<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>HRM 6133 Managing the Project Organization Summer 2011 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> and select CRN 5280</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLACKBOARD SITE</td>
<td></td>
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</tbody>
</table>
| INSTRUCTOR | Sharon Pohly  
CEO, Girl Scouts of Northern Indiana-Michigan  
Sharon.pohly@live.com  
248.249.0500  
Office hours by appointment |
| SCHEDULE | May 18, 2011 – July 28, 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 | Graduate Degree / 3 credit hours  
Basic knowledge of Project Management and Project Management Techniques |
| PREREQUISITE |                                                                                               |
Plus articles made available on Blackboard  
| 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. Send the Help Desk a form detailing any issues by clicking here [http://tinyurl.com/3yqrvne](http://tinyurl.com/3yqrvne). |
COURSE SCHEDULE FOR TRADITIONAL & COLLEGE OF MANAGEMENT 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>
</table>
| Prior to Semester Start and May 18 – May 22 | Module 0           | Overview of textbook 
Online Learning Orientation 
Course Orientation and group formation | Course orientation 
Assign teams |
| Week of May 23 – May 29 | Module 1 Virtual teams Module 2 Virtual Organizations | Working on virtual teams and in virtual organizations 
Reading materials available on Blackboard 
Working in virtual organizations 
Reading materials available on Blackboard | Bb Discussion Board 
Meet with groups via Wimba Classrooms, establish ground rules for working together for semester. Ground rules due by Saturday 11:59pm |
| Week of May 30 – June 5 | Module 3 Project Oriented Companies | Morris and Pinto, pp 250 – 269. “Management of the Project Oriented Company.” 
Morris and Pinto pp 80-90. “Models of Project Orientation in Multi-Project Organizations.” 
Additional reading on Blackboard | BB Discussion Board |
| Week of June 6 – June 12 | Module 4 Types of project organizations | Morris and Pinto pp 80-90. “Models of Project Orientation in Multi-Project Orientation” 
Additional reading on Blackboard | Bb Discussion Board 
Quiz on Project Orientation |
| Week of June 13 – June 19 | Module 5 Organizational Maturity Module 6 Teamwork and Team building | Morris and Pinto pp 226-249 
The impact of organizational culture on a project organization 
“Project Success” 
Organizational Maturity 
- Teamwork and team building 
Additional reading materials on Blackboard | Bb Discussion Board 
Forums |
| Week of June 20 – June 26 | Module 7            | The role of the project management office in a project organization. 
Articles on Blackboard | Bb Discussion Board 
Forums 
Group Project: Project Orientation and PMO Structure. |
| Week of June 27 – July 3 | Module 8            | Project Management Methodologies 
Readings on Blackboard on methodologies | Discussion Board Forum |
<table>
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<th>Dates</th>
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<th>Topics / Readings</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week of July 4 – July 10</td>
<td>Module 9 Stakeholder Selection and Management</td>
<td>Morris and Pinto p.271-289 “Managing Project Stakeholders”</td>
<td>Bb Discussion Board Forums</td>
</tr>
<tr>
<td>Week of July 18 – July 24</td>
<td>Module 11 Strategic and Complex Programs</td>
<td>Morris and Pinto pp. 144-175 “Modeling of Large Projects” ; pp 63-79 Strategic Management: The Project Linkages Plus readings on Blackboard</td>
<td>Bb Discussion Board</td>
</tr>
</tbody>
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**THIS IS A 10 WEEK SEMESTER. THE SEMESTER WILL BE CONDENSED TO INCLUDE REMAINING COURSEWORK AND FINAL EXAMS.**

**STUDENT EVALUATION**

The course has nn assignments totaling nn 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><strong>Group:</strong> Virtual Team Ground Rules</td>
<td>5</td>
</tr>
<tr>
<td><strong>Individual:</strong> Quiz on Project Orientation Types</td>
<td>5</td>
</tr>
<tr>
<td><strong>Group:</strong> Project Orientation and Project Management Office Structure</td>
<td>20</td>
</tr>
<tr>
<td><strong>Group:</strong> Methodology Development</td>
<td>20</td>
</tr>
<tr>
<td><strong>Individual:</strong> Reflective Consolidation</td>
<td>15</td>
</tr>
<tr>
<td><strong>Individual:</strong> Results from Group Feedback Survey Results</td>
<td>10</td>
</tr>
<tr>
<td>Online Participation</td>
<td>20</td>
</tr>
<tr>
<td>Total Points</td>
<td>100</td>
</tr>
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</table>

**Class Points**

**Letter Grade**
EDUCATIONAL GOALS
This course has been developed to give students a working knowledge of the important role that project and program management play in an organization. An overview of program and strategic portfolio management is also included.

STUDENT LEARNING OBJECTIVES / OUTCOMES
- Evaluate organizational culture to determine the optimal project organizational type
  - Understand project organizational types and what works best where
  - Evaluate teamwork in organization
- Develop processes to implement and maintain a standardized approach for a project organization
  - Understand ways to gain and validate project sponsorship
  - Develop a project management methodology
- Analyze approaches for project program and portfolio management within an organization
  - Understand Strategic Project Selection supporting overall business strategy
  - Structure a Project Management Office to provide consistent processes and tools across the organization

PREREQUISITE SKILLS
A working knowledge of project management concepts. Either coursework or professional experience is acceptable. The student should be familiar with the Project Management Body of Knowledge (PM-BOK).

INSTRUCTIONAL METHODS AND COURSE ORGANIZATION
This course will use the following methodologies:

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 also have a Wimba classroom available to your group for collaborative sessions.

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

Required Reading – Textbook chapters and scholarly articles should be read according to the schedule.

Assignments – This course will include group exercises, reflective consolidations and quizzes as exercises.

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.

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 four days out of seven. 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 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 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.

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

**Group Work (Total 55 points)**

**Overview**
You will be assigned to a group with whom you will work during this semester. Your group will be provided with a Wimba classroom, which you can use for your collaborative work. Your group will also be assigned a company or organization. Your team should assume that all of the work you create during the course of this semester will be implemented into this company. Your team may choose to research this company more in depth, however, this is optional. The DataMonitor report will provide sufficient background for you to make educated speculation about this company.

**Group Assignment 1 – Virtual Team Ground Rules (5 points)**
Your team will meet during the first week and establish a group list of ground rules to which you will hold each other accountable. A portion of your grade for the semester will be dependent on how others in your group rate your adherence to this standard.
Group Assignment 2 – Project Management Organization and Project Management Office 20 points

Your group will determine, for the company you have been assigned, the type of project management orientation appropriate for that company. Maximum 25 pages, double spaced, Times New Roman 12pt font. APA reference format.

What types of projects do you believe this organization executes? Which type of project organization would the team recommend? What is the level of organizational maturity for projects? What do you base your assessment on? Provide an organizational chart for the project management office. Identify where in the organization you would position the PMO. What is the basis for your answer?

Group Assignment 3 – Methodology Development 20 points

Your group’s assignment is develop a methodology manual for a process area from the project management body of knowledge to be used by the company you have been assigned. The end product is a manual that provides a step-by-step methodology for a PM process area with supporting training documents, templates, and process flows. Maximum 50 pages, double spaced, Times New Roman 12 pt font. All references APA format.

The goal is to provide an overview of the selected methodology process area with the following sections:

- Introduction
  - Purpose
- Background
  - Why is PM skills and methods important to the company
  - Why are the proposed PM methods needed
- Benefits
  - What benefits will the company realize
  - How does this benefit employee
- What are the key element of the methodology
  - What will the methodology include / not include
  - Training required
  - Forms needed with examples
  - Models that will help you to explain the methodology to others
- Process / Context Diagram
  - How does this process fit in a project management framework?
  - The PMBOK has a variety of diagrams that detail where the selected process area fits within the framework.

Individual Assignment – Reflective Consolidation – 15 points

Review your work over the course of the semester. For six of the twelve modules that we have studied during the course of the semester write 1 or 2 paragraphs in which you consider the knowledge you gained through the course of this semester. Describe a situation you have been in that would have benefited from the knowledge you have gained in that module. How might the knowledge you have gained in the module from the readings, lectures or activities helped to improve the way you approached the situation? Maximum 10 pages, doubled spaced, Times New Roman, 12 point font.
Quizzes and Online Participation (nnn points)

Each student is expected to actively participate in online activities. Class participation is evaluated to a maximum of 25 points based on:

Up to 5 points – Reading the required text chapters and working through the online practice quizzes according to the class schedule; and
Up to 20 points – Actively participating in Blackboard discussion forums, responding to questions posted by the instructor, and interacting positively with other students.

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 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.

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.