (on-line) classroom for this course/section (like attending a regular class).

The exams are 'open book' and '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:

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.

COURSE SCHEDULE

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

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

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

		Relations Do in Class <ul style="list-style-type: none"> • <i>On-line Discussion 7</i> • <i>In-class Discussion 7</i> Submission of Project Status Report 2			
12	Nov. 12	Reading Assignment Project Oversight & Closure <ul style="list-style-type: none"> • <i>On-line Discussion 8</i> • <i>In-class Discussion 3-Presentation</i> 	Ch. 14	Ch. 14	5, 6, & 7
13	Nov. 19	Reading Assignment Agile Project Management	Ch. 17	Ch. 17	5, 6, & 7
14	Nov. 26	NO CLASS - SEMESTER RECESS			
15	Dec. 03	CLASS PROJECT PRESENTATIONS			5, 6, & 7
16	Dec. 10	FINAL EXAMINATION	Ch. 10, 11, 12, 13, 14, & 17		1,2,3,4, 5, & 6

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. 5, 2021