Fall 2021

Meeting days: Tuesday	**Matt Boyne**
Meeting times: 5:30 till 8:15 PM (I'll be in class from 4:00 PM till 9:00 PM for office hours)	**Phone:** 760.715-8071
Meeting location: Mission Valley 314	**E-mail:** mboyne@pointloma.edu
Final Exam: December 14, 2021 (Please Note-Mandatory Attendance)	**Office location and hours:** Fermanian 130 As Needed
Additional info: Office Hours also Wednesdays from 12:30 to 3:30 at MV or Zoom as 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 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).

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. Gray, C. F., & Larson, E. W. (2021). *Project management: The managerial process*. New York, NY: McGraw-Hill ISBN-978-1260238860. Be sure the text you buy has the Red Zuma project found in Appendix 2.
2. Verzuh, E. (2021). *The fast forward mba in project management* (6th ed). New York: Wiley.
3. Please get a Student Digital Subscription to the Wall Street Journal from https://r.wsj.com/PROFq9ft.
4. Supplemental if interested in certifications: A Guide to the Project Management Body of Knowledge at https://www.amazon.com/Project-Management-Knowledge-Guide-Sixth-Practice/dp/1628253827/ref=sr_1_4?crid=1FW7VGN8DGYZK&dchild=1&keywords=a+guide+to+the+project+management+body+of+knowledge&qid=1627408211&s=books&sprefix=A+Guide+to+th%2Cstripbooks%2C236&sr=1-4
5. Please get a student subscription to ProjectManager: https://www.projectmanager.com/student-edition
6. Please get a trial version of Trello at https://trello.com/

ASSESSMENT AND GRADING

Assignments and Points:

1. There will be an in class midterm on 11/2/2021 focused on Risk Management using Chapter 8 of Verzuh and Chapter 7 of Larson and Gray. You may use any books, notes or files. (150 Points – 15%)
2. There will be an in class final on December 14th focused on Earned Value Management using Verzuh Chapter 19 and Larson and Gray Chapter 13. This test is also open book, note and source (150 Points -15%)

3. The Red Zuma Project found in Appendix 2 within the Larson and Gray textbook. Use only the administrative material found in Larson and Gray as to dates, personnel, resources and administrative matters. By that I mean avoid the Web sources, this is a commonly used MBA case study and there is a lot of info that will lead you in bad directions. This will be a team assignment with the following deliverables:
   a. Self-form teams-Submit a Project Charter, a Project Scope Statement, a Work Breakdown Structure and a Responsibility Matrix on Friday October 15, 2021 (100 Points-10%)
   b. Use Part 1 of the text book's Red Zuma project. Construct a network schedule for the project, and a Gantt Chart. Please prepare a memo that answers the following questions and submit on November 1, 2021 (150 points – 15%):
      i. When is the project estimated to be completed? How long will the project take?
      ii. What is the critical path for the project?
      iii. Which activity has the greatest amount of slack?
      iv. How will you report progress as to completion? How often will you report?
      v. Please provide a Gantt and Network Diagram.
   c. Assign and level resources for the Red Zuma project, Part 2 of the Red Zuma Project. Prepare a memo for submission on November 15, 2021 (150 Points – 15%) addressing:
      i. Which if any resources are overly allocated?
      ii. What is the impact of leveling with slack on the network as to dates?
      iii. Assume there are no additional resources, what will you suggest as to remaining on schedule?
      iv. How will you brief the executives as to the impact of resource constraints along with suggested alternatives?
   d. Go to page 647 of the text (8th edition). For submission 12/1/2021 prepare a memo answering the 3 questions asked as to impact on resources, schedule and the critical path – (100 points – 10%). This is part 3 of the Red Zuma Project.
   e. Using Exhibit 13-1 on page 497 of the Larson and Gray text, prepare on monthly status report using the data in Table A2.8. Submit by December 10, 2021 (200 points – 20%). This is Part 4A of the Red Zuma Project.

Points Table:

Mid-Term -15% (150 Points)

Final – 15% (150 Points)

Red Zuma Team Case Study – 70% (700 Points)

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. If submitted within 2-days 20% will be deducted from the assignment. Late work after that 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.

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.

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.

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

Weekly Topics and Readings

1. 8/31/2021 – No In-Person Class but work online-Introduction to the Profession and Projects, Chapter 1 from Larson and Gray, plus read over Red Zuma Project in Appendix 2. Please read this article about Pfizer and Covid Drug Project Management: https://www.wsj.com/articles/how-pfizer-delivered-a-covid-vaccine-in-record-time-crazy-deadlines-a-pushy-ceo-11607740483

2. 9/7/2021 - Project Management Takes Strategy to Task, Chapter 2 Larson and Gray, Chapter 4 from Verzuh. Please read https://www.wsj.com/articles/at-ups-the-algorithm-is-the-driver-1424136536 .
3. 9/14/2021-Project Structure and Culture, Chapter 3, Chapter 5 Verzuh. Please read https://www.wsj.com/articles/how-to-get-big-ideas-off-the-ground-11603980501
4. 9/21/2021-Project Initiation and Work Breakdown Scope, Chapter 4 Larson and Gray, Chapter 7 and 9 Verzuh. Please read https://www.wsj.com/articles/pentagon-takes-control-of-f-35-cost-cutting-push-1507464002
5. 9/28/2021-Agile/Scrum Execution, Chapter 15 Larson and Gray, Chapter 11 Verzuh. Please read https://www.wsj.com/articles/how-to-transform-a-big-old-company-into-an-agile-digital-business-01573244344 .
6. 10/5/2021-Task/Activity Estimation, Chapter 5 Larson and Gray, Chapter 12 Verzuh. Please read https://www.wsj.com/articles/the-trick-to-making-better-forecasts-1443235983
7. 10/12/2021-The Critical Path, Chapter 6 Larson and Gray, Chapter 10 Verzuh. Note first assignment due for Red Zuma 10/15/2021. Please read https://www.wsj.com/articles/is-a-four-day-week-the-future-of-work-11627704011 .
8. 10/19/2021 - Risk Introduction, Chapter 7 Larson and Gray, Chapter 8 Verzuh. Please read https://deloitte.wsj.com/articles/integrated-risk-management-and-3-lines-model-01612209733
9. 10/26/2021 - Risk Analysis and Application, Chapter 7 Larson and Gray, Chapter 8 Verzuh. Please note – Part 1 Red Zuma Project due 11/1//2021
10. 11/2/2021 – Risk Midterm Open Book in Class
11. 11/9/2021 - Scheduling Resources and Budgeting Chapter 8 Larson and Gray. Please read https://www.wsj.com/articles/SB10001424052748703514404574588060852535906 . Part 2 of the Red Zuma Project is due 11/15/2021.
12. 11/16/2021-Compressing Project Duration i.e. Crashing, Chapter 9 Larson and Gray, Chapter 13 of Verzuh. Please read https://www.defensenews.com/air/2020/02/06/the-pentagons-weapons-tester-has-concerns-about-the-f-35s-new-software-development-process/
13. 11/23/2021- No class. Thanksgiving!
14. 11/30/2021-Introducing Earned Value Management, Chapter 13 Larson and Gray and Chapter 19 Verzuh. Please read https://www.tacticalprojectmanager.com/earned-value-analysis/ .
15. 12/7/2021-Practicing Earned Value Management, Chapter 13 Larson and Gray, Chapter 19 Verzuh.
16. 12/14/2021 – In class Final.