School of Business/Fermanian

BUS 6067 Project Management and Communications

3 Units

Spring 2023

Meeting days: Tuesday	**Instructor title and name:** Matt Boyne
Meeting times: 5:30 to 8:15	**Phone:** 760.715-8071
Meeting location: Mission Valley	**E-mail:** mboyne@pointloma.edu
Final Exam: May 2, 2023	**Office location and hours:** FSB 130 Monday/Friday from 10:00 to 3:00 PM
Additional info: Prof will be available from 1:00 to 5:30 and from 8:15 to 9:00 PM for makeup and office hours on Tuesdays and Thursdays	**Additional info: Other times as we can find, if needed.**

PLNU Mission
To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission
Character – Professionalism – Excellence – Relationships – Commitment - Innovation
As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course examines the concepts and applied techniques for cost-effective management of projects. Key topics of focus include developing a project plan and scheduling resources, work breakdown structures, and project networks. This course also examines the current philosophies of leadership as applied to project management and identifies various styles of communication and conflict resolutions essential to project team leadership. Through case studies and various exercises, the student will develop enhanced leadership, communication, conflict management, and negotiation skills essential to project management.

COURSE LEARNING OUTCOMES

On completion of this class, students achieve the following Course Learning Outcomes (CLOs). You will:

1. Exhibit an understanding of project management theory, principles and best practices for team building, communication, negotiation and conflict resolution (PLO 1).

2. Evaluate project management body of knowledge competencies (PLO 3 & C1).

3. Formulate a project management plan based on project management knowledge, concepts and processes (PLO C1).

4. Use effective verbal and written communication skills to articulate a project management plan (PLO 6).

5. Collaborate as an effective team member when developing a project management plan (PLO 7).

REQUIRES TEXTBOOKS?RESOURCES

Textbooks:
- Supplemental - Malachosky, S. (2018). *Project team leadership and communication*. Rochester, NY: Lintwood Press. (Called PTLC)
- Josephs, A. & Rubenstein, B. (2018). *Risk up front: Managing projects in a complex world*. San Francisco, CA: Lioncrest Publications. (Called RUF).
- Larson, E. W., & Gray, C. F. (2021). *Project management: The managerial process* (8th ed.). New York: McGraw-Hill. (Also used in BUS 6068)
- Verzuh E. (2021). *The fast forward mba in project management : the comprehensive easy-to-read handbook for beginners and pros* (Sixth). Wiley. (Also used)

Assignments and Grading

Sample assignment distribution by percentage:	Sample grade scale:	
- Homework – 10 – 80% 800 Points - Assignment-Project Plan Assessment (detailed below) 10% 100 Points - Final Exam 10% or 100 Points - Total 1000 Points	A=93-100	C=73-76
	A-=92-90	C-=70-72
	B+=87-89	D+=67-69
	B=83-86	D=63-66
	B-=80-82	D-=60-62
	C+=77-79	F=0-59

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Any late assignment could be subject to a 25% penalty. Incompletes will only be assigned under extremely unusual circumstances.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request

with Rev. Wong you can contact him directly
at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See the Academic Honesty Policy in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.
PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

SEXUAL MISCONDUCT AND DISCRIMINATION

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the Title IX Office at pointloma.edu/Title-IX.

Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix

COURSE MODALITY DEFINITIONS

1. In-Person: Course meetings are face-to-face with no more than 25% online delivery.

2. Online: Coursework is completed 100% online and asynchronously.

3. Online Synchronous: Coursework is completed 100% online with required weekly online class meetings.

4. Hybrid: Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face MBA Courses:

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. See Academic Policies in the Graduate and Professional Studies Catalog for additional detail.

Note: If 2 classes are missed, 50 points will be deducted from the final grade. If 3 classes are missed 150 points will be deducted. The 4th miss will cost 250 points. Late arrivals to class should be avoided out of professional courtesy, please.

USE OF TECHNOLOGY

In order to be successful in the online environment, you'll need to meet the minimum technology and system requirements; please refer to the *Technology and System Requirements* information. Additionally, students are required to have headphone speakers compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

There are 8 homework assignments, 1 final in class exam and a project plan for the class:

Eight Homework Assignments (80%): Homework assignments are listed in Canvas. There are 8 of them worth 800 points in total. They are due at the end of Weeks 2, 4, 6, 8, 10, 12, 14 and 15.

Project Plan (10%) due May 5, 2023 - is a course long individual assignment concerning the project planning process from either the POM+ case study. We will introduce and use Microsoft Project, as well as RUF to build a Project Plan. The submission will follow the Project Plan template from RUF as to content and style. APA is not needed. Software planning documents will be used as attachments. This is an Assessment Assignment and does require particular attention to submission details. A detailed rubric will be attached to the assignment in Canvas.

Please prepare a project plan overview and proposal for the executive, C-Level staff. Include the goals, necessary business case, resources required, team composition, planned schedule, risks and intended metrics for success. Detail what will be done, who will do it and when results will be achieved. Address why the project benefits the strategic positioning of the firm or organization, as well as how success can be recognized and measured. Write the proposal as if it was your firm's method to gain executive approval for a project. Please use up to 6-single-spaced pages. Most are 2-3 pages. Think of this as a business proposal to the executive staff or financial backers. Make the business case for your success.

This need not be in APA format but please use 12-pitch font and acknowledge references in the text of the write-up. Please follow the flow described in *Risk Up Front* for project planning as detailed in the Appendix of the book.

Specifically, please prepare a project plan overview and proposal for the executive, C-Level staff. Include the goals, necessary business case, resources required, team composition, planned schedule, and intended metrics for success.

1. As an introduction, detail what will be done, who will do it and when results will be achieved.
2. Address why the project benefits the strategic positioning of the firm or organization, as well as how success can be recognized and measured.
3. Write the proposal as if it was your firm's method to gain executive approval for a project using the information and data from the POM+ case.
4. Please use up to 6-single spaced pages. Think of this as a business proposal and project plan to the executive staff or financial backers. Use any required templates or forms as Appendices.

The assignment will be graded with the following criteria:

1. Are the project's purpose, goal(s), assumptions, scope, sponsor, stakeholders and team members identified as to roles and responsibilities?
2. Are the deliverables for the project specified as to time, cost and quality standards?
3. Are all project tasks identified?
4. Is there a clear schedule as to start, end, critical path and resource leveling?
5. Is the budget and business case explained with cost estimates?
6. Are factors and measures for success identified?
7. What aspects of the project will be at risk?
8. Please conclude with a short, 250-word summary that create a compelling argument.

The in class assignment (10%) Final Exam- The final will be a case analysis which will be provided before class focused on Scrum Project Management. The focus will be analysis of team dynamics and selection of resolutions using the project management and team lessons from Larson and Gray. The exam will be open source.

Class Schedule and Readings:

Class One-Light week and no F2F: January 9, 2023 Learning Objective – The role of the project manager
- Syllabus, texts and course pack review.
- Assignments
- Project Management and Leadership

Class Two-January 17, 2023 Learning Objective-Leading by Example
- Understand team project assignment and deliverables
- Managing Upward and Leading by Example
- Project Fundamentals and Language
- Read
  - Larson and Gray 10.4-10.7
  - RUF Chapter 8
  - Research 2004's Dream Team and 2008's Redeem Team

Class Three-January 24, 2023
- Team Development-Five Stages and Four Principles
- Situational Leadership
- Project Prioritization
- Read
  - Larson and Gray 11.1-11.2
  - PTLC Chapter 2
  - Read [Coach Mike Krzyzewski from Duke and his team philosophy](#)

Class Four-January 31, 2023
- The Project Plan from RUF Appendix
- Building High Performance Teams
- After Class Read
  - PTLC Chapter 3
  - Larson and Gray 11.3-11.5
  - [Coach K's Leadership](#)
- Exercise-How did Shackleton solve problems?

Class Five-February 7, 2023
- Communication and Expectations
- Accountability
- Request for Proposals and Negotiation
- After class read
  - Chapter 4 PTLC-Lecture, text not required
  - Larson and Gray 11.6
- Exercise-How did Shackleton set priorities?

Class Six-February 14, 2023

- Teamwork – Accountability and Individual Accountability Matrices
- Projects and Customers
- More on Negotiation
- Team Pitfalls
- Read
  - Chapter 5 PTLC Lecture Notes
  - Chapter 3 RUF
- Exercise-How did Shackleton inspire cooperation?

Class Seven-February 21, 2023
- Teamwork-Establish Team List of Assignments and Due Dates
- Weekly Accountability Meeting
- Class Review for Mid-term
- After class—
  - RUF Ch1-6
  - Review Chapters 10-11 Larson and Gray
- Exercise-How did Shackleton create a sense of urgency, rather than succumbing to despair?

Class Eight-February 8, 2023 (Next Week is Co-curricular?Break)
- Review key lessons in Team Dynamics and RUF
- Discuss lessons from Shackleton and Coach K
- Introduce Difficult Conversations
- Chapter 4 RUF
- Chapter 12.1-12.3 Larson and Gray
Break

Class Nine-March 14, 2023
- Project execution with Scrum and Kanban
- Introduce Software Options
- Weekly Accountability Meeting
- Read
  - Chapter 12.4 and 12.5 of Larson and Gray
  - Appendix 12.1 of Larson and Gray
  - Chapter 5 RUF
- Exercise-What ethical perspectives do you find with Shackleton?
Class 10-March 21, 2023
- Introduce Kanban Software
- Work Team Execution-Risk Planning Meeting
- Agile and Team Formation-Self Managed Work Teams
- Read
  - Appendix A PTLC
  - Chapter 13 RUF
  - Chapter 15 Larson and Gray
- Exercise and Discussions – How are self-managed work teams possible? What are the necessary precedents before empowering the team?
- Exercise and Discussions-What does Sutherland mean about teams having to be organic?

Class 11-March 28, 2023 (Next week is Holy Week and Easter Observance)

- Report Out – Lessons Learned from Shackleton
- Project Closure
- Excel One Piece of Paper POM+ Case
- Disucss
  - Complete 2008 Olympic Basketball Team Evaluation
- Read Chapter 14 Larson and Gray

Class 12-Easter

Class 13-April 11, 2023
- Report Out – Lessons Learned on use of RUF
- Review material for Final Exam/Case on Scrum
- POM + Case
- After class
  - Review study material for Final
  - Complete write up of POM + Case
  - Read assigned case for Final Exam-Will be provided

Class 14-April 18, 2023
- Verzuh-ADKAR Change for Projects
- Agile Scaling Methods
- John Deere Case Study
- Saab Grippen Case Study
- Teams of Teams

Class 15-April 25, 2023
- RUF/Microsoft Project Statement Due May 5, 2023
- Intel Case Study Final Prep

Class 16-May 2, 2023
- In class Final 10%
- May 5, 2023 Submit POM+ Project Report