

**Spring 2021**

<b>Meeting days:</b> Tuesday	<b>Instructor title and name:</b> Matt Boyne
<b>Meeting times:</b> 5:30 to 8:15	<b>Phone:</b> 760.715-8071
<b>Meeting location:</b> Mission Valley	<b>E-mail:</b> mboyne@pointloma.edu
<b>Final Exam:</b> April 27, 2021	<b>Office location and hours:</b> FSB 130 Wednesday from 10:00 to 3:00 PM
<b>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</b>	<b>Additional info: Other times as we can find, if needed.</b>

**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).

### **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 16 weeks. Students should plan to spend 2:45 hours in class and an additional 5-hours outside class each week.

### **REQUIRES TEXTBOOKS?RESOURCES**

Required textbooks:

- 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* (8<sup>th</sup> ed.). New York: McGraw-Hill. (Also used in BUS 6068)
- We will use Microsoft Project provided through the University. No student purchase of the software is needed.

### **Assignments and Grading**

<p><u>Sample assignment distribution by percentage:</u></p> <ul style="list-style-type: none"> <li>• Assignment #1-Leadership Behavior 20% or 200 Points</li> <li>• Assignment #2-Team Project 20% or 200 Points</li> <li>• Assignment #3-Project Plan Assessment (detailed below) 20% or 200 Points</li> <li>• Midterm Exam 20% or 200 Points</li> <li>• Final Exam 20% or 200 Points</li> <li>• Total 1000 Points</li> <li>• If needed/desired Extra Credit for 100 Points</li> </ul>	<p><u>Sample grade scale:</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">A=93-100</td> <td style="width: 50%;">C=73-76</td> </tr> <tr> <td>A-=92-90</td> <td>C-=70-72</td> </tr> <tr> <td>B+=87-89</td> <td>D+=67-69</td> </tr> <tr> <td>B=83-86</td> <td>D=63-66</td> </tr> <tr> <td>B-=80-82</td> <td>D-=60-62</td> </tr> <tr> <td>C+=77-79</td> <td>F=0-59</td> </tr> </table>	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
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### **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. Incompletes will only be assigned under extremely unusual circumstances.

### **SPIRITUAL CARE**

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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](mailto:mvchaplain@pointloma.edu) or [gordonwong@pointloma.edu](mailto: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**

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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**

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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](mailto: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**

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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.

*Specific for our class-Face-to-Face courses only:*

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.

### **USE OF TECHNOLOGY**

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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](mailto: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**

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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**

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There are three assignments for class, worth 20% each, and two exams worth 20% each. The exams will be drawn from the same sources needed to do the assignments.

Note: Readings are to be done after class, lectures will be devoted to specific topics to focus readings and maximize productivity. The workload, with 2:45 minutes in class, will need around 7 hours for readings, homework and other assignments outside class. For 14-weeks, the intent is to have students engaged for 135 hours for a 3-credit course.

**The first assignment** Due March 29, 2021– The first assignment is a personal, reflective exercise evaluating best practice for the Project Management behavior of Leading by Example as described in Larson and Gray on page 369. APA is not required but citations and references must be used.

The assignment will use Chapter 10 of Larson and Gray and Chapters 1-6 of PTLC. The assignments ask students to evaluate Gene Kranz in the movie *Apollo 13* on the six standards pages 369 and 371. Then using [Shackleton: Survival Story](#) please evaluate his performance as to the same six standards. After evaluating both, what themes and lessons will you bring to your own behavior as a Project Manager?

Please watch the movie *Apollo 13* and study Kranz's actions, behaviors and speeches. A great introduction to Shackleton can be found here: [National Geographic and Shackleton](#). There is a wealth of information on both gentleman on the Web you can use for supplemental research.

Both Shackleton and Kranz will be assessed by their:

1. Establishment of Standards of Performance
2. Expertise at Problem Solving
3. Establishing Priorities
4. Inspiring Cooperation
5. Creating an Understanding of Urgency
6. Ethical Standards and Behavior

After assessing both, what lessons will you take forward as a Project Team Leader? After an introduction of 300-400 words, evaluate each person with 500 words each. Then take 300-500 words to create themes for your own leadership portfolio. A specific rubric is available in Canvas.

**The second assignment** Due April 19, 2021- is a team assignment (after all, this is a class on Team Building/Dynamics!) is due in Week 12. There are two parts to this assignment, the academic part and the project management part. While you are studying team dynamics for evaluation and analysis of two historic cases, you will be managing the teamwork with the *Risk Up Front* process.

It is a lot more fun to learn from a successful story than it is to study failure. Project leadership and teams are all around us and often the best examples are found in areas outside business, such as sports, military units and hospitals.

For our class, Larson and Gray suggest we study two Olympic basketball teams, the 2004 Dream Team and the 2008 Redeem Team. The focal point should be on the coaches as project managers, specifically the team building lessons one finds in the 2008 team.

This is an academic research assignment. APA format is required, and reference sources are needed. Please have at least 5 sources concerning the background and history of the 2004 and 2008 USA Olympic basketball teams. The Snapshot from Practice on page 392 of Larson and Gray has two sources to begin with. Please use the *Project Team Leadership and Communication* text as the primary source for evaluation looking at Coach K and the team from the following perspectives:

1. Understanding Leadership
2. Project Fundamentals
3. Prioritization
4. Team Structure and Development
5. Communication and Expectation Management
6. Pitfalls to Identify and Avoid

But....that's not all. Along with the academic work manage your project with the templates and methods from *Risk Up Front*. Please use the following documents for your class team, from *Risk Up Front's* Appendix, and provide along with the deliverable of the Redeem Olympic Team

Assessment:

1. Project Statement
2. Individual Accountabilities Document
3. Weekly Schedule
4. Accountability Matrix

A specific rubric is available in Canvas.

**The third assignment** due May 2, 2021 - is a course individual assignment concerning the project planning process from either the Red Zuma or POM+. 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. Microsoft Project 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.

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 or 10-double spaced 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.

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 Red Zuma, or POM+ case.
4. Please use up to 6-single spaced pages or 10-double 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.

There will be two exams, a midterm and final worth 200 points, or 20% each.

If more than two classes are missed a 10% penalty will be assigned. If desired, an extra credit opportunity of 10% is available. The extra credit opportunity will be a 5-6-page APA formatted summation of the lessons from the thought leader videos used in Canvas Openings each week, relative to leadership and team development for project managers.

### **Class Schedule and Readings:**

Class One-January 12, 2021 Learning Objective – The role of the project manager

- Syllabus, texts and course pack review.
- Assignments
- Project Management and Leadership
- Influence
- After class read the highlighted topics from
  - Chapter 10.1-10.3 Larson and Gray
  - Chapter 1 from *Risk Up Front* (RUF) and Chapter 1 *Project Team Leadership and Communication* (PTLC)
- Exercise-Research Kranz and Shackleton

Class Two-January 19, 2021 Learning Objective-Leading by Example

- Self-form teams (3-4)



- Understand team project assignment and deliverables
- Managing Upward and Leading by Example
- Project Fundamentals and Language
- After Class read
  - Larson and Gray 10.4-10.7
  - RUF Chapter 8
  - PTLC Chapter 2
  - Research 2004's Dream Team and 2008's Redeem Team

#### Class Three-January 26, 2021

- Begin Team Assignment in Class
- Team Development-Five Stages and Four Principles
- Situational Leadership
- Project Prioritization
- After class read
  - Larson and Gray 11.1-11.2
  - RUF Chapters 2
  - PTLC Chapter 3
  - Read [Coach Mike Krzyzewski from Duke and his team philosophy](#)
- Exercise-How did Kranz and Shackleton Establish Standards of Performance?

#### Class Four-February 2, 2021

- Team Assignment in Class-The Project Plan from RUF Appendix
- Building High Performance Teams
- After Class Read
  - RUF Chapters 3
  - PTLC Chapter 4
  - Larson and Gray 11.3-11.5
  - [Coach K's Leadership](#)
- Exercise-How did Kranz and Shackleton solve problems?

#### Class Five-February 9, 2021

- Report out-The Team's Project Plan
- Communication and Expectations
- Accountability
- Request for Proposals and Negotiation
- After class read
  - 3/2/2021Intro Microsoft 5
- Exercise-How did Kranz and Shackleton set priorities?

#### Class Six-February 16, 2021

- Teamwork – Accountability and Individual Accountability Matrices
- Projects and Customers
- More on Negotiation
- Team Pitfalls
- After class read
  - Chapter 6 PTLC
  - Chapter 5 and 6 RUF
  - Chapter 12 Larson and Gray



- Exercise-How did Kranz and Shackleton inspire cooperation?

Class Seven-February 23, 2021

- Teamwork-Establish Team List of Assignments and Due Dates
- Weekly Accountability Meeting
- Class Review for Mid-term
- After class—
  - Review materials for Mid-Term
  - Read Chapter 7 RUF
- Exercise-How did Kranz and Shackleton create a sense of urgency, rather than succumbing to despair?

Class Eight-March 2, 2021 (Next Week is Co-curricular)

- Mid-Term Short case and analysis from Larson and Gray (Open Source)

Class Nine-March 16, 2021

- Project execution with Scrum and Kanban
- Introduce Microsoft Project
- Work Team Execution-Weekly Accountability Meeting
- After class read
  - Chapter 7 PTLC
  - Chapter 13 RUF
  - Chapter 15 Larson and Gray
- Exercise-What ethical perspectives do you find with Shackleton and Kranz?
- The submission for the Kranz and Shackleton assessments is due on Monday, March 29 by Midnight.

Class 10-March 23, 2021 (Next week is Holy Week and Easter Observance)

- International Projects
- Work Team Execution-Weekly Accountability Meeting
- Project Portfolios
- Microsoft Project and Red Zuma or POM+ Case
- Submit 2008 Olympic Team Evaluation March 29, 2021.
- After class read
  - Chapter 16 Larson and Gray

Class 11-April 6, 2021

- Project Closure
- Work Team Execution-Weekly Accountability Meeting
- Microsoft Project and Red Zuma or POM+ Case
- After class read
  - Chapter 14 Larson and Gray

Class 12-April 13, 2021

- Report Out – Lessons Learned Shackleton and Kranz
- Work Team Execution – Weekly Accountability Meeting
- Microsoft Project and Red Zuma or POM+ Case
- Team Write Up on 2008 Olympic Basketball Team Evaluation due April 19, 2021
- After class
  - Complete 2008 Olympic Basketball Team Evaluation

Class 13-April 20, 2021

- Report Out – Lessons Learned on use of RUF
- Review material for Final Exam
- Microsoft Project and Red Zuma or POM + Case
- After class
  - Review study material for Final
  - Complete write up of Red Zuma or POM + Case

Class 14-April 27, 2021

- Final
- RUF/Microsoft Project Statement Due May 2, 2021