

Fall 2023

Meeting days: Tuesday	Matt Boyne
Meeting times: 5:30 till 8:15 PM	Phone: 760.715-8071
Meeting location: Mission Valley Rm-316	E-mail: <a href="mailto:mboyne@pointloma.edu">mboyne@pointloma.edu</a>
Final Exam: December 12, 2023 (Policy is "must" attend, no alternatives)	Office location and hours: Fermanian 130 As Needed
Additional info: Office Hours M and T from 2:00 till 5:00 Wednesdays from 12:30 to 3:30 at MV	

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

Students will:

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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).
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## REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

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Required Texts and Resources-Also used in BUS 6067

1. Gray, C. F., & Larson, E. W. (2021). *Project management: The managerial process*. New York, NY: McGraw-Hill ISBN-978-1260238860.
2. Verzuh, E. (2021). *The fast forward mba in project management* (6th ed). New York: Wiley.
3. Josephs, A., & Rubenstein, B. (2018). *Risk up front: Managing projects in a complex world*.
4. Please get a Student Digital Subscription to the Wall Street Journal from <https://r.wsj.com/PROFq9ft>.
5. [Wrike](#) and [Miro](#)

## ASSESSMENT AND GRADING

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Class professional standards using Fermanian Values:

- Punctuality. Is the student on time for every class showing the Fermanian Value of Commitment? If late, by more than 10 minutes ,5 times; 50 points will be deducted.
- Attendance. Are the University's policies of absences and attendance adhered to? If missing 2 classes, for any reason 50 points will be deducted. 3 classes will result in a 150 point deduction. The 4<sup>th</sup> miss will possibly cause an auto withdrawal. Only Covid can count as an excused absence if following the University policy. If the student is absent for more than 10 percent of class sessions (2 classes), the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent (3 classes), the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an "F" grade.
- Professionalism per Fermanian Values. Is the student engaged in the material, using electronic resources properly, fully present in the class, and contributing to the body of knowledge we are developing as a class? Professionalism in engagement is defined as contributing in person, with comments, questions, professional articles and alternative perspectives 10 times over the semester.

- Excellence per Fermanian Values. Are questions, comments, positions and effort in line with standards of Excellence as stated in the Fermanian Values of Respect?
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Assignment Points Table:

Week 1 Light Homework 25 points

10 Short Case Homework-250 Points Weeks 3-7 and Weeks 9-12 and 15

10 Quizzes Team Based in Class 250 Points Weeks 3-7 and Weeks 9-12 and 15

Individual Project Management Plan-300 Points

Take home midterm – 100 points

In class Earned Value Management System Final – 75 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

The Individual Project Management Plan is designed for you to select a personal or professional project and take it through the Planning Stage. The project will have three deliverables:

1. Project Charter, Scoping Statement , Work Breakdown Structure and RACI Matrix
2. Project Network and Gantt Chart
3. Resource Assignment, Levelling and Time Phased Budget

#### INCOMPLETES AND LATE ASSIGNMENTS

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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. If submissions are late 25% will be deducted.

#### ARTIFICIAL INTELLIGENCE (AI) POLICY

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Use of Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) is not permitted, and use of these tools will be treated as plagiarism.

## 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 who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request please email [mvchaplain@pointloma.edu](mailto:mvchaplain@pointloma.edu).

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.

## SEXUAL MISCONDUCT AND DISCRIMINATION

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In support of a safe learning environment, 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 accommodations and resources are available through the Title IX Office at [pointloma.edu/Title-IX](http://pointloma.edu/Title-IX). Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are 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](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/title-ix](http://pointloma.edu/title-ix).

## PLNU COPYRIGHT POLICY

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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 the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

## PLNU ACADEMIC ACCOMMODATIONS POLICY

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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](mailto: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

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Face-to-Face MBA/MAOL Courses:

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, 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 withdrawal date or, after that date, receive an "F" grade.

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.

Refer to [Academic Policies](#) for additional detail.

## 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 Checklist-All written work will be graded according to the Fermanian MBA Writing Rubric.

1. 8/29/2023 – No In-Person or Zoom Class but work asynchronously online-Introduction to the Profession and Projects, read Chapter 1 from Larson and Gray. First short homework assignment is due 9/4 (25 Points)

2. 9/5/2023 - Project Management Takes Strategy to Task, Chapter 2 Larson and Gray, Chapter 4 from Verzuh.
3. 9/12/2023-Project Structure and Culture, Chapter 3, Chapter 5 Verzuh. Short case homework and in class quiz.
4. 9/19/2023-Project Initiation and Work Breakdown Scope, Chapter 4 Larson and Gray, MIT BP Case Study. Short case homework and in class quiz.
5. 9/26/2023-Statements of Work Verzuh Chapters 7 and 9. Short case homework and in class quiz.
6. 10/3/2023-Task/Activity Estimation, Chapter 5 Larson and Gray, Chapter 12 Verzuh. Short case homework and in class quiz.
7. 10/10/2023-The Critical Path, Chapter 6 Larson and Gray, Chapter 10 Verzuh. Short case homework and in class quiz. First Project Submission 10/16.
8. 10/17/2023 - Risk Introduction, Chapter 7 Larson and Gray, Chapter 8 Verzuh. Take home Midterm Case Analysis.
9. 10/24/2023 - Risk Analysis and Application, Chapter 7 Larson and Gray, Chapter 8 Verzuh. Short case homework and in class quiz.
10. 10/31/2023 – Risk Case Studies to be assigned, Boeing 737 and Operation Warp Speed. Short case homework and in class quiz.
11. 11/7/2023 - Scheduling Resources and Budgeting Chapter 8 Larson and Gray. Short case homework and in class quiz.
12. 11/14/2023-Compressing Project Duration i.e. Crashing, Chapter 9 Larson and Gray, Chapter 13 of Verzuh. Short case homework and in class quiz.
13. 11/21/2023- Introducing Earned Value Management, Chapter 13 Larson and Gray and Chapter 19 Verzuh.
14. 11/28/2023-Thanksgiving
15. 12/5/2023-Practicing Earned Value Management, Chapter 13 Larson and Gray, Chapter 19 Verzuh. Short case homework and in class quiz. Final Project submission 12/11.
16. 12/12/2023 – Earned Value Management System Final Exam