| COURSE TITLE | EGE 2231 Project Management for Entrepreneurial Engineers  
Fall 2011 – [http://my.ltu.edu](http://my.ltu.edu) and select CRN 1146 |
|---------------|---------------------------------------------------------------------|
| INSTRUCTOR    | Sharon Pohly  
CEO  
Girl Scouts of Northern Indiana-Michiana  
10008 Dupont Circle East  
Fort Wayne, IN 46845  
Email: [Spohly@ltu.edu](mailto:Spohly@ltu.edu)  
Cell Phone: 248.249.0500  
Office hours by appointment |
| SCHEDULE      | August 31 – December 22, 2011  
Refer to [http://www.ltu.edu/registrars_office/calendar_final_exam_index.asp](http://www.ltu.edu/registrars_office/calendar_final_exam_index.asp) for the last date to withdraw and other important registration related information. |
| LEVEL/HOURS   | Sophomore Standing  
1 undergraduate credit hour |
| PREREQUISITE  |  
Sophomore Standing  
1 undergraduate credit hour |
The above text may be also be acquired in electronic format if you choose to join the Project Management Institute (PMI – [www.pmi.org](http://www.pmi.org)) as a student member. The student membership is available for $40.  
(Not available through LTU Bookstore, but may be purchased through Amazon.com) |
COURSE SCHEDULE FOR TRADITIONAL SEMESTER COURSES

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>
<tbody>
<tr>
<td>Prior to Semester Start and Aug 31 – Sep 4</td>
<td>Module 0</td>
<td>Online Learning Orientation</td>
<td>Create an introductory post for the other students in the course</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Course Orientation Expectations</td>
<td></td>
</tr>
<tr>
<td>Week of Sep 5 – Sep 11</td>
<td>Module 1</td>
<td><strong>PMBOK</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 2- pp.15-33</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 5 pp.116-122</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Microsoft Project - Project Management Quick Reference Guide</td>
<td></td>
</tr>
<tr>
<td>Week of Sep 12 – Sep 18</td>
<td>Module 2</td>
<td><strong>PMBOK</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 3 37-59</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 4 73-89</td>
<td></td>
</tr>
<tr>
<td>Week of Sep 19 – Sep 25</td>
<td>Module 2</td>
<td><strong>PMBOK</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 3 37-59</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 4 73-89</td>
<td></td>
</tr>
<tr>
<td>Week of Sep 26 – Oct 2</td>
<td>Module 4</td>
<td><strong>PMBOK</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 8 pp 189-201</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 9 pp 215-225</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chpt 12 pp 313-328</td>
<td></td>
</tr>
</tbody>
</table>

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, 248.204.2330 or helpdesk@ltu.edu. Send the Help Desk a form detailing any issues by clicking here [http://tinyurl.com/3ygrvne](http://tinyurl.com/3ygrvne).
<table>
<thead>
<tr>
<th>Dates</th>
<th>Modules</th>
<th>Topics / Readings</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week of Oct 3 – Oct 9</td>
<td>Module 5 Communications Planning</td>
<td><strong>PMBOK</strong>&lt;br&gt;Chpt 10 pp. 243-258&lt;br&gt;Case Study “R&amp;D in the Insurance Industry: PM Makes the Difference”. Case Study Book p. 31</td>
<td>Listen to recorded lecture Participate in Bb Discussion Board Communication Plan Exercise</td>
</tr>
<tr>
<td>Week of Oct 10 – Oct 16</td>
<td>Module 6 Planning for Risk Management</td>
<td><strong>PMBOK</strong>&lt;br&gt;Chpt 11 pp. 273-307</td>
<td>Listen to recorded lecture Participate in Bb Discussion Board worth 2 points</td>
</tr>
<tr>
<td>Week of Oct 17 – Oct 23</td>
<td>Module 7</td>
<td>Test 1 – Project Management Planning</td>
<td>Complete Exam by Thursday at 11:59 pm. Exam will last 45 minutes An announcement will be sent when exam is available. You will have a minimum of 4 days to complete the test, but you must complete it in one session. Allow 45 minutes for the test. Make sure to use Mozilla Firefox as your browser when you take the exam.</td>
</tr>
<tr>
<td>Week of Oct 24 – Oct 30</td>
<td>Module 8 Monitoring Processes</td>
<td><strong>PMBOK</strong>&lt;br&gt;Chpt 3 pp. 59-64&lt;br&gt;Chpt 10 pp. 258-272&lt;br&gt;Chpt 5 pp.125-129</td>
<td>Listen to recorded lecture Participate in Bb Discussion Board</td>
</tr>
<tr>
<td>Week of Nov 7 – Nov 13</td>
<td>Module 10 Executing Processes, Part 1</td>
<td><strong>PMBOK</strong>&lt;br&gt;Chpt 4 pp.90-100</td>
<td>Listen to recorded lecture Participate in Bb Discussion Board</td>
</tr>
<tr>
<td>Week of Nov 14 – Nov 20</td>
<td>Module 11 Executing Processes, Part 2</td>
<td><strong>PMBOK</strong>&lt;br&gt;Chpt 9 pp.225-238&lt;br&gt;Chpt 12 pp.330-341</td>
<td>Listen to recorded lecture Participate in Bb Discussion Board</td>
</tr>
<tr>
<td>Dates</td>
<td>Modules</td>
<td>Topics / Readings</td>
<td>Assignments Due</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Week of Nov 21 – Nov 27</td>
<td>THANKSGIVING BREAK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week of Nov 28 – Dec 4</td>
<td>Module 12 Close Out Processes</td>
<td>PMBOK Chpt 3 pp.64-66 Chpt 4 pp.101-103 Chpt 12 341-345</td>
<td>Listen to recorded lecture Participate in Bb Discussion Board</td>
</tr>
<tr>
<td>Week of Dec 5 – Dec 11</td>
<td>Module 13 Global Project Management</td>
<td>Case Study – “Real World Challenges to a Multi-National Project Team: Building a Manufacturing Facility in India”. Case Study Book o. 151.</td>
<td>Read article found on bulletin board Virtual Team Exercise Participate in Bb Discussion Board</td>
</tr>
<tr>
<td>Week of Dec 12 – Dec 18</td>
<td>Module 14</td>
<td>Summary Case Study – The Space Shuttle Challenger Incident Case Study Book pp.157 – 200</td>
<td>Participate in Bb Discussion Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Test 2 – Controlling, Monitoring and Closing Out Projects</td>
<td>Complete Test by Friday at 11:59 pm. Exam will last 45 minutes An announcement will be sent when exam is available. You will have a minimum of 4 days to complete the test, but you must complete it in one session.</td>
</tr>
<tr>
<td>Week of Dec 19 – Dec 23</td>
<td>Final Exams</td>
<td>Course Summary End of Course</td>
<td>Final Project Due</td>
</tr>
</tbody>
</table>

**STUDENT EVALUATION**

The course has assignments and tests totaling 100 points. Letter grades are awarded based on the total number of points achieved. Points are deducted for late assignments.

**EXAMPLES:**

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test 1</td>
<td>15</td>
</tr>
<tr>
<td>Test 2</td>
<td>15</td>
</tr>
<tr>
<td>Scheduling Exercise</td>
<td>5</td>
</tr>
<tr>
<td>Communication Plan Exercise</td>
<td>5</td>
</tr>
<tr>
<td>Methods for Control Exercise</td>
<td>5</td>
</tr>
<tr>
<td>Virtual Team Exercise</td>
<td>5</td>
</tr>
</tbody>
</table>
EDUCATIONAL GOALS
The goal of this course is to provide exposure to project management concepts to engineers with an interest in the subject matter. Project management tools and techniques are almost universally applicable, and this course will concentrate on teaching basic concepts to be applied in business and engineering situations.

STUDENT LEARNING OBJECTIVES / OUTCOMES
Objectives:
1. Understand key project management fundamentals as contained in the Project Management Body of Knowledge (PMBOK).
2. Apply the knowledge to create basic project management deliverables.
3. Understand how to balance quality, cost and time while achieving the project goals.
4. Understand how to use the basic features of project management software.

PREREQUISITE SKILLS
This class requires sophomore standing.

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, 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.

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

Publisher Web Site – A publisher web site at http://www.nnn.com/nnn includes instructional materials, PowerPoint slides, case studies, application exercises, and practice quizzes. You should make use of as many of these resources as you need to be successful.

Assignments – Weekly Discussion Board - On a weekly basis, you will be reading the text and/or a case study. Two-three discussion questions will be posted on Blackboard to allow you to reflect on these
readings. You will be expected to create an initial post to EACH question on the discussion board by Wednesday of each week. Your initial post should be at least 100 words in length, address the question, and show that you have given the question and the readings critical thought. In addition for each question, you will be expected to respond to at least two other students, with posts of at least 50 words in length. Your response posts are due by midnight on Saturday. Over the course of the semester, these posts will be worth 40 points, or 40 percent of your grade.

**Tests** – You will have two tests during the course of the semester, which will be offered on-line. The tests will be true/false, multiple choice, fill in the blank as well as between 1 and 3 short answer/essay questions. You will have 45 minutes to complete the test. I will make the test available for at least five days, and you will be expected to complete the test in one session. Make sure you dedicate 45 minutes to take the exam. **IMPORTANT:** Please make sure that you use the MOZILLA FIREFOX web browser for the test. Internet Explorer is not supported, and will cause issues in taking your exam.

**Final Project** – The final project is intended for you to practice the skills which you have learned throughout the semester. You will be required to complete a number of project management deliverables based on your reading of one of the following case studies:

- The Benfield Column Repair Project Case Study Book pp.1-10
- The Channel Tunnel: Larger than Life and Late pp.71-78
- Responding to the Northridge Earthquake pp.137-150

**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.

**NO LATE ASSIGNMENTS WILL BE ACCEPTED OR GRADED WITHOUT PRIOR COMMUNICATION AND APPROVAL BY THE INSTRUCTOR.**

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 three times per week. 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 phone, and will promptly reply to your messages.
- I will be available to you for face-to-face 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 a weekly e-mail update to all class members to guide upcoming work and remind you of assignment due dates.
- I will return all assignments to you promptly, 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 should special circumstances arise that require my assistance, please contact me so that we may discuss and resolve the matter.

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 may 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” or “SafeAssign” function. Some assignments are also posted to the Blackboard Discussion Forum for student comments.

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” or “SafeAssign” function. Some assignments are also posted to the Blackboard Discussion Forum for student comments.

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” or “SafeAssign” function. Some assignments are also posted to the Blackboard Discussion Forum for student comments.

Scheduling Exercise, Communications Plan Exercise, Controlling Exercise, Virtual Team Exercise – 5 points per exercise, 20 points total

Overview – After reading each case study for the appropriate module, imagine yourself in the role of the project manager for the project. Based on your reading of the case study, you should create the following project management deliverables:

Scheduling Exercise - Making Affordable Housing Attainable, Case Study Book p.21
Create a work break down structure (WBS) for the project. Your WBS should have between 10 and 20 elements below the project level. Consider the high level and lower level tasks that were a part of this project. The WBS may be in Powerpoint, Excel, or hand drawn and scanned to PDF.

Next, take the elements from the work break down structure and develop a schedule in Microsoft project with at least the the same number of tasks as are in your WBS. Determine the predecessors and successor tasks and set up the predecessors and successors in Microsoft project. You will be submitting two files – the WBS (in Powerpoint, Excel or scanned to PDF). One will be in Microsoft Project.

Communications Plan Exercise – “R&D in the Insurance Industry: PM Makes the Difference”. Case Study Book p. 31

Develop a communications plan for the project in the case study. Develop a matrix that indicates the stakeholders you, as the project manager, will be communicating with as the rows of the matrix. Indicate the type of communication you will use as the columns of the matrix. Indicate the frequency of the communication (daily, weekly, monthly, hourly, etc.) in the cells. You may use a table in Microsoft Word, or an Excel diagram to complete this exercise. You will submit one file, either Excel or Word.

Methods for Control Exercise - “St. Lucie Unit 2 - a Nuclear Plant Build on Schedule” Case Study Book p.85

Review the case study. Review your readings in PM-BOK about controlling projects. Identify at least three methods in the case study which are used to control the project. Submit a Word document that lists those methods, along with a brief description of how those methods were implemented in this case. The document should be no more than 300 words, using Times New Roman font, 12 point, double spaced.

Virtual Team Exercise - Real-World Challenges to a Multinational Project Team: Building a Manufacturing Facility in India Case Study Book pp.151-156

Develop a list of at least five, but no more than ten, ground rules that you would implement as a project manager leading this multi-national team. Consider the issues you might run into with a global team, and develop your ground rules to help manage those issues. This document should be no more than 300 words, using Times New Roman font, 12 point, double spaced.

Final Project – 30 points

Overview – After reading the case study, imagine yourself in the role of the project manager for the project at the beginning of the project. Based on your reading of the case study, you should create the following project management deliverables:

Deliverables and Evaluation –

Your Final Project will be evaluated as follows:

1) Project schedule – in Microsoft Project.- 7 pts
   a. Twenty – thirty tasks
   b. Resource list
   c. Resources assigned to tasks
   d. Predecessors in place
e. Critical path identified
2) Project schedule – in Microsoft Project 7 pts
   a. All information above, updated 1/3 of the way through the schedule
      i. Completed tasks marked complete
      ii. Tasks which have been started marked with percent complete
      iii. Reflects the change control from number 6, below

Project Plan 5-8 pages in length in Microsoft Word – ONE document with clearly marked sections using Headings- Times New Roman, double spaced, 12 pt type:
   3) Project Communication Plan 5 pts
      a. Key stakeholders identified
      b. Method and frequency of communication identified
   4) Proposed Project Status Meeting Agenda – Microsoft Project 1 pt
   5) Project Risk Register containing at least 10 risks 5 pts
   6) Sample Project Change Control 5 pts
      a. One paragraph of at least 100 words describing how quality will be managed in your project.

Tests and Online Participation (36 points)

Each student is expected to actively participate in online activities. Class participation is evaluated to a maximum of 26 points.

Two tests, which will be administered on-line, will be given. The tests are open book and open notes. You will be given 45 minutes to complete the test, which must be in one on-line session. The tests are T/F, Multiple Choice and Short Essay, and cover the PM-BOK and additional readings.

SYLLABUS ADDENDA

Please see the LTU Online “Current Students” web site 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 in these 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 eHelp web site regarding the use of the SafeAssign product.

Undergraduates: Leadership Transcripts

The leadership transcript enables students to track co-curricular activities that are undertaken above and beyond the requirements of the LTU curriculum. The leadership transcript serves students by enhancing the leadership portfolio; providing the opportunity for a transcript of distinction; enhancing their resumes; and assisting in articulating leadership experience. It can be accessed by logging on to Banner Web and clicking the Student and Financial Aid tab. Leadership Activities is located at the bottom of the list.