COURSE: FA 302/DCM 302

COURSE TITLE: PROJECT MANAGEMENT

WINTER, 2021

INSTRUCTOR INFORMATION

Name: Walter Adams

Office Location: Offsite/Adjunct Instructor

My office hours are on Mondays between 11:00am and 2:00pm and by appointment.

You can reach me at 224-419-4108 or at wadams5@depaul.edu

Course Dates: Beginning January 4 and ending March 21.

Delivery Format: Online hybrid; weeks 1,3,5,7,9 are asynchronous online; weeks 2,4,6,8,10 are Zoom synchronous from 6:00pm-7:30pm CST

COURSE DESCRIPTION

Project Management is a very important business discipline that can benefit students in their careers as well as personal life. Project Management allows companies to develop high quality new products or services on time and within budget. However, it can become very complicated to apply if one doesn’t have a firm grasp of the basics. There are numerous Project Management methodologies, and all of them share common steps and tools. The purpose of this course is to demystify Project Management by presenting its basic framework and tools for designing a project and controlling or assessing its status. The course translates Project Management theory into a practical and effective methodology the student will be able to apply on the job. Starting with working definitions of Project and Project Management, the course describes how projects are initiated, evaluated and organized with analytic techniques.

Winter 2021 Syllabus, FA 302/DCM 302 Project Management
Project execution and control are covered next, along with the documentation and communications skills that are needed to keep a project on track. The course concludes with an overview of project management applied to a group project chosen with classmates. Students will learn Project Management via course lectures, collaborative discussions, team project participation, textbook reading, Internet searches and research at the company they work for. The class will be divided into teams whose course assignment is to apply the course material to a project of their own choosing. Their grade will be determined by class participation and by how well they apply the course material to their project, as summarized in their project presentation. Individual assignments will also be given which will require the student to research topics via the Internet or their company.

**LEARNING OUTCOMES AND, IF RELEVANT COMPETENCIES:**

Upon completion of this course, it is expected that students will have a basic understanding and ability to apply the following skills:

- Communicating effectively in a business setting.
- Recognizing different roles required in a successful project team.
- Establishing a Project Communications Plan to keep a project on track.
- Recognizing how innovation and technology drive project economics.
- Using computer software and the Internet for project documentation, control and information research.
- Identifying the basic steps and tools found in all modern project management methodologies.
- Estimating project risk and formulating contingency plans to minimize it.
- Assessing project status via Gantt Charting.
- Documenting and tabulating all project details.
- Understanding how project management applies to information systems.

**Students enrolling for competency credit will develop the following competencies:**

- Understands different organizational roles and is able to build/coordinate a team.
- Understands important team member traits and is able to build high-performance teams.
- Can coordinate activity by managing tasks assigned to team members.
- Can establish a communications plan for keeping the organization apprised of activity status.
- Knows and practices effective communications skills.
- Develops communications documents and skills for keeping a project on track.
- Understands and can apply the quantitative tools and communications/people skills for managing a project.
- Understands the different steps and phases common to all Project Management methodologies.
- Able to apply risk management and contingency planning in Project Management.
- Able to create documentation for evaluating and tracking a project.
- Knows how to apply effective communications skills in a corporate Project Management setting.

**LEARNING STRATEGIES & RESOURCES**

The course utilizes these learning modalities: online lecture and discussion; assigned readings; collaborative learning within a team setting; Internet searches on specific topics. They reinforce one another and facilitate understanding all aspects of Project Management.

**LEARNING DELIVERABLES (GRADED EVIDENCES OF LEARNING)**

Each Student can accumulate 1000 points for individual work as follows:

- Ten online chapter quizzes each worth 10 points **100**
- Two discussions per module each worth 10 points **200**
- Four short research papers (minimum 1 page) each worth 50 points **200**
- One Case Study (minimum 3-5 pages) **150**
- One team-based course project and team presentation **200**
- One critique of another team’s project **100**
- One peer review and team project self-assessment **50**

**ASSESSMENT OF STUDENT LEARNING**

*All writing assignments are expected to conform to basic college-level standards of mechanics and presentation.* Consider visiting the Writing Center to discuss your assignments for this course or any others. You may schedule appointments (30 or 50 minutes) on an as-needed or weekly basis, scheduling up to 3 hours-worth of appointments per week. Online services
include Feedback–by–Email and IM conferencing (with or without a webcam). All writing center services are free. Writing Center tutors are specially selected and trained graduate and undergraduate students who can help you at almost any stage of your writing. They will not do your work for you, but they can help you focus and develop your ideas, review your drafts, and polish your writing. They can answer questions about grammar, mechanics, different kinds of writing styles, and documentation formats. They also can answer questions and provide feedback online, through IM/webcam chats and email. Obviously, the tutors won’t necessarily be familiar with every class or subject, but they are able to provide valuable help from the perspective of an interested and careful reader as well as a serious and experienced student-writer. Schedule your appointments with enough time to think about and use the feedback you’ll receive. To schedule a Face-to-Face, Written Feedback by Email, or Online Appointment, visit www.depaul.edu/writing.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>950 to 100</td>
</tr>
<tr>
<td>A-</td>
<td>900 to 949</td>
</tr>
<tr>
<td>B+</td>
<td>880 to 899</td>
</tr>
<tr>
<td>B</td>
<td>850 to 879</td>
</tr>
<tr>
<td>B-</td>
<td>800 to 849</td>
</tr>
<tr>
<td>C+</td>
<td>770 to 799</td>
</tr>
<tr>
<td>C</td>
<td>730 to 769</td>
</tr>
<tr>
<td>C-</td>
<td>700 to 729</td>
</tr>
<tr>
<td>D+</td>
<td>650 to 699</td>
</tr>
<tr>
<td>D</td>
<td>600 to 649</td>
</tr>
<tr>
<td>F</td>
<td>599 or below</td>
</tr>
</tbody>
</table>

**Grading Criteria & Scale**

**Pass/Fail Grade Policy**

Students interested in taking a course on a Pass/Fail grade basis need to contact their academic advisor to request the option by the end of the second week of the course. SCPS students can email their requests to their advisors and include the course number, quarter, and student ID number. Non-SCPS students need to contact their home college for instructions on submitting these requests. Please review the P/F guidelines, course restrictions and GPA implications in the University catalog before making your request. A grade of Pass represents a D or better standard and therefore will not meet requirements that have a minimum standard of C- or better. For further clarification of the P/F option for SCPS students beyond the university guidelines, please refer to the SCPS catalog.
MINIMUM SCPS GRADE POLICY

SCPS degree programs with majors (BAPSBA, BAPSC, BAHA, BADA, BANM, and BALS) require a grade of C- or better in courses taken at DePaul or transfer work applied to course requirements in the Major and in the LL 261: Essay Writing course in the College Core. All other course requirements in these programs can be completed with a grade of D or better. SCPS degree completion major programs (BAABS and BALS) require a C- or better in all courses taken at DePaul applied to those programs. SCPS competence-based programs (BAIFA, BAC, BAGB and BAECE) require a D or better in courses taken at DePaul or transfer work applied to competence requirements.

INCOMPLETE (IN) GRADE

This process follows university policy.

A student who encounters an unusual or unforeseeable circumstance that prevents her/him from completing the course requirements by the end of the term may request a time extension to complete the work.

- The student must formally initiate the request by submitting the Contract for Issuance of Incomplete Grade form (via email, word doc), no later than week 10 (or prior to the final week of a shorter-term course).
- The instructor has discretion to approve or not approve the student’s request for an IN grade.
- The instructor has discretion to set the deadline for completion of the work, which may be earlier but no later than two quarters (not counting Summer term).
- The instructor may not enter an IN grade on behalf of a student without a completed and agreed upon contract.
- The student is alerted that IN grades are not considered by Financial Aid as evidence of satisfactory academic progress.

COURSE SCHEDULE

WEEK 1 (ASYNCHRONOUS ONLINE ONLY – INCLUDES LECTURE VIDEOS AND ONLINE DISCUSSIONS)

Introduction

What is Project Management? How does it differ from general management? What benefits does Project Management provide? What does a Project Manager do?
Learning Objectives

- Describe Project Management and recognize its role in modern organizations
- Compare and contrast a project versus day-to-day operations
- Explain the key roles and responsibilities of a project manager
- Summarize the benefits of adopting project management approaches

Learning Activities

- Read chapter 1 of your text, The McGraw-Hill 36-Hour Course, Project Management
- Introduce yourself and describe project management in your own words
- Watch the video, “Aston Martin – Dubai Centenary Spectacular at Burj Al Arab”

Graded Activities

- Participating in an online discussion defining a project, describing a project and explaining its role in adding value to an organization, and distinguishing how projects differ from day-to-day operations.
- Participating in an online discussion explaining the key roles and responsibilities of a project manager
- Writing a one-page paper inferring the role of project management and summarizing its benefit in the Aston Martin marketing project shown in the video, “Aston Martin – Dubai Centenary Spectacular at Burj Al Arab”
- Completing the chapter 1 quiz

WEEK 2 (ASYNCHRONOUS ONLINE DISCUSSIONS AND LECTURE VIDEOS WITH COMPLEMENTARY SYNCHRONOUS ZOOM SESSION ON WEDNESDAY FROM 6:00 TO 7:30PM CST)

Project Management Concepts

*What are the underlying concepts in project management? What assumptions do we make about projects that reflect how they differ from day to day operations? What is the life-cycle of a project? How do we manage multiple, and sometimes conflicting objectives when planning and working on a project?*

Learning Objectives

- Identify the underlying assumptions of project management
- Categorize the life cycle stages of a project

Winter 2021 Syllabus, FA 302/DCM 302 Project Management
• Examine the components of the Triple Constraint
• Recognize the different types of projects

Learning Activities

• Read chapter 2 of your text, The McGraw-Hill 36-Hour Course, Project Management
• Watch video, “Boston’s Big Dig 2 Megastructures”
• Research a major project

Graded Activities

• Participating in an online discussion identifying the underlying assumptions of project management
• Participating in an online discussion examining the Triple Constraint factors in the video “Boston’s Big Dig 2 Megastructures”
• Researching a project (e.g., similar to the Boston Big Dig.) and writing a one-page paper defining the type of project it represents and then categorizing the project life cycle stages.
• Completing the Chapter 2 quiz

WEEK 3 (ASYNCRONOUS ONLINE ONLY — INCLUDES LECTURE VIDEOS AND ONLINE DISCUSSIONS)

The Project Management Leader and The Process of Managing Projects

What are the skills required to be an effective project leader? What characteristics must they display? Are the required skills the same across all phases of a project? How are these skills applied in managing the life-cycle process of a project?

Learning Objectives

• Identify the project leader’s integrated skill set
• Summarize the essential characteristics of a project leader
• Recall project management life cycle phases and explain how the project manager's skills are applied to managing the life-cycle

Learning Activities

• Read chapters 3 and 4 of your text, The McGraw-Hill 36-Hour Course, Project Management
• Watch video, “Project Manager Blues”
• Recall and deconstruct a project personally known to the student

Graded Activities

• Participating in an online discussion constructing an inventory of key project manager skills inferred in the video “Project Manager Blues”
• Participating in an online discussion clarifying how project managers apply their skills to managing the life cycle phases of a project
• Writing a one-page paper based on a real-life work project that summarizes the essential characteristics of a good project manager
• Completing Chapter 3 quiz
• Completing Chapter 4 quiz

Week 4 (Asynchronous Online Discussions and Lecture Videos with Complementary Synchronous Zoom Session on Wednesday from 6:00 to 7:30 PM CST)

Planning Concepts

How do we go about actually creating a plan? What do we do First? Second? Third? How do we clarify upfront the goals and objectives of the project before we begin?

Learning Objectives

• Assess the importance of the project charter
• Differentiate between high level and detailed planning
• Explain the outputs of each process planning phase

Learning Activities

• Read chapter 5 of your text, The McGraw-Hill 36-Hour Course, Project Management
• Watch the video, “The Story of Project Orion”

Graded Activities

• Participating in an online discussion assessing how a charter would help Project Orion (video)
• Participating in an online discussion describing the difference between high level and detailed planning and the outputs of each
• Completing Chapter 5 quiz

Winter 2021 Syllabus, FA 302/DCM 302 Project Management
WEEK 5 (ASYNCHRONOUS ONLINE ONLY – INCLUDES LECTURE VIDEOS AND ONLINE DISCUSSIONS)

High Level Planning

*How do Project Managers gather the appropriate documentation to initiate planning? What is the difference between a Charter and a Scope Statement? Why do we need both in our high level planning process and how do they complement each other? How do we account for the risk inherent in our project?*

Learning Objectives

- Explain how project management professionals gather and document the information necessary for project management with emphasis on the difference between a charter and scope statement.
- Apply the principles of risk management to the development of the project plan
- Demonstrate how to design the entire project life cycle

Learning Activities

- Read chapter 6 of your text, The McGraw-Hill 36-Hour Course, Project Management
- Recall and deconstruct a project personally known to you

Graded Activities

- Participating in an online discussion explaining the key steps project management professionals take to gather and document the information necessary for project management with key emphasis on the difference between a charter and scope statement.
- Participating in an online discussion applying the principles of risk management to the development of a project plan
- Developing a 3-5 page case study by deconstructing a project from your work (past or present) into each of the life cycle categories and assessing the project’s effectiveness in applying life cycle principles
- Completing the Chapter 6 quiz

WEEK 6 (ASYNCHRONOUS ONLINE DISCUSSIONS AND LECTURE VIDEOS WITH COMPLEMENTARY SYNCHRONOUS ZOOM SESSION ON WEDNESDAY FROM 6:00 TO 7:30PM CST)

Detailed Planning

Winter 2021 Syllabus, FA 302/DCM 302 Project Management
How do Project Managers develop effective and efficient detailed plans that tie-in with the high level planning? What do detailed plans look like? What tools do Project Managers have at their disposal?

Learning Objectives

- Critique and assess how project managers plan within the scope, timeframes, and budget of a project
- Demonstrate how to create a Work Breakdown Structure (WBS)
- Describe task duration and sequencing
- Clarify how a Gantt chart helps control a project

Learning Activities

- Read chapter 7 of your text, The McGraw-Hill 36-Hour Course, Project Management
- Collectively prepare a draft presentation on your team’s project to be assessed and critiqued by fellow students from other teams
- Submit your team’s draft project plan for others to critique
- Study an assigned project plan draft from a team other than one’s own in order to critique it

Graded Activities

- Participating in an online discussion demonstrating how to create a Work Breakdown Structure (WBS) and describing how to estimate duration and sequence each task
- Participating in an online discussion clarifying how a Gantt chart helps control a project and assessing the impact of a change in the critical path
- Critiquing and providing feedback for an assigned project plan draft from a team other than one’s own and assessing how effectively that plan integrates scope, timeframes, resources, and budget.
- Completing the Chapter 7 quiz

WEEK 7 (ASYNCHRONOUS ONLINE ONLY — INCLUDES LECTURE VIDEOS AND ONLINE DISCUSSIONS)

Building the team, executing the plan, and closing out the project

How do Project Managers actually "manage" the plan? How do we build effective project teams? How do we communicate to stakeholders what we are doing? What do we do to complete the project when we are done? How do we hand-off the project to operations?
Learning Objectives

• Develop a key stakeholder project communication plan
• Identify the key team roles on a project team and demonstrate how each participates in key stakeholder communication
• Explain the critical success factors in team-building
• Outline the key steps in successfully managing the triple constraint (time, quality, and cost) while executing the plan
• Outline the key steps for successfully handing over a completed project to operations

Learning Activities

• Read chapters 8 and 9 of your text, The McGraw-Hill 36-Hour Course, Project Management
• Watch the video, “The Wasa – a true story of scope creep”
• Research and study a real-life project in preparation for designing a communication plan

Graded Activities

• Participating in an online discussion explaining the critical success factors in team-building
• Participating in an online discussion assessing how the project manager for The Wasa (video) should have managed the triple constraint more effectively and successfully handed it off to the naval team
• Writing a one-page paper designing a key stakeholder communication plan, identify the key team roles on your team, and clarify the role each would have in the plan
• Completing the Chapter 8 quiz
• Completing the chapter 9 quiz

WEEK 8 (ASYNCHRONOUS ONLINE DISCUSSIONS AND LECTURE VIDEOS WITH COMPLEMENTARY SYNCHRONOUS ZOOM SESSION ON WEDNESDAY FROM 6:00 TO 7:30PM CST)

Context for Quality and Learning in Project Management

How do project teams capture and maintain the critical elements required for quality execution of the project? How do project teams create an environment of order and stability in an otherwise chaotic atmosphere surrounding a new initiative?

Learning Objectives
• Demonstrate how to manage quality assumptions
• Assess a project’s risk profile
• Critique a project team’s culture and effectiveness in decision-making

Learning Activities

• Read chapter 10 of your text, The McGraw-Hill 36-Hour Course, Project Management

Graded Activities

• Participating in an online discussion demonstrating how to manage quality assumptions in a project
• Participating in an online discussion assessing a project’s risk profile
• Preparing a self-assessment and an assessment on each individual project team member with special consideration on how each contributed to developing the team culture and to making effective decisions as a group
• Completing the chapter 10 quiz

Week 9 (Asynchronous Online only – Includes lecture videos and online discussions)

Controlling project work

How do project teams stay on track? How do they even know if they are on track? What reporting tools do project teams use?

Learning Objectives

• Describe project management controls in light of the triple constraint
• Explain and demonstrate how the basic Earned value (EV) metrics are calculated and interpreted
• Design and present a project plan in its entirety and in a team environment integrating it to key project management deliverables

Learning Activities

• Read chapter 11 of your text, The McGraw-Hill 36-Hour Course, Project Management

Graded Activities

Winter 2021 Syllabus, FA 302/DCM 302 Project Management
• Participating in an online discussion demonstrating how to manage quality assumptions in a project and assess a project’s risk profile
• Participating in an online discussion explaining Earned Value and how it helps the Project Manager
• Presenting your team course project for final assessment

WEEK 10 (ASYNCHRONOUS ONLINE DISCUSSIONS AND LECTURE VIDEOS WITH COMPLEMENTARY SYNCHRONOUS ZOOM SESSION ON WEDNESDAY FROM 6:00 TO 7:30PM CST)

Organizational Project Management Maturity

Is it sufficient for an organizational simply to have excellent project management skill sets available? Does an organization's culture help or possibly impede project management effectiveness and efficiency? How can an organization move beyond the basics of project management, that is, to become "mature" with regard to project management?

Learning Objectives

• Identify the key characteristics of high maturity project management organizations
• Distinguish between high and low maturity organizations

Learning Activities

• Read chapter 12 of your text, The McGraw-Hill 36-Hour Course, Project Management

Graded Activities

• Participating in an online discussion identifying the key characteristics of high maturity project management organizations

Participating in an online discussion distinguishing high maturity project management organizations from low maturity organizations

COURSE POLICIES

Discussion guidelines

• Deadlines for weekly initial discussion postings will be 11:59 pm Thursday unless otherwise noted.
Deadlines for responding to your peers’ discussion postings will be 11:59 pm Sunday unless otherwise noted. Keep in mind that a minimum of two peer responses (two separate peers) is required on EACH discussion in addition to your initial post for full credit. Your peer response should have substantive content (though it does not have to be too long, 3-5 sentences can do). And while it is very appropriate, even encouraged, to tell others that you like their post or that they did a good job, we should also be filling in the response with meaningful questions, information, observations...etc. Simply responding superficially with something like, "Good job!" to a post is insufficient.

There are no make-ups for late discussions. No credit is given for discussions posted after the appropriate unit week ending on Sunday at midnight.

Please post all discussions in the discussion area under the appropriate topic.

Late assignment submissions

Late assignment submissions will be accepted up to one week but penalized. There will be a 2 percentage point deduction for each day late (e.g., a grade calculating to 90% will be reduced to 88% if one day late. It will be reduced to 86% if two days late...etc.).

Assignments may not be e-mailed to the instructor. All assignments must be submitted through the appropriate assignment link in the online course room.

Guidelines on course communication, building an on-line community, and etiquette

We all want this course to be fun, educational, and stimulating. In order to make this a positive experience for everyone involved, please be careful to respond to others in the group with a courteous and professional tone. It is important that we always show respect for others, even when we disagree. Disagreeing can be a very educational and rewarding experience when everyone involved is seeking to advance their learning in a spirit of mutual respect. I expect all learners to demonstrate a spirit of respect and helpfulness in our public discussions as well as in private communications.

We live in the age of social media. Many of us are active participants on such sites as Facebook, Twitter...etc. This is exciting and demonstrates the very positive potential for building on-line communities. Each community, however, can develop its own “culture." We want to make sure that at DePaul we are developing a positive, professional, “learning friendly" culture free from personal attacks, invectives, unprofessional language, and so forth. I appreciate everyone’s cooperation!

This course includes and adheres to the college and university policies described in the links below:

APA citation format (GRAD) Academic Integrity Policy (GRAD)
Academic Integrity Policy (UGRAD)

Incomplete (IN) and Research (R) Grades Expiration Policy

Withdrawal/Drop Policy and Withdrawal Tuition

Accommodations Based on the Impact of a Disability

Students are also invited to contact me privately to discuss your challenges and how I may assist in facilitating the accommodations you will use during this course. This is best done early in the term and our conversation will remain confidential.

Protection of Human Research Participants

OTHER RESOURCES FOR STUDENTS

University Center for Writing-based Learning

Dean of Students Office

INSTRUCTOR BRIEF BIO

Walter Adams has been instructing courses in business strategy, leadership, finance, international organizational behavior, project management, and business ethics since 2009. Prior to the advent of his teaching career, Walter served 11 years in hands-on executive management roles developing and implementing strategies, financial reporting, operational process improvements, marketing plans, new product development opportunities, and organizational capabilities.

Most recently he was the Chief Operating Officer for Landscape Brands, a St. Louis based outdoor furniture manufacturer. Before that Walter served as the President and General Manager for Sterno, the well known internationally distributed food service cooking fuel used under buffet dishes. While at Sterno he worked with distribution and manufacturing partners in Germany, England, Brazil, Dubai (UAE), India, Malaysia, Hong Kong, Mainland China, and Japan in addition to the North American market.

Through most of the 1990's Walter worked in the New York City region as an executive consultant for two top tier firms, Booz Allen & Hamilton (now Booz & Company) and PricewaterhouseCoopers (PwC).

Academically, Walter Adams holds a Bachelor's Degree in Economics from Princeton University.

Winter 2021 Syllabus, FA 302/DCM 302 Project Management
and a Master's Degree in Public and Private Management from Yale University. In addition to these degrees, he is certified as a Master's in Business Administration (MBA) instructor for Benedictine University.

**ADDITIONAL CONSIDERATIONS**

Recording of Classroom Sessions Conducted via Videoconference tools:

- Synchronous teaching sessions can be recorded by the instructor for educational purposes. These recordings will be made available only to students presently enrolled in the course via password protected links. Links will be posted via the course webpages on D2L and viable for the present term only.
- Students are prohibited from sharing class recordings or disclosing the links to a class session to anyone outside of the course.
- Students have the right to protect their privacy during recordings by appearing in an audio-only mode; pseudonymous usernames can be used by students, if shared offline with the instructor.
- Instructors may retain portions of the recordings that contain their intellectual property consistent with University policy, with students’ identifying information removed.