Fermanian School of Business

BUS 6068-Project Management Risk, Cost and Program Analysis

3 Units

Fall 2020

Meeting days: Tuesday	**Matt Boyne**
Meeting times: 5:30 till 8:15 PM (Professor will be in class from 4:00 PM till 9:00 PM for office hours)	**Phone:** 760.715-8071
Meeting location: Mission Valley or Zoom	**E-mail:** mboyne@pointloma.edu
Final Exam: December 15, 2020	**Office location and hours:** Fermanian 130 As Needed
Additional info: Office Hours also Wednesdays from 12:30 to 3:30 at MV or Zoom	**Additional info: If Online Zoom session will begin at 5:30 PM**

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 presents the art and science of project risk; as well as continuity management and cost management. Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding is examined through case studies. Students learn the process of cost management, early cost estimation, detailed cost estimation, and cost control using the earned value method. Students study the issues of project procurement management and the different types of contracts. Students will understand the PMI® program management processes and use tools that automate and enforce processes for managing scope changes, risk, quality, issues, schedules, resources, releases, and costs.

COURSE LEARNING OUTCOMES-CLOs

You will:

1. Exhibit an understanding of various project methodologies, including Waterfall, Scrum and integration of Design Thinking (PLO 1).

2. Evaluate risk in projects and apply qualitative and quantitative methods to reduce risk (PLO 3 & C1).

3. Evaluate project control performance using Earned Value Management cost procedures (PLO 3).

4. Determine project portfolio assessments for prioritization and management (PLO 3).

5. Present ideas through effective written and verbal communication (PLO 6).

6. Collaborate effectively in a team to analyze project risk (PLO 7).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 14-weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Required Texts and Resources (Please note-We'll use both Verzuh, and Larson and Gray in BUS 6067 as well):

1. A [Wall Street Journal Student Digital Subscription](#).
2. Gray, C. F., & Larson, E. W. (2021). *Project management: The managerial process*. New York, NY: McGraw-Hill ISBN-978-1260238860.
3. Bucki, L.A. (2017). *[ProjectLibre practice project: The step-by-step sequence for success (Links to an external site.)](#)* Asheville, NC: 1X1 Media. If you have another software you'd like to learn about, this is still a great resource because if you understand ProjectLibre you will understand Open Project and Microsoft Project.

The textbook that follows may be purchased at your discretion, if you want a physical copy. This book is in the Ryan Library as an eBooks

Verzuh, E. (2016). *[The fast forward mba in project management](#)* (5th ed). New York: Wiley.

Link requires PLNU sign in…. https://pointloma.on.worldcat.org/oclc/932340299

ASSESSMENT AND GRADING

Assignments and Points:

1. Class participation-160 points or 16% Feedback October 15 and November 15. Points awarded at end.

2. Two weekly discussions, 20 points each, 40 points per week, 560 points total or 56%

3. Weekly homework, 20 points per week, 280 points total or 28%

4. The total is 1000 points for 100% and will use this Grade Scale:

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 must be submitted on time as listed in Canvas. Late work will not receive any credit but feedback will be provided. 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.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California.

https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures

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 Academic Policies in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), the faculty member will issue a written warning of 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. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See Academic Policies in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to   university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week. (Note-In BUS 6068 by posting for discussions and submitting homework the asynchronous requirements are met. You will be online at least 4 times each week, Zoom, first posting, second pasting and homework submission).

Since the class begins online here is our online attendance policy. If we need to change mode of delivery, I will brief you on the new attendance rules:

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

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

 Suggested Weekly Checklist and Hours Required - 8 hours per Week

Each week will have a class meeting on Tuesday, two online discussion questions with the first post each on Thursday and a short homework assignment due the following Monday.

Our class is on Tuesday evening, F2F or Zoom. All readings are from Larson and Gray, additional notes will be provided in class from our Library's digital copy of Verzuh when needed and will be linked in Canvas in the appropriate module:

Checklists establish a rhythm to work. Checklists level load the project so we engage in repeatable activities that we can assess and learn from. Project management is checklist development, team building and risk management. Here is a suggested weekly checklist.

- o Monday-Read discussion questions and embedded Wall Street Journal articles. Using the questions and articles, ask what knowledge I need to develop for this week?-**1 hour**
- o Monday-Submit Homework for previous week and complete previous discussions.
- o Monday or Tuesday before class - Assigned readings, start with the chapter outline, ask do I need additional knowledge for the discussion questions? Then move to chapter summary. Then read the chapter focused on diagrams and bold text. - **1 hour**
- o Tuesday class at 5:30 F2F or Zoom. A Zoom link will be provided each Sunday evening. Did you receive the Zoom link? **2-hours**
- o Wednesday - Review class notes and re-read assigned readings. - **1 hour**
- o Thursday - Answer both discussion questions integrating readings into analysis - **1 hour**
- o Friday - Homework - **1 hour**
- o Saturday - Second response to each discussion with colleagues each post - **1 hour**
- o **Sunday - Rest and Worship**

Weekly Topics and Readings

1. September 1, 2020 - Introduction to the Profession and Projects, Chapter 1
2. September 8, 2020- Project Management Takes Strategy to Task, Chapter 2
3. September 15, 2020-Project Structure and Culture, Chapter 3
4. September 22, 2020-Project Initiation and Work Breakdown Scope, Chapter 4 and Boeing Handout
5. September 29, 2020-Agile/Scrum Execution, Chapter 15
6. October 6, 2020-Task/Activity Estimation, Chapter 5
7. October 13, 2020-The Critical Path, Chapter 6
8. October 20,2020-Risk Introduction, Chapter 7
9. October 27, 2020-No Class Co-Curricular
10. November 3, 2020-Risk Analysis and Application, Chapter 7
11. November 10, 2020-Scheduling Resources and Budgeting Chapter 8
12. November 17, 2020-Compressing Project Duration i.e. Crashing, Chapter 9
13. November 24, 2020- Thanksgiving!
14. December 1, 2020-Introducing Earned Value Management, Chapter 13
15. December 8, 2020-Practicing Earned Value Management, Chapter 13
16. December 15, 2020-Project Closure and Cyber Risk, Chapter 14

Assessment and Grading Assignments

1. Class participation-160 Points or 16%: Students will be assessed on contribution to the discussion during our live/F2F class periods. The class participation is intended for peer-to-

peer discussion on class topics, but also can come with questions to the professor, comments and analysis on material. A qualitative rubric for assessing class discussion is provided on Canvas under Course Overview.

2. Two weekly discussion questions in Canvas. Please place the first response on Canvas by **Thursday** evening for each post. Please respond to a colleague on each post by the following **Monday**. A Discussion Rubric is posted on Canvas under the Course Introduction Module. The total for the discussions, spread over each week is 560 points or 56%. APA format is not required for the discussions but clear citation and attribution to all sources is needed.

3. Weekly homework is assigned in Canvas as a short essay, of 250-500 words response and due on **Monday** of each week. The weekly homework will be cumulative in that the final submission will be a complete project plan, built week by week. Each homework assignment is worth 20 points for a total of 28%. A Homework/Essay Rubric is provided in Canvas as well.