<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>MGT 6223 - PROJECT RISK AND QUALITY MANAGEMENT  (Online) Fall 2010 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> and select CRN 1839</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLACKBOARD SITE</td>
<td></td>
</tr>
</tbody>
</table>
| INSTRUCTOR                 | Dr. Kamal Kakish  
E-mail: profkakish@gmail.com  
Web [www.ltu.edu/ltuonline](http://www.ltu.edu/ltuonline)  
Work Phone 404-826-6195  
SkypeID: KAMALDMIT ; GoogleTalk: profkakish  
Office Location: Online  
Office Hours: Monday - Saturday 9am - 9pm. |
| Notes: Please contact me email first via e-mail. If you need to get a hold of me right away, then feel free to call at anytime. |
| SCHEDULE                   | September 13 to December 18, 2010  
See [http://www.ltu.edu/registrars_office/calendar_final_exam_index.asp](http://www.ltu.edu/registrars_office/calendar_final_exam_index.asp) for LTU academic calendar information. |
| LEVEL/ HOURS               | Graduate or Undergraduate Degree / nnn credit hours  
Admission / prerequisite requirements |
| PREREQUISITE               |                                                                                                                          |
| REQUIRED TEXT              | Texts (required):  
| (See Blackboard for additional resources) | Texts (Optional):  
1. A Guide to the Project Management Body of Knowledge (also called the PMBOK® Guide) can be downloaded from the Project Management Institute website: [http://www.pmi.org/publictn/pmboktoc.htm](http://www.pmi.org/publictn/pmboktoc.htm) or obtained in hard copy format. ISBN 193069945-X.  
| ADDITIONAL RESOURCES        | LTU Online student resources: [http://www.ltu.edu/ltuonline/](http://www.ltu.edu/ltuonline/) |
| TECHNICAL SUPPORT          | Technical support for using Blackboard is provided by the Helpdesk. Visit [www.ltu.edu/ehelp](http://www.ltu.edu/ehelp) or 248.204.2330 or helpdesk@ltu.edu |
This fully online course begins with a partial week online course orientation period to familiarize yourself with the online learning environment and to meet online or via the phone with your instructor. Each subsequent week starts on a Monday and ends on a Sunday.

<table>
<thead>
<tr>
<th>Dates</th>
<th>Modules</th>
<th>Topics / Readings</th>
<th>Assignments Due</th>
</tr>
</thead>
</table>
| Prior to Semester Start and Sep 8 – Sep 12 | Module 0         | Overview of textbook  
Online Learning Orientation  
Course Orientation and group formation | Course orientation  
Instructor conversation  
Individual pre-assessment  
Propose teams  
All Activities listed in Module 0 |
| Week of Sep 13 – Sep 19 (note: more than one chapter may be scheduled in a week) | Module 1         | Introduction to Risk Management  
RM - Ch.1  
Assignments 1, 2, and 3 and Course Project Assigned | D1 Bb Discussion Board Forums  
Project Proposal and Team Selection |
| Week of Sep 20 – Sep 26 | Module 2         | Inputs To Risk Management  
RM - Ch. 2 | D2 Bb Discussion Board Forums  
Team Make-up AND Project Proposal Due in DB “project ideas” thread by 5:00 p.m. Sep 26  
Who are the team members?  
Describe your project 1 page |
| Week of Sep 27 – Oct 3 | Module 3         | Risk Management Planning  
RM - Ch. 3  
Risk Identification RM - Ch.4 | D3 Bb Discussion Board Forums  
Assignment 1 Due by 5:00 p.m. Oct 3  
Complete your Risk Sheet – See Practice Folder |
| Week of Oct 4 – Oct 10 | Module 4         | Qualitative Risk Analysis  
RM – Ch. 5  
Quantitative Risk Analysis  
RM - Ch. 6 | D4 Bb Discussion Board Forums  
Complete ALL activities in Practice Folder |
| Week of Oct 11 – Oct 17 | Module 5        | Risk Response Planning  
RM - Ch. 7 | D5 Bb Discussion Board Forums  
Complete ALL activities in Practice Folder |
| Week of Oct 18 – Oct 24 | Module 6        | Risk Monitoring and Control  
RM - Ch. 8 | D6 Bb Discussion Board Forums  
Assignment 2 – Risk Response Report due by 5:00 p.m. Oct 24 |
| Week of Oct 25 – Oct 31 | Module 7        | The Foundations of Six Sigma  
6 Sigma Ch. 1  
Principles of Six Sigma – 6 Sigma Ch. 2 | D7 Bb Discussion Board Forums  
Complete ALL activities in Practice Folder |
| Week of Nov 1 – Nov 7 | Module 8         | Six Sigma DMAIC Define & Measure  
6 Sigma Ch. 3 and 6 Sigma Ch. 4 | D8 Bb Discussion Board Forums  
Complete ALL activities in Practice Folder |
| Week of Nov 8 – Nov 14 | Module 9         | Six Sigma DMAIC Analyze  
6 Sigma Ch. 5 | D9 Bb Discussion Board Forums  
Complete ALL activities in Practice Folder |
| Week of Nov 15 – Nov 21 | Module 10        | Six Sigma DMAIC Improve & Control  
6 Sigma Ch. 6 & Ch. 7 | D10 Bb Discussion Board Forums  
Complete ALL activities in Practice Folder |
| Week of Nov 22 – Nov 28 Thanksgiving Break | Thanksgiving Break | Thanksgiving Break | Thanksgiving Break |
| Week of Nov 29 – Dec 5 | Module 11        | Design for Six Sigma  
6 Sigma Ch. 8,9 | D11 Bb Discussion Board Forums  
Assignment 3 Due – Quality Plan. Due by 5:00 p.m. Dec 5 |
| Week of Dec 6 – Dec 12 | Module 12        | Implementing Six Sigma  
6 Sigma Ch. 10 | Work on your final course project |
STUDENT EVALUATION

The course has 4 assignments totaling 60%. Letter grades are awarded based on the total number of points achieved. 10 points per day are deducted for late assignments.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1 Project Risk Management Simulation Software Tools Research</td>
<td>10%</td>
</tr>
<tr>
<td>Assignment 2 Risk Response Plan Report</td>
<td>15%</td>
</tr>
<tr>
<td>Assignment 3 Quality Improvement Plan</td>
<td>15%</td>
</tr>
<tr>
<td>Course Project - Risk &amp; Quality Project &amp; Presentation</td>
<td>20%</td>
</tr>
<tr>
<td>Project Documentation and Project PowerPoint Slides</td>
<td></td>
</tr>
<tr>
<td>On-line Participation - Blackboard Discussion Board</td>
<td>40%</td>
</tr>
<tr>
<td>Total Points</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Class Points</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>95.5 and above</td>
<td>A</td>
</tr>
<tr>
<td>90 – 95.4</td>
<td>A-</td>
</tr>
<tr>
<td>87 – 89</td>
<td>B+</td>
</tr>
<tr>
<td>83 – 86</td>
<td>B</td>
</tr>
<tr>
<td>80 – 82</td>
<td>B-</td>
</tr>
<tr>
<td>77 – 79</td>
<td>C+</td>
</tr>
<tr>
<td>73 – 76</td>
<td>C</td>
</tr>
<tr>
<td>70 – 72</td>
<td>C-</td>
</tr>
<tr>
<td>61 – 70</td>
<td>D (Undergrad Only)</td>
</tr>
<tr>
<td>60 and below</td>
<td>E</td>
</tr>
</tbody>
</table>

Note: Grades lower than a “B” fall below the LTU graduate standard
EDUCATIONAL GOALS

This course, MGT 6223, will focus on Risk Reduction/elimination and Quality Improvement in Project Management which have recently been revised and expanded in the current version of the PMBOK, which is the de facto ANSI standard for process and procedures of Project Management. This revision gives evidence to the recognized growing importance of “risk” and “quality” within the last decade.

Both Risk and Quality management have always been a major focus of Project Management. Quality has traditionally been one of the three legs of the PM stool, i.e., time, cost and quality. The risk management process is a systematic and proactive approach to taking control of projects and decreasing uncertainties. The process focuses on preventing project problems instead of just dealing with them.

The quality management process is a proven method for reducing variation in project and error-proofing the PM processes. Quality management spans the gamut from quality design and conformance to advanced Lean Thinking and Six Sigma DMAIC approaches and methodologies.

Results of both methodologies include decreased project time and cost, and improved quality, satisfaction, and success.

Most importantly the course is designed to assist the students in developing a working process by which they will be able to implement these two aspects of project management in their working environment.

The course is divided into two halves: the first focusing on the risk identification process and the second on risk reduction and/or elimination.

In the first half of the course, the students will be asked to propose a real-life work related project that needs risk assessment and resolution. Once the project is approved by the instructor, the students will set out to develop a Risk Response Plan. In doing so, they will follow the risk management process which includes risk identification, qualitative and quantitative risk analysis, risk response planning, and risk monitoring and control. Part of the Risk Response Plan will include a list of residual risks (those stubborn risks that could not be mitigated/resolved) that will be used as input into the 2nd half of the course.

In the 2nd half, the students will take those residual risks and process them using the Six Sigma DMAIC methodology in order to mitigate, reduce, or eliminate them. The outcome of the 2nd half is a detailed Quality Improvement plan that demonstrates how the residual risks were addressed.

The chief outcome from this course is a Risk and Quality Management Plan that combines the Risk Response Plan of the first half and the Quality Improvement Plan of the 2nd. The students will have an opportunity to present their findings to management in the form of a 20-slide PowerPoint presentation (just the presentation document – no actual physical presentation is required) and their documentation in the form of a professional MS Word Document.

This 100% online course is designed to be highly interactive and will leverage a variety of interactive approaches and tools including Blackboard, team collaboration, and one-on-one discussions. Each student is expected to bring the results of her/his research to the team. Each student will then develop a concise intervention approach which is well founded in “state of the art” theory.

All Assignments (not discussions) are TEAM ASSIGNMENTS. A team consists of exactly TWO students working together. Only one submission per team is required. In rare and extreme situations, Dr. Kakish may allow an individual student to work alone. Students have complete freedom to select their project mate. The sooner you match your interest and skills with another student, the sooner you’ll be able to formulate a team.

STUDENT LEARNING OBJECTIVES / OUTCOMES

The chief objective of this course is to equip the student with a holistic approach to project risk management and quality improvement. The ultimate goal of this course is to reduce the risks associated with a real-world project to a residual list that can be mitigated or eliminated.

The objectives of this course are for the students to be able to:

1. Identify a real-world project with risks that need to be mitigated, reduced, or eliminated
2. Understand and apply the risk identification process
3. Understand how to differentiate between risks and uncertainties
4. Understand how to differentiate between risks and opportunities
5. Understand how to establish an effective Risk Management Group or Board for the project or portfolio of projects.
6. Leverage a variety of techniques and technology simulation tools to assess the impact of identified risks on the overall project
7. Prioritize the risks according to their impact significance on the overall project
8. Reduce the prioritized risks to produce a residual list of risks that can be used as input into the quality improvement process
9. Understand the role of quality improvement methodologies for the purpose of mitigating or eliminating the residual risks
10. Leverage the Six Sigma DMAIC approach to quality improvement and risk mitigation/reduction/elimination
11. Apply the appropriate tools and techniques to reduce or eliminate the identified residual risks
12. Understand how to control the parameters of these mitigated risks in order to continue to manage them effectively
13. Provide a comprehensive project risk and quality management report that can be presented to management.

These objectives will be evaluated through assignments, quizzes, examinations, and other methods throughout the course.

PREREQUISITE SKILLS
MGT6153 or MIS6153

INSTRUCTIONAL METHODS AND COURSE ORGANIZATION

Blackboard Learning Environment – Blackboard at my.ltu.edu contains the syllabus, all assignments, reading materials, streaming videos, narrated PowerPoint mini-lectures, podcasts, written lecture notes, chapter quizzes, links to Web resources, and discussion forums. You will submit all assignments via Blackboard, and are expected to participate regularly in discussion topics. Please take time to familiarize yourself with the organization of the Blackboard site. You will want to check the site frequently for announcements reminding you of new resources and upcoming assignments.

Student/Instructor Conversations – Students keep in touch with the instructor via e-mail messages, telephone conference calls, and IM conversations.

Self-Assessments – Pre- and post- self-assessment tools will help students measure their entering skills and progress during the course.

Required Reading – Textbook chapters should be read according to the schedule outlined in the syllabus. Chapters will be discussed online.

Assignments – See Assignments Section Below

CLASS POLICIES AND EXPECTATIONS

I plan to offer you a valuable learning experience, and expect us to work together to achieve this goal. Here are some general expectations regarding this course:

Each student has a LTU email account. If you wish to use a different email address for this course, please change your email address in Blackboard under “Blackboard Tools”, then “Personal Information” and send an email to me so I can store your address in my email directory.

Readings, discussion forum participation, and written assignments must be completed according to the class schedule. It is important to contact the instructor as needed to discuss personal needs regarding course requirements and assignments.

It is essential that all students actively contribute to the course objectives through their experiences and working knowledge.

All assignments must be submitted on schedule, via Blackboard, and using Microsoft Office compatible software. If you need to submit an assignment via email, contact the instructor in advance.
Assignments must be completed to an adequate standard to obtain a passing grade. Requirements for each assignment are detailed in this syllabus.

Be prepared to log into Blackboard at least once each day. Please focus your online correspondence within the appropriate Blackboard discussion forums so that your colleagues can learn from you.

At midterm and at the end of the course, you will be invited to participate in a University evaluation of this course. Your feedback is important to the University, to LTU Online, and to me as an instructor, and I encourage you to participate in the evaluation process.

It is important for you as students to know what to expect from me as your instructor:
- I will be available to you via e-mail, and will promptly reply to your messages.
- I will be available to you for telephone appointments as requested.
- I will maintain the Blackboard web site with current materials, and will resolve any content-related problems promptly as they are reported to me.
- I will send out frequent e-mail updates to all class members to guide upcoming work and remind you of assignment due dates.
- I will return all assignments to you promptly (usually within 72 hours), and will include individualized comments and suggestions with each assignment.
- I will hold our personal written or verbal communications in confidence. I will not post any of your assignments for viewing by the class without requesting your approval in advance.
- I will treat all members of the class fairly, and will do my best to accommodate individual learning styles and special needs.
- If any of these points need clarification, or when special circumstances arise that require my assistance, please contact me so that we can discuss the matter personally.

PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS

A three-credit course generally requires at least nine hours per week of time commitment. Here are some practical guidelines to help schedule your time commitments for this online course:

- A 14-week semester (the Summer semester is compressed into 10 weeks) would require at least 126 hours of time commitment to successfully complete all readings, activities, assignments, and texts as described in this syllabus.
- You should reserve at least 6 hours per week to read the required textbook chapters and resources, participate in online discussions, review presentation materials, and work through online quizzes. This effort will total at least 84 hours over the course of the semester.
- You should organize your remaining time to roughly correspond with the point value of each major assignment. This means that you should plan to spend at least:
  - 8-9 hours preparing your case study review;
  - 24-40 hours working with your group on the three parts of your semester-long project;
  - 8-9 hours working on the various components of your reflective consolidation (final exam).

These guidelines may not reflect the actual amount of outside time that you – as a unique individual with your own learning style – will need to complete the course requirements. The number of hours each week will vary based on assignment due dates, so please plan ahead to insure that you schedule your academic, work, and personal time effectively. The following graphic can be used to guide you in planning your weekly course work to remain on schedule:
ASSIGNMENT DETAILS

Course assignments and evaluation criteria are detailed below. Please review these requirements carefully. See the section Academic Resources / Assessment Guidelines for information about assessment of written and oral presentations.

Details for all assignments are shown below. Please note that you should not submit any assignments to the Blackboard “Digital Drop Box.” All assignments are submitted using the Blackboard “Assignments” Some assignments are also posted to the Blackboard Discussion Forum for student comments.

Late assignments will cause a 10% per day deduction from the value of the assignment.

Team Assignment # 1:
Project Risk Management Simulation Software Tools Research

For this team assignment, you are asked to provide a 12 to 15-page slide presentation on the research you conducted for the purpose of finding the ideal Risk Management Software Simulation Tool that will aid you in completing your Risk Management Plan.

Here are the specific details:
1. You must consider at least 5 available tools in your research (you may reference page 328 in your RM book for some hints)
2. You should compare and contrast all tools and explain the pros and cons of each, including special features.
3. You should position the significance of the each tool as it applies to your particular project (this will help you in the final completion of your RM Plan)
4. You must provide your recommendation of the top tools in the order of their priority
5. You must provide a sample output from your recommended tool based on data you feed it from your identified risks. You should be able to download a temporary evaluation copy.
6. You must include an appendix for your research REFERENCES.

Team Assignment # 2
Risk Response Plan

In this assignment, you will pull together all of your Project Risk Management activities and create your Risk Response Plan.

Please refer to the Risk Flow Chart on page 181 of your Risk Management textbook to gain a better understanding of the documentation and the flow of the processes that make up the Risk Response Plan.

As a team, you are required to provide a 20 to 25 page document that represents your Risk Response Plan (AKA Risk Management Plan).

Your plan should include the following sections:
1. Cover Page
2. Table of Contents, List of Figures, List of Tables
3. Executive Overview - this should be a one to two-page high level summary that captures the essence of the entire plan. Summarize each section of the RRP in a paragraph or two.
4. Inputs to Risk section
5. Plan for how and who will be involved in risk management
6. Risks eliminated by changing the Project Plan
7. Your Risk Identification Process including the Risks your team identified. This should include:
   a. A short list of the risks you identified through Qualification and Quantification Analyses techniques, and
   b. A list of you non-critical risks
   c. Show the details of your Analysis/Analyses work by describing how you performed it, and include your analysis tables partially. Complete tables and figures should go to the appendix.
8. Probability and impacts of risks reduced by changing the Project Plan
9. A list of your Residual Risks and their Contingency and Fallout plans
10. For each risk in #9 above, provide a list of secondary risks (those that arise from the risk response)
11. A list of Risk Owners (per residual risk)
12. Conclusion and Lessons Learned
13. References – APA style
14. Appendixes for your tables, charts, risk analysis efforts, risk identification, and any other supporting documentation. Note: The appendixes do not count toward the number of pages required for your plan.

Team Assignment # 3
Quality Improvement Plan

This assignment is very similar to the 2nd assignment; except this time, you will pull together all of your Project Quality Management activities and create your Quality Improvement Plan using the Six Sigma Methodology found in your Six Sigma textbook.

In essence, this assignment requires you as a team to take the Residual Risks you came up with in the 2nd assignment, identify the processes associated with these residual risks in your project (those processes that cause your residual risks to occur), and follow the Six Sigma DMAIC method to fix/improve these processes. The bottom line – your residual risks should be greatly reduced, and the overall quality of your project should be greatly increased.

As a team, you are required to provide a 20 to 25 page document that represents your Quality Improvement Plan (using Six Sigma DMAIC).

Your plan should include the following sections:

1. Cover Page
2. Table of Contents, List of Figures, List of Tables
3. Executive Overview - this should be a one to two-page high level summary that captures the essence of the entire plan. Summarize each section of the Quality Plan in a paragraph or two.
4. A section for your DEFINE Phase, where you list the processes associated with your residual risks, map them, and define the goals/objectives for the improvement.
5. A section for your MEASURE Phase, where you determine your Critical to Quality parameters and factors, measure them, and determine your Sigma Quality Level (if you can) for these metrics.
6. A section for your ANALYZE Phase, where you determine the root cause of the problem for the processes that are source of your residual risks.
7. A section for your IMPROVE Phase, where you evaluate the alternatives available as a solution, and select the best one, based on the criteria you set in your DEFINE phase objectives.
8. A section for your CONTROL Phase, where you set in place the controls that will prevent these processes from ever reverting back to being ineffective or inefficient.
9. For each of the 5 DMAIC phases include all diagrams, tables, figures under each section partially and move complete figures to the appendix.

10. Conclusion and Lessons Learned

11. References – APA style

12. Appendixes for your tables, charts, process analysis efforts, root cause identification, and any other supporting documentation. Note: The appendixes do not count toward the number of pages required for your plan.

**Project Documentation and Presentation**

The final deliverable for this course is to provide an overall **Project Risk and Quality Management Plan** cohesively. This is NOT a MERGE of Assignments 2 and 3; Rather it a cohesive BLEND of ALL the work you did during the course produces a Professional Plan.

Such plan should be delivered in the format of **project documentation** using MS Word a **project presentation PowerPoint slides**. You need not make any actual/physical presentation. Just submit the slides. Please refer to the rubric / evaluation criteria for further instructions.

The essence of this Project Risk and Quality Management Plan is to streamline the outputs from Assignment #2 and Assignment #3 under ONE umbrella. This final plan, which the students will recommend for their real-world project that they worked on during this course should flow smoothly and logically, and reflect the relationships between the residual risks that resulted from the project, the processes associated with these residual risks, and the Six Sigma Quality Improvement methods that were used to reduce such risks by improving their processes.

Please note that this project requires very little beyond what was delivered in assignments #2 and #3. However, all of your efforts should be presented as one cohesive effort here in the final deliverable.

**Follow the formats and guidelines suggested for Assignments 2 and 3 for your final project.**

As each group progresses in defining and implementing their project, many questions will arise. You are strongly encouraged to collaborate with other individuals among your group (this effort requires a significant amount to teamwork). Groups are also encouraged to collaborate with other groups for the purpose of understanding and addressing issues common to all groups.

Having taught this course for many years, I can assure you that the most effective way to produce a comprehensive and high quality documentation is by performing all the **Weekly Practice Activities** that the professor detailed for you in the PRACTICE Folder of EACH Module.

The instructor is available to address any issues or questions you may have regarding your group project.

<table>
<thead>
<tr>
<th><strong>Online Participation (40% of Course Grade)</strong></th>
</tr>
</thead>
</table>

Each student is expected to actively participate in online activities. See the Discussion Board for details, but here’s a quick synopsis:

Please follow these simple rules:

1. Answer all questions posted by the professor
2. **Participate at least THREE different DAYS each week**
3. Discuss or comment on at least TWO other students’ answers/comments.

For the detailed rubric please review the following:
Your Online Participation (Weekly Discussions) accounts for a significant portion of your final grade. Therefore, it is very important to understand the discussion grading criteria and requirements.

Each week’s Discussion will be graded out of a **maximum of 25 points**. Several factors go into making up your discussion score. These include the quality and quantity of your original posts, quality and quantity of your responses to your classmates, the frequency of your participation, and the size of your posts.

**SYLLABUS ADDENDA**

Please see the LTU Online “Current Students” web site [http://www.ltu.edu/ltuonline/](http://www.ltu.edu/ltuonline/) for comprehensive information about Lawrence Tech’s academic services, library services, student services, and academic integrity standards. The content of this web site is explicitly included as syllabus requirements.

The LTU Online “Current Students” web site also includes grading rubrics used by your instructor to evaluate written assignments, discussion forum participation, and group assignments. Please note that the SafeAssign anti-plagiarism product will be used for written assignments submitted for this course. Please see the instructions included on the LTU Online web site regarding the use of the SafeAssign product.