

<b>COURSE TITLE BLACKBOARD SITE</b>	EGE 2231 Project Management for Entrepreneurial Engineers Summer 2012 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> and select CRN 5439
<b>INSTRUCTOR</b>	Sharon Pohly CEO Girl Scouts of Northern Indiana-Michiana 10008 Dupont Circle East Fort Wayne, IN 46845 Email: Spohly@ltu.edu Cell Phone: 248.249.0500 Office hours by appointment
<b>SCHEDULE</b>	May 21, 2012 – July 29, 2012  Refer to <a href="http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp">http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp</a> for the last date to withdraw and other important registration related information.
<b>LEVEL/ HOURS PREREQUISITE</b>	Undergraduate Degree / 1 credit hours Sophomore Standing
<b>REQUIRED TEXT</b>  (See Blackboard for additional resources)	A Guide to the Project Management Body of Knowledge, Fourth Edition, an American National Standard (ANSI/ PMI 99-001-2008), Project Management Institute, Newtown Square, Pennsylvania USA (ISBN: 978- 1-933890-51-7)  The above text may be acquired in electronic format if you choose to join the Project Management Institute (PMI – <a href="http://www.pmi.org">www.pmi.org</a> ) as a student member. The student membership is available for \$40.  Also available for online purchase through LTU Bookstore at: <a href="http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489">http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489</a>  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)  Not available from through LTU Bookstore, but may be purchased through Amazon.com.
<b>ADDITIONAL RESOURCES</b>	LTU Online student resources: <a href="http://www.ltu.edu/ltuonline/">http://www.ltu.edu/ltuonline/</a>



Lawrence Technological University  
EGE 2231 Project Management for Entrepreneurial  
Engineers (Online) – CRN 5439  
Summer 2012

<b>TECHNICAL SUPPORT</b>	Technical support for using Blackboard is provided by the Helpdesk. Visit <a href="http://www.ltu.edu/ehelp">www.ltu.edu/ehelp</a> or 248.204.2330 or <a href="mailto:helpdesk@ltu.edu">helpdesk@ltu.edu</a> . Send the Help Desk a form detailing any issues by clicking here <a href="http://tinyurl.com/3yqrvne">http://tinyurl.com/3yqrvne</a> .
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## 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.

Dates	Modules	Topics / Readings	Assignments Due
Prior to Semester Start and May 7 – May 16	Module 0	Online Learning Orientation Course Orientation Expectations	Create an introductory post for the other students in the course
Week of May 21 – May 27	<b>Module 1</b> Project Processes Work Breakdown Structures Intro to Microsoft Project <b>Module 2</b> Processes for a Project	<b>PMBOK</b> Chpt 1 All Chpt 2- pp.15-33 Chpt 5 pp.116-122 <b>Microsoft Project - Project Management Quick Reference Guide</b>  <b>PMBOK</b> Chpt 3 37-59 Chpt 4 73-89	Listen to recorded lectures linked in “Modules” then “Theory” folders (2 Modules)  Participate in Bb Discussion Board (2 Modules)
Week of May 28 – Jun 3	<b>Module 3</b> Cost and schedule planning	PMBOK Chpt 6 129-160 Chpt 7 165- 178  “Making Affordable Housing Attainable through Modern Project Management”. Case Study Book, p. 61.	Listen to recorded lecture Participate in Bb Discussion Board  Scheduling Exercise due
Week of Jun 4 – Jun 10	<b>Module 4</b> HR, Quality and Procurement Planning	<b>PMBOK</b> Chpt 8 pp 189-201 Chpt 9 pp 215-225 Chpt 12 pp 313-328	Listen to recorded lecture Participate in Bb Discussion Board
Week of Jun 11 – Jun 17	<b>Module 5</b> Communications Planning	<b>PMBOK</b> Chpt 10 pp. 243-258  Case Study “R&D in the Insurance Industry:PM Makes the Difference”. Case Study Book p. 143	Listen to recorded lecture Participate in Bb Discussion Board  Communication Plan Exercise Due

Dates	Modules	Topics / Readings	Assignments Due
Week of Jun 18 – Jun 24	<b>Module 6</b> Planning for Risk Management	<b>PMBOK</b> Chpt 11 pp. 273-307	Bb Discussion Board Forums Other assignment(s) due
Week of Jun 25 – Jul 1	<b>Module 7</b>	Test 1 – Project Management Planning	Complete Exam by Friday at 11:59 pm. 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. Use a Blackboard compatible browser when you take the test.  Project Charter document for final project due (for requirements refer to PM-BOK) due by Saturday 11:59pm.
Week of Jul 2 – Jul 8	<b>Module 8</b> Monitoring Processes  <b>Module 9</b> Controlling Processes	<b>PMBOK</b> Chpt 3 pp. 59-64 Chpt 10 pp. 258-272 Chpt 5 pp.125-129  Chpt 6 pp.160-164 Chpt 7 pp.179-188 Chpt 8 pp.206-214 Chpt 11pp.308-312  Case Study Book– “St. Lucie Unit 2 A Nuclear Plant Build on Schedule” p.401	Listen to recorded lecture Participate in Bb Discussion Board  Listen to recorded lecture Participate in Bb Discussion Board  Controlling processes exercises due
Week of Jul 9 – Jul 15	<b>Module 10</b> Executing Processes, Part 1 10  <b>Module 11</b> Executing Processes, Part 2	<b>PMBOK</b> Chpt 4 pp.90-100  <b>PMBOK</b> Chpt 9 pp.225-238 Chpt 12 pp.330-341	Bb Discussion Board Forums Other assignment(s) due  Listen to recorded lecture Participate in Bb Discussion Board
Week of Jul 16 – Jul 22	<b>Module 12</b> Close Out Processes  <b>Module 13</b> Global Project Management	<b>PMBOK</b> Chpt 3 pp.64-66 Chpt 4 pp.101-103 Chpt 12 341-345  Read article found on bulletin board in Module 13 folder  Case Study –“Real World	Bb Discussion Board Forums Other assignment(s) due  Virtual Team Exercise due  Participate in Bb Discussion

Dates	Modules	Topics / Readings	Assignments Due
		Challenges to a Multi-National Project Team: Building a Manufacturing Facility in India". Case Study Book p. 543.	Board
Week of Jul 23 – Jul 29	<b>Module 14</b>	Summary Case Study – The Space Shuttle Challenger Incident Case Study Book pp.583  Test 2 – Controlling, Monitoring and Closing Out Projects	Participate in Bb Discussion Board  Final Case Study Due  Complete Exam 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. Allow 45 minutes for the test. Make sure to use a Blackboard compatible browser as your browser when you take the exam
<b>THIS IS A 10 WEEK SEMESTER. THE SEMESTER WILL BE CONDENSED TO INCLUDE REMAINING COURSEWORK AND FINAL EXAMS.</b>			

## STUDENT EVALUATION

The course has assignments and tests totaling 106 points. Letter grades are awarded based on the total number of points achieved. Late assignments are not accepted.

Assignments	Points
Test 1	15
Test 2	15
Scheduling Exercise	5
Communication Plan Exercise	5
Methods for Control Exercise	5

Virtual Team Exercise	5
Weekly Discussions Participation	26
Final Project	30
Total Points	106

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

## **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, and “Ask the Instructor” forum on the Discussion Board.

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

### **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 26 points, or 25 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 a Blackboard compatible web browser for the test.

*Final Project (Case Study)* – 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 a project you are currently doing or would like to do. The project charter document is due to the instructor prior to the end of Module 7.

**With pre-approval prior to the end of Module 7, you determine a project, either real or one you would like to do, as the basis to develop the following project management deliverables.**

### **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.

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 WITH AND APPROVAL BY THE INSTRUCTOR. NOTE THE WORD PRIOR!!! This is a project management course. Planning is an important element in project management. We will learn that change is inevitable in project management, and must be controlled in order to run an effective and efficient project.**

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.

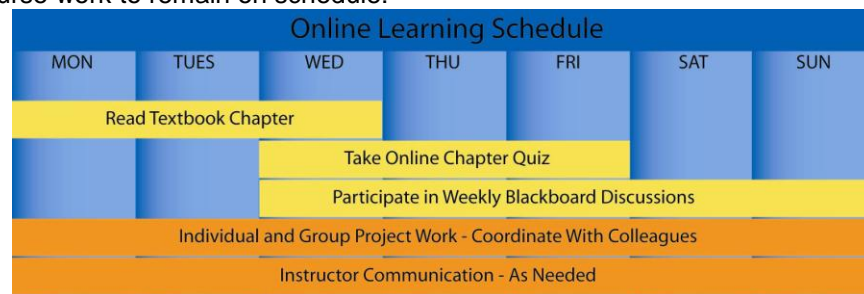
### **PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS**



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

## ASSIGNMENT DETAILS

### 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.61

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. 143

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.401

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.543

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 (Case Study or project) – 30 points**

**You determine a project, either real or one you would like to do, as the basis to develop the following project management deliverables. You must submit the project charter for approval by the completion of Module 7.**

Project schedule – in Microsoft Project.- 6 pts

- a. Forty-fifty tasks and suboaths
- b. Resource list
- c. Resources assigned to tasks
- d. Predecessors in place

2) Project schedule – in Microsoft Project 6 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** containing the following items, and using Headings- Times New Roman, double spaced, 12 pt type:

- 1) Project Communication Plan 5 pts
  - a. Key stakeholders identified
  - b. Method and frequency of communication identified
- 2) Proposed Project Status Meeting Agenda – Microsoft Project 1 pt
- 3) Project Risk Register containing at least 10 risks 5 pts
- 4) Sample Project Change Control 5 pts
  - a. Using the change control template from the lecture, create a sample proposed change to your project
- 5) List of tasks on critical path before the change (initial schedule) and after the change (1/3 of the way through the project, - 2 points

### **Tests (30 points) and Online Participation (26 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. The tests are worth 15 points each.

### **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. More information is available at <http://www.ltu.edu/leadership>.