<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>HRM 6133 – Managing the Project Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLACKBOARD SITE</td>
<td>Summer 2008 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> log in and select CRN 5135.</td>
</tr>
</tbody>
</table>
| INSTRUCTOR    | Glenda Ward  
Performance Consultant - EDS                                                                                       |
|               | Contact Information:  
gward_ltu@msn.com  
(248) 682-9426  
Office hours by appointment                                                                                       |
| SCHEDULE      | See [http://www.ltu.edu/registrar/calendar_final_exam/index.asp](http://www.ltu.edu/registrar/calendar_final_exam/index.asp) for LTU academic calendar information. |
| LEVEL / HOURS | Graduate level / three semester credit hours  
No prerequisite requirements                                                                                     |
| PREREQUISITE  |                                                                                                                                                           |
|               | Available for online purchase through LTU Bookstore at:  
| ADDENDA       | LTU Online student resources  
[http://www.ltu.edu/ltuonline/currentonline.asp](http://www.ltu.edu/ltuonline/currentonline.asp)  
Course-specific information is provided in the “Course Information” area                                                                 |
| TECHNICAL SUPPORT | Technical support for using Blackboard is provided by VITRC, 248-204-3750 or [vitrc@ltu.edu](mailto:vitrc@ltu.edu)       |
Course Schedule

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 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 Start of Semester and May 14-17</td>
<td>Module 0</td>
<td>Overview of textbook&lt;br&gt;Online Learning Orientation&lt;br&gt;Course Orientation and group formation</td>
<td>Course orientation&lt;br&gt;Introduction Activity&lt;br&gt;Blackboard Discussion Leaders Assigned</td>
</tr>
<tr>
<td>Week of May 19 – May 25</td>
<td>Module 1</td>
<td>Chapter 1 - The Growth of Project Management</td>
<td>Participation in chapter discussion on Blackboard Forum&lt;br&gt;Instructor assigns case studies</td>
</tr>
<tr>
<td>Week of May 26 – Jun 1</td>
<td>Module 2</td>
<td>Chapter 2 – Success, Maturity and Excellence</td>
<td>Participation in chapter discussion on Blackboard Forum&lt;br&gt;Building Teams in a Project Organization paper</td>
</tr>
<tr>
<td>Week of Jun 2 – Jun 8</td>
<td>Module 3</td>
<td>Chapter 3 – The Driving Forces for Maturity</td>
<td>Participation in chapter discussion on Blackboard Forum&lt;br&gt;Project teams assigned for Program Management Methodology project&lt;br&gt;Case Study: Mohawk National Bank</td>
</tr>
<tr>
<td>Week of Jun 9 – Jun 15</td>
<td>Module 4</td>
<td>Chapter 4 – Project Management Methodologies</td>
<td>Participation in chapter discussion on Blackboard Forum</td>
</tr>
<tr>
<td>Week of Jun 16 – Jun 22</td>
<td>Module 5</td>
<td>Chapter 5 – Strategic Planning and Project Management</td>
<td>Participation in chapter discussion on Blackboard Forum&lt;br&gt;Case study: Clark Faucet</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 Jun 23 – Jun 29</td>
<td>Module 6</td>
<td>Chapter 6 – The Maturity of Project Management</td>
<td>Participation in chapter discussion on Blackboard Forum</td>
</tr>
<tr>
<td>Week of Jun 30 – Jul 6</td>
<td>Module 7</td>
<td>Chapter 7 – Project Portfolio Management</td>
<td>Analysis of Project Management Situations</td>
</tr>
<tr>
<td>Week of Jul 7 – Jul 13</td>
<td>Module 8</td>
<td>Chapter 8 – The Project Office</td>
<td>Case Study: Macon, Inc. EXAM</td>
</tr>
<tr>
<td>Week of Jul 14 – Jul 20</td>
<td></td>
<td>Program Management Methodology</td>
<td>Program Management Methodology</td>
</tr>
</tbody>
</table>
Student Evaluation

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

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction Activity</td>
<td>2</td>
</tr>
<tr>
<td>Building Teams in a Project Organization</td>
<td>5</td>
</tr>
<tr>
<td>Online Discussion Leader</td>
<td>9</td>
</tr>
<tr>
<td>Participation in Online Chapter Discussions</td>
<td>24</td>
</tr>
<tr>
<td>Case Study Analysis</td>
<td>10</td>
</tr>
<tr>
<td>Program Management Methodology</td>
<td>20</td>
</tr>
<tr>
<td>Analysis of Project Management Situations</td>
<td>5</td>
</tr>
<tr>
<td>Exam</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Class Points  | 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            |
60 and below  | E            |

Note: Grades lower than “B” fall below the LTU graduate standard
**Educational Goals**

At the end of this course, students should be able to apply various techniques, strategies, and a methodology for project implementation.

**Objectives**

- Demonstrate how project management integrates with other management processes.
- Identify the role of corporate culture and teamwork in project management implementations.
- Identify ways to gain and validate project sponsorship.
- Apply program management office processes and tools in support of project implementations.
- Create a section for a program management methodology as guidance for project implementations.
- Apply a standardized approach to project management.

**Instructional Methods and Course Organization**

A variety of instructional methodologies are used in this course. They include but are not limited to:

**Blackboard learning environment** – Blackboard at my.ltu.edu contains the syllabus, all assignments, reading materials, 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 or telephone calls.

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

**Assignments**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date*</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A0. Introduction Activity</td>
<td>No later than May 19</td>
<td>2</td>
</tr>
<tr>
<td>Using the guidelines provided, students will post a brief personal introduction.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1. Building Teams in a Project Organization</td>
<td>June 1</td>
<td>5</td>
</tr>
<tr>
<td>Students will identify ways to create high-performing project teams, and reflect on their team and leadership experiences.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assignment</td>
<td>Due Date*</td>
<td>Points</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---------------</td>
<td>--------</td>
</tr>
<tr>
<td>A2. Online Discussion Leader</td>
<td>As assigned</td>
<td>9</td>
</tr>
<tr>
<td>Students will engage the class in a discussion relative to a key topic,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>idea or challenge presented in their assigned chapter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A2A. Participation in Online Chapter Discussions</td>
<td>Ongoing</td>
<td>24</td>
</tr>
<tr>
<td>Students will participate in an online discussion hosted by another</td>
<td></td>
<td></td>
</tr>
<tr>
<td>student(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(6 online discussions; 4 maximum points per discussion)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3. Cases in Project Management</td>
<td>Ongoing**</td>
<td>10</td>
</tr>
<tr>
<td>Students will read an assigned case study, and answer the questions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>following the case.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4. Program Management Methodology</td>
<td>July 20</td>
<td>20</td>
</tr>
<tr>
<td>Working in teams, students will be assigned a key area for project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>implementation. For the assigned area, the teams are responsible for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>creating a step-by-step process that can be used across projects.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The results of this assignment will be a combined program management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>methodology that can be used across projects.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A5. Analysis of Project Management Situations</td>
<td>July 6</td>
<td>5</td>
</tr>
<tr>
<td>Instructor will provide situations for analysis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exam</td>
<td>During the week of July 7</td>
<td>25</td>
</tr>
<tr>
<td>Total Available Points</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

*Any changes in due dates will be announced by the instructor

**Cases will be assigned

**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 an LTU e-mail account. If you wish to use a different e-mail address for this course, please change your e-mail address in Blackboard under "Student Tools" and send an e-mail to me so I can store your address in my e-mail directory.

- Readings, discussion forum participation, and written assignments must be completed according to the class schedule. If business travel will take you away from regular participation, please clear these dates with me in advance.

- It is essential that all students actively contribute to the online discussions and 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 e-mail, contact the instructor in advance. Late work will be reduced in value.

• Assignments must be completed to an adequate standard to obtain a passing grade. Requirements for each assignment are detailed in this syllabus and on the LTU Online web site.

• Be prepared to log into Blackboard at least once each day. Please focus your on-line 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 needed.

• 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 e-mail updates to all class members to guide upcoming work and remind you of assignment due dates.

• I will return 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 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 graduate 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 “E” semester is compressed into 11 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.

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.

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" function. Some assignments are also posted to the Blackboard Discussion Forum for student comments.

**Assignment – Introduction Activity (2 Points)**

**Personal Introduction**

**Objective:**
Get to know each other.

**Purpose:**
To get acquainted with your classmates.

**Description:**
Please post a short self-introduction message in this forum. Feel free to include information about your degree program, professional activities, personal interests, etc.

**Guidelines and Evaluation:**
Once everyone has posted their self-introduction, please return to the discussion board, read the self-introductions, and post a reply to at least one person with whom you have something meaningful in common.
Assignment – Paper (5 Points)

Building Teams in a Project Organization

Objective:
Describe and discuss the role of teamwork within the context of project management.

Purpose:
To enhance your knowledge of some of the critical functions of teamwork in project management

Description:
Dealing with the people side of project management has sometimes been referred to as the “soft side”. Actually for more and more project organizations, this has become the “hard side” of managing a project team or organization. Building high-performing project teams has been identified as a critical success factor for successful project implementations.

For this assignment you are to write a three-page paper that summarizes the following in the context of building high-performing project teams:

• Team effectiveness (what is it, how do you know if you’ve achieved it, identify ways you would build it)

• Characteristics of effective teams

• The role of the project leader (what types of behavior and work habits should the project leader exhibit?)

• Ways to coach and manage team conflict

• The role of team communications

• Things that inhibit team effectiveness

• Reflect on your most effective team experience and identify what team dynamics, characteristics or attributes were exhibited during the team experience and what makes the experience stand out in your mind as effective

Guidelines:

• The paper should be approximately three pages, professionally written and presented

• Double spaced

• Include references on a separate page

• Apply APA standards when writing and citing references

Evaluation:

• Summary of the items listed in the assignment description

• Professionally written, including references and APA standards

• Timeliness
Assignment - Online Discussion Leader (9 Points)

Objective:
Given an assigned chapter, engage the class in a discussion relative to a key topic, idea or challenge presented in the chapter.

Purpose:
Discuss relevant issues in project management based on the chapter topics

Description:
The discussion leader’s responsibilities are:

- Open the discussion with a thought-provoking question or statement based on your assigned chapter. It should be challenging enough to generate a virtual discussion amongst the entire class, including the instructor.
- The question/statement should reflect relevant and current issues in project management based on your assigned chapter.
- Participate in the discussion forum by responding to two other postings for your topic.

The discussion participant’s responsibilities are:

- Provide an original response to the topic/question posted by the discussion leader.
- Respond to two other students’ postings for each topic. A response should state agreement/disagreement with the statement, and you must defend your response with readings from the text, industry readings, and/or your personal experience. Responding with statements of solely “I agree” or “I disagree” are not acceptable.

Guidelines and Evaluation:

- Don’t post poorly thought-out messages to the discussion board. You might be surprised how easily a message can be misunderstood by others if the phrasing has not been thought through carefully.
- Online discussions will be evaluated based on your participation, demonstrated knowledge of the subject/topic area, the quality of your responses, and the timeliness of your postings.
- The discussion closure dates and times will be posted for each electronic discussion session.
- Open the discussion with a thought-provoking question or statement based on the assigned chapter.
- The question/statement must reflect relevant and current issues in project management based on the assigned chapter.
- Participate in the discussion forum by responding to two other postings for your topic.
- Post the question(s) within the specified timeframe.
• Quality of the question posted – challenging enough to generate a virtual discussion amongst the entire class, including the instructor.
Online Participation (24 points – 6 discussion forums, 4 possible points per discussion)

Objective:
Given a discussion question, provide a relevant, comprehensive response to the discussion leader’s question and two other students’ posting.

Purpose:
Discuss relevant issues in project management based on the discussion topics

Description:
The discussion participant’s responsibilities are:
- Provide an original response to the topic/question posted by the discussion leader.
- Respond to two other students’ postings for each topic. A response should state agreement/disagreement with the statement, and you must defend your response with readings from the text, industry readings, and/or your personal experience. Responding with statements of solely “I agree” or “I disagree” are not acceptable.

Guidelines and Evaluation:
- Don’t post poorly thought-out messages to the discussion board. You might be surprised how easily a message can be misunderstood by others if the phrasing has not been thought through carefully.
- Online discussions will be evaluated based on your participation, demonstrated knowledge of the subject/topic area, the quality of your responses, and the timeliness of your postings.
- The discussion closure dates and times will be posted for each electronic discussion session.
- Do not wait until the end of the discussion period to post your response. Your discussion thread must be posted in enough time to allow others’ to comment on your responses/thoughts.
Assignment – Cases in project management (10 points)

Cases in Project Management

Objective:
To examine some of the obstacles/issues/approaches companies have used when implementing project management techniques.

Purpose:
Allow students to investigate real-world issues relating to project management and apply the knowledge learned in class and through other readings.

Description:
Working in pairs, students are to read their assigned case study, and answer the questions following the case study. You must thoroughly answer each question, and you must defend your response with facts from the case study, readings from the text, industry readings, and/or your personal experience. In addition, you must include responses to the following:

- Problem Identification
- Facts and Assumptions (situational analysis)
- What, if anything, went wrong in the case?
- What if anything, went right in the case?
- What project management recommendations would you make in the case?

Guidelines and Evaluation
For each assigned case, the case leaders will submit their analysis of the case and their responses to the end-of case discussion questions.

Responses should be thorough and well written. Please check all assignments for spelling and grammar before submission.
Assignment – Program Management Methodology (20 points)

Program Management Methodology

Objective:
To create processes and templates for integrated management of projects throughout an organization.

Purpose:
The purpose of this assignment is for the students to gain familiarity with some of the key processes under the control of a program/project management office.

Description:
Even though projects are unique, some of the best practices for project management implementations cite a standardized approach for the way projects are managed. For many organizations, the idea solution is to have a common methodology for project implementations. This common methodology is maintained by the project/program office, which provides the tools, infrastructure, and resources to deliver impact analysis, risk, benefit, and resource management, financial analysis, summarization, and resolution for a given program(s) across an enterprise. The program management office can provide a common approach for starting, planning, executing, controlling and closing projects.

Working in teams, students will collectively create a process for integrated management of projects throughout an organization. Each process area must include templates and defined standardized processes for project implementation.

Guidelines and Evaluation:
For each area identify the following:

♦ An overview of this area in terms of program management. Describe how each process supports program management and can be operationalized in a program office

♦ The steps within the process that the program office would apply to projects

♦ The role and responsibilities of the program management office as it relates to the process

♦ The benefits of the process (to the project, to the program office, to the larger enterprise)

♦ The deliverables from this process

♦ Templates that the program office would use to support the process (provide examples)
  The process inputs and the source of the inputs

♦ The resources that are needed to support the process (people, equipment, materials, hardware, software, etc.)

♦ The benefits and the metrics for this area (what will the program office measure/evaluate, and what is the indication(s) of success).
The results of this assignment will be a collection of standardized processes, tools and templates which can be maintained in a program office and utilized across a portfolio of projects throughout an enterprise. The instructor will make all files available to the entire class before the end of the semester.

Each team will be assigned one of the following process areas:

<table>
<thead>
<tr>
<th>Key Program Management Office Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Review Management (cost, time, performance)</td>
</tr>
<tr>
<td>Scope Management</td>
</tr>
<tr>
<td>Communications Management</td>
</tr>
<tr>
<td>Standardization and Best Practices Management</td>
</tr>
<tr>
<td>Resource Management</td>
</tr>
<tr>
<td>Issue Management</td>
</tr>
<tr>
<td>Risk Management</td>
</tr>
<tr>
<td>Quality Management</td>
</tr>
<tr>
<td>Project/Program Integration</td>
</tr>
</tbody>
</table>
Assignment – Project Management Situations (5 points)

Situations in Project Management

Objective:
To review and analyze some of the unique situations that project managers encounter.

Purpose:
Allow students to review project management situations and offer a recommended course of action.

Description:
Each student will be assigned a project management situation. Students are to read their assigned situation and answer the accompanying questions.

Guidelines and Evaluation:
For each assigned situation, students will submit their responses to the end-of situation questions.

Responses should be thorough and well written. Please check all assignments for spelling and grammar before submission.
Syllabus Addenda

Please see the LTU Online “Current Students” web site http://www.ltu.edu/ltuonline/currentonline.asp 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.