COURSE TITLE BLACKBOARD SITE	Project Risk and Quality Management MGT 6223 Fall 2012 – http://my.ltu.edu and select CRN 1509
INSTRUCTOR	Sharon Pohly CEO Girl Scouts of Northern Indiana-Michiana 10008 Dupont Circle East Fort Wayne, IN 46825 spohly@ltu.edu Cell Phone 248.249.0500 Virtual office hours by appointment
SCHEDULE	September 5 – December 15, 2012 Refer to 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 PREREQUISITE	Graduate Degree / 3 credit hours
REQUIRED TEXTS (See Blackboard for additional resources)	**RISK MANAGEMENT** Frame, J. Davidson Managing Risk in Organizations: A Guide for Managers ISBN: 978-0-7879-6518-1 Hardcover **Quality Management** Rose, Kenneth, PMP. "Project Quality Management: Why, What, How". J Ross Publishing, 2005. ISBN10:1932159487 ISBN13:9781932159486 Above are available for online purchase through LTU Bookstore at: http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489 **Project Management Casebook,** Edited by David I. Cleland, Karen M. Bursic, Richard Puerzer, and A. Yaroslav Vlasak, 1998, Project Management Institute, Newtown Square, Pennsylvania USA (ISBN: 1-880410-45-1) Casebook not available from through LTU Bookstore, but may be purchased through Amazon.com. **ORDER EARLY!!!!!**

ADDITIONAL RESOURCES	LTU Online student resources: 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/3yqrvne.

COURSE SCHEDULE FOR COLLEGE OF MANAGEMENT (GRAD) 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.

Dates	Modules	Topics / Readings	Assignments Due
Prior to Semester Start and Sep 5 – Sep 9	Module 0	Overview of textbook Online Learning Orientation Course Orientation	Introductory Post and Response Posts 1 pt Review information in Module 0
Week of Sep 10 – Sep 16	Module 1 Quality Basics and the History of Quality Assurance	Text- Rose Chapter 1 Chapter 2 Chapter 3	Bb Discussion Board Forums 2 pts
Week of Sep 17 – Sep 23	Module 2 Project Quality Planning	Text- Rose Chapter 4	Bb Discussion Board Forums 2 pts
Week of Sep 24 – Sep 30	Module 3 Project Quality Assurance, Quality Control and Quality Improvement	Text- Rose Chapter 5 Chapter 6 Read Case Study Book – p. 249 "Quality Management Works". You Tube Video on Plan Do Study Act http://www.youtube.com/watch?v=xzAp6ZV5ml4	Bb Discussion Board Forums 2 pts
Week of Oct 1 – Oct 7	Module 4 Project Quality Tools Part 1	Text- Rose Chapter 7 In addition to your text readings this week, read the article from the January, 2009 Quality Progress located in your "Theory" folder.	Bb Discussion Forum 2 pts

Dates	Modules	Topics / Readings	Assignments Due
		View Making a histogram http://www.youtube.com/watch?v=KCH_ZDygrm4&feature=related Also view- a 3 minute video (there's an advertisement at the end) about control charts and common (natural) and special causes. http://www.youtube.com/watch?v=mC1Apv0betg	
Week of Oct 8 – Oct 14	Module 5 Project Quality Tools Part 2	Text- Rose Chapter 8,9	Forum 2pts Wimba Classroom session. Hours to be posted. Bring questions about the material and assignment Seven tools exercise due by Saturday at 11:59pm
Week of Oct 15 – Oct 21	Module 6 Project Problem Solving, Common Project Practices and Project Systems and Solutions	Text- Rose Chapter 10, 11, 12 Visit the website below and learn about the seven tools for management and planning http://asq.org/learn-about-quality/new-management-planning-tools/overview/overview.html	BB Discussion – 2pt
Week of Oct 22 – Oct 28	Module 7 Consolidating the Quality Effort	Quality Quiz	BB Discussion Case Study Number one due

Dates	Modules	Topics / Readings	Assignments Due
			Saturday @ 11:59 PM
Week of Oct 29 – Nov 4	Module 8 – Introduction to Project Risk Management	Text- Frame Chpts 1,2 and 3	Bb Discussion Board Forums 2 pts
Week of Nov 5 – Nov 11	Module 9 Organization and Identification, Qualitative Risk Mgt	Text – Frame Chpts 4,5	Bb Discussion Board Forums 2 pts
Week of Nov 12 – Nov 18	Module 10 Quantitative Risk Assessment, Probability and Statistics in Risk Management	Frame Chpts 6 and 7	Bb Discussion Board Forums 2 pts
Week of Nov 19 – Nov 25	Module 11	**Thanksgiving Break**	Exercise – Quantitative Risk Analysis Due Tuesday at 11:59PM Quiz on Probability and statistics due Wednesday at 11:59PM EST
Week of Nov 26 – Dec 2	Module 12 Planning for Risk management, Monitoring and Controlling Risk	Frame Chpt 8,9	BB Discussion 2 pt
Week of Dec 3 – Dec 9	Module 13 Business Risk,	Frame Chpt 10,11,12	BB Discussion 2 pt

Dates	Modules	Topics / Readings	Assignments Due
	Operational Risk, Project Risk		
Week of Dec 10 – Dec 15	Final Exams	Course Summary End of Course	Risk Management Case Study Due BB Discussion 2 pt

STUDENT EVALUATION

The course has 6 assignments totaling 110 points. Online participation according to the rubric outlined is extremely important to your final grade.Letter grades are awarded based on the total number of points achieved. Points are deducted for late assignments.

EXAMPLES:

Assignments	Points
Seven Tools Exercise	15
Quality Quiz	10
Quality Journey Case Study	25
Quiz on Probability and Statistics	5
Exercise – Quantitative Risk Mgt	5
Risk Case Study	25
Online Participation	25

Class Percentage	Letter Grade
96 and above	A
90 – 95	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
61 – 70	D (Undergrad Only)
60 and below	E

Note: Grades lower than a "B" fall below the LTU graduate standard

EDUCATIONAL GOALS

The intention of this course is to provide an understanding of both quality and risk management concepts as they apply to project management.

STUDENT LEARNING OBJECTIVES / OUTCOMES

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

1. Understand basic six sigma and quality improvement tools, including the DMAIC cycle
2. Apply the appropriate tools and techniques to improve project and product quality
3. Develop and implement a quality plan within a project, program or portfolio
4. Understand and apply the risk identification process
5. Assess risks both qualitatively and quantitatively
6. Understand differences between risks and uncertainties
7. Understand differences between risks and opportunities
8. Prioritize the risks according to their impact significance on the overall project
9. Create and use a risk register in managing project quality
10. Lead risk management at the project level, understand and explain its application at the program and portfolio level

PREREQUISITE SKILLS

The student should have a basic understanding of project management concepts, either through a graduate level course project management or through practical experience. Have or be willing to learn basic Microsoft Office skills (Word and Excel). Basic understanding of probability and statistics is also useful.

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.

You will be required to post a minimum of one initial post of at least 100 words, and two response posts of at least 50 words to each question asked. You are expected to log in and participate **at least** three days during the week.

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

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 – The publisher of our quality text has a website with templates that will be required for two assignments during our quality segment. The website is:
http://www.jrosspub.com/

Assignments – The assignments in this class include two case studies, two assignments and two quizzes that reinforce the readings,

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. As a matter of practice, I do not accept late assignments without PRIOR agreement and notice.

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 and to post on at least three different days each 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 with 24 hours reply to your messages.
- I will be available to you for virtual office appointments as requested.
- I will maintain the Blackboard web site with current materials, and will resolve any content-related problems with 24 hours 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 with 4 days, 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.
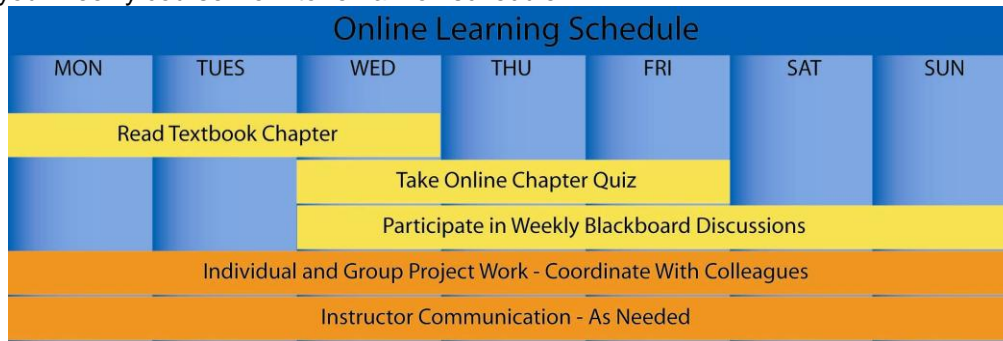
PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS

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 13-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 <u>at least</u>:
  - 8-9 hours preparing assignments;
  - 24-40 hours working on your two case studies
  - 8-9 hours working preparing for quizzes and taking quizzes

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 Seven Tools of Quality Improvement (15 Points)

Overview- In this assignment, using Microsoft Word and Excel, or other approved tools, you will analyze a simple process and data using the seven tools of quality improvement. The data will be generated by members of the class and posted on the discussion board.

Deliverables and Evaluation –

DATA NOT POSTED IN A TIMELY MANNER AS INSTRUCTED WILL RESULT IN A "0" GRADE FOR THIS ASSIGNMENT. YOUR PARTICIPATION IS CRUCIAL TO THE SUCCESS OF THIS ASSIGNMENT.

Delivered on time according to instructions – 1 pt

Process Flowchart – using Visio, Excel, Powerpoint or a hand drawn chart scanned and turned in. – 2 pts
Cause and Effect diagram using Microsoft Word, Excel, Visio, Powerpoint or hand drawn and scanned – 2 pts.

The following should be in a single Excel chart using one tab for each assignment
  Checksheet with data 2 pts
  Pareto chart 2 pts
  Scatter Diagram 2 pts
  Control Chart 2 pts
  Histogram 2 pts

Assignment Quality Journey Case Study (25 Points)

Overview – The purpose of this exercise is to practice the project quality concepts which you have learned on a case study. Please read the case study, and place yourself in the project quality manager role. Your task is to create a quality journey for this case.

Deliverables and Evaluation –

Deliverable	Max Points	Considerations
Quality Management Plan	3	Review description on p. 42 of your text. Include all elements described on those pages
Customer Analysis – Prioritized list of customers using "L" shaped matrix	3	Use generic "types" of customers for purposes of this exercise.
High level requirements list – no less than 15 high level requirements	3	
Requirements priority matrix which identifies your top 5 requirements based on your top priority customer	3	
Operational definitions and specifications for your top 5 high level requirements	3	
Quality assurance activities for each of the 5 chosen above	3	
Quality Audit	3	Describe an audit approach you will use
Project Problem Describe the use of three different NEW MANGEMENT tools to approach the problem described in this assignment.	4	The tools are found the **7 New Management Tools article** that was assigned. Note that this id different from the 7 Tools of Quality Improvement. You can discuss using the three tools in succession to solve the problem, or three different approaches to

		the problem each using a different tool.

Assignment Risk Management Case Study (25 Points)

Overview – The purpose of this exercise is to practice the risk concepts which you have learned on a real life case study. Please read the case study, The National Aero-Space Plane Program: A Revolutionary Concept on page 235 of your case study book and place yourself in the project manager role. Your task is to create a risk assessment of this case study, and make a recommendation as to whether to continue with the project or to close it down based on your assessment.

All deliverables are described in your risk management text.

 This assessment should be double spaced, 1" margin, Times New Roman 12 pt font.

Deliverables and Evaluation –
Your case will be evaluated based on the following for a total of 25 points

Deliverable	Points	Considerations
Risk Plan	5	Describe your objectives in handling risk in this project. Describe what would be the results of a highly successful project, an expected project and a failed project.
Risk Identification	5	Identify and categorize at least 30 risks in this project,
Risk Impact	4	Describe the qualitative or quantitative impacts of each of the 30 risks
Risk Handling strategy	5	Describe the approach for handling each of the 30 risks
Ongoing monitoring and control	4	Describe the approach to monitor and control each of the 30 risks for the duration of the project.
Recommendation	2	State a recommendation as to whether to continue or to stop the project based on your analysis, and provide a reason why.

Online Participation (25 points)

Each student is expected to actively participate in online activities. Class participation is evaluated to a maximum of 25 points based on actively participating in Blackboard discussion forums, responding to questions posted by the instructor, and interacting positively with other students. On a weekly basis, you will be reading the text and potentially some outside readings. You will also need to read and become familiar with three larger case studies your case study book.

One - four 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. You are expected to participate on **at least three** different days during the week.

This course also has quizzes and exercises worth 5 pts each. They are:
- A quiz on quality concepts
- A quiz on probability and statistics
- An exercise in creating network diagram

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. More information is available at http://www.ltu.edu/leadership.