
INSTRUCTOR: Professor Kathy Schwalbe, 314B Memorial

OFFICE HOURS: 8:00-9:30 A.M. Tuesdays and Thursdays. In my office at school when class physically meets and online otherwise. Also available before and after class and by e-mail and appointment.

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Note: I check emails daily except on Sundays!

WEB SITE: www.kathyschwalbe.com. Most course info is on the book site or in Moodle.

TEXT: Kathy Schwalbe, *Revised An Introduction to Project Management, Fourth Edition* (published in July 2013-includes Project 2013 guide). You can read the first chapter and find templates, interactive quizzes, and other materials on the companion Web site from www.intropm.com. Lecture slides and other information are available in the Moodle site for this class because they are copyrighted and class specific.

OBJECTIVES: The student who successfully completes this course:

1. Understands the genesis of project, program, and portfolio management and their importance to enterprise success
2. Describes the various approaches for selecting projects, programs, and portfolios
3. Explains the main tasks involved in and outputs of initiating, planning, executing, monitoring and controlling, and closing projects
4. Demonstrates knowledge of project management terms and techniques such as
 - The triple constraint of project management
 - The project management knowledge areas
 - Tools and techniques of project management such as
 - Selection methods
 - Work breakdown structures
 - Gantt charts, network diagrams, critical path analysis
 - Cost estimates
 - Earned value management
 - Motivation theory and team building
 - Etc.
5. Applies project management concepts by working on a team project as project manager or active team member. **Note: If the project is done for a group outside of Augsburg, students completing that project can get credit for the Augsburg Experience**
6. Uses Microsoft Project 2013, and other software to help plan and manage a project
7. Demonstrates good oral presentation skills
8. Learns to use virtual collaboration tools like Moodle and Google sites
9. Appreciates the importance of good project management by sharing examples of good and bad project management and using knowledge and skills developed in this class in other settings

APPROACH: Lecture, online activities, homework, in-class exercises, group discussion, presentations, exams, and team projects will be used to aid in understanding and application of project management.

EVALUATION:	1. Team project and in-class activities	22%
	2. Individual presentation	8%
	3. Homework	20%
	4. Exam 1, Chapters 1-4	20%
	5. Exam 2, Chapters 5-9 , Apps A and B	20%
	6. Online quizzes and activities	10%

Final grades will be based on overall percentages with about 94% required for a 4.0, 89% for a 3.5, 84% for a 3.0, 79% for a 2.5, 74% for a 2.0, etc. I set a standard and do not curve. It is your responsibility to do assignments and study for exams.

POLICIES:

Homework Assignments:

Students will volunteer or be asked to discuss homework due that class period. **Late homework will not be accepted, so be aware of due dates.** We will use Moodle to upload HW, take quizzes, and do some online activities. Please name the files (one file per homework, please) with your last name and then HW1, HW2, etc. Read the homework descriptions carefully. If you have a special circumstance, let me know in advance. Homework assignments are to be done individually, not as groups. There is one extra credit homework assignment that you can do to make up for lost points. 100% is the maximum HW score.

Participation:

Students are expected to actively participate in class and online by asking questions, working on in-class and online exercises, giving presentations as individuals or as part of their team projects, and sharing personal experiences and opinions related to the topics discussed. Students who do not participate up to expectations or miss more than 4.5 in-class hours *without a pre-approved or written excuse* will have their final grades reduced by one grade (i.e. 4.0 to 3.5). Be sure to contact me **BEFORE** you miss a class, if possible. Let me know about last minute emergencies via email or phone as soon as you can. Also, please do not use cell phones, laptops, or other devices in class unless you are asked to do so or if you use them for class work. Be *present* in class. We will not meet every class period since some work will be done as teams or online, as noted in the draft schedule. A lot of project work is done online, and I want to prepare you for the real world of work.

Makeup Tests:

Requests for makeup tests *must* be made in advance with the instructor or the student will get no credit for that item. Either leave a phone message or send an e-mail message in case of a last minute emergency and we'll try to work things out.

Honesty:

In accordance with Augsburg's academic honesty policy, students will sign a statement at the beginning of the course and sign a "pledged" signature on each test to reaffirm student honesty. You will receive a 0 on any item if you are dishonest. Be sure to cite references properly and do your own work. Also make sure you are honest in everything you do relating to your team projects and online activities.

Presentations:

All college graduates need to develop good speaking skills, and this course meets part of Augsburg's speaking skill requirement. Each student will give one individual presentation in class and part of a

team final project presentation. The individual presentation should be a **10-15 minute** presentation and include visual aids like PowerPoint slides, access to online resources, or use of other software. If the presentation is on a topic **not** related to the team project, it should cite at least three related articles or books (besides our textbook). **Include a reference page/slide** at the end of the presentation or on the handout. References must have an author, title, and date. Also note references, such as quotes, statistics, etc. on specific slides/pages. **Upload your presentation in Moodle or on your team project web site (for progress reports) before your presentation (counts for 5 points out of 100).** Presentations will be evaluated based on content, delivery, and response. A copy of the evaluation sheet is provided on the last page of this syllabus. I will determine presentation grades soon after you present, and one of your classmates will also provide written feedback. If you change your scheduled presentation date without an approved excuse, your presentation grade will be reduced by 10%. Most individual presentations will be based on your team projects, such as one of the two progress reports. Below are a few ideas for presentation topics:

- How to give a great presentation in a business setting
- How to collaborate on documents using Google Docs or other tools (include demo)
- Creating and sharing Google sites (or other web sites)
- Project time tracking (using a Google spreadsheet and other approaches-include demo)
- Personal time management (using Google calendar or other tools)
- Understanding the Myers-Briggs Type Indicator (MBTI) and how it relates to project teams
- More on work breakdown structures
- What's new in project management software/phone apps
- Project Management Professional (PMP) and Certified Associate in Project Management (CAPM) certification
- Careers in project management
- Advice from real project managers
- Examples of current/recent projects (i.e. local projects, Augsburg projects, global, etc.)
- A topic related to your team project besides the progress report

MIS 376 Team Projects:

The purpose of the team project is to use a structured approach to project management in a team setting (3-5 students/team). Examples include creating a business plan for a potential business, updating a company's Web site, helping launch a new store, preparing a research report for an organization, working on a case study in the text, etc. I normally let teams self-select and assign people to teams as needed after we decide on the projects. One person could take the lead on each task, but other team members should provide inputs and edit the work so it is consistent and of high quality and reflects a team effort. Each team member should plan to spend **20-40 hours** total on the team project, including some time in class. You should plan to use some of our online class times for team meetings/work. If the project is done for someone outside of Augsburg, students can earn the Augsburg Experience. **You must have the sponsor email or call me to approve the project after you propose it if you really want to work on it. The sponsor must provide feedback at least twice during the term, including a final assessment with inputs on grades.** If you do not choose to work on a real project, teams will work on a case study from Appendix C (on creating a new business venture, the fixer upper case, or project management in the movies). The www.intropm.com site includes links to sample case studies done by students and information on creating a Google site for your team project. You will store all project documents on a Google site.

Team Progress Reports:

See Appendix C in your text and on Moodle for details. If you are working on a case study, I'll provide instructions on which tasks you should have completed by the progress report dates and which ones to present. Be sure to meet with me if you are doing a case study to clarify expectations. **All project information must be available online in a Google site (or other team Web site) before you present**, and leave the default setting as public viewing access. You can give me edit access if you like, otherwise I will provide feedback via comments or email. Please use my kathyschwalbe47@gmail.com email for Google site access as Augsburg's accounts do not include Google sites. See the link on intropm.com with instructions for setting up a Google site and consider using the Google site template with all files set up as Google docs. You can also attach files (in Word, Excel, etc.) if needed. Note: I will collect team participation ratings with Exam 1, and you get to grade yourself and team members as part of HW7.

Final Project Notebooks

By the last day of class, each team will present a formal, **final presentation** and hand in a **project notebook** (stapled pages are fine or a slim cover – not a binder or I'll take off a few points!). The presentation and info in the notebook should all be on the team Web site as well. Note: Each team member must give part of the 20-30 minute final presentation. Organize the final notebook as follows:

1. Cover page and detailed table of contents. List the project name, team members, location of Google site, and date on the cover page of the notebook. Be sure to number all pages (by hand is fine), which should match the table of contents. You may include tabs or dividers between major sections of the notebook, too. Put the project report first, followed by your final presentation, then product-related documents, then project management documents, then progress reports, then communications with sponsor.
2. A double-spaced 3-4-page project report. Address the following questions in your report: What did your team produce? Was the project a success or not, and what was your criteria for determining success? (Remember that should be defined in your project charter early in the project). What project management tools/documents did you use, and did they help? How close was your draft schedule and estimate of hours to the actual schedule and actual hours worked on the project? What went right on the project? What went wrong? What did your team learn by working on this project? How did you select the project manager? Did he/she do a good job at leading your team? Would he/she like to be a project manager in the future? Did you work well as a team? What was your project sponsor's final assessment of the project? Include some **written feedback from the sponsor** in your final report and presentation. See the sample customer acceptance form in your text for an example. **Discuss the answers to these questions in your final project presentation** and show/summarize the main products produced. **If your project involves some type of event, show pictures/videos of the event.**
3. A hard copy of your final presentation.
4. Hard copies of all of the product-related documents your team produced. For example, if you created a business plan, include that. If you developed a web site, include copies of the main pages. If you held an event, include pictures of the event, promotional materials created, etc.
5. Hard copies of the final charter, scope statement, Gantt chart, and other project management documents you created, incorporating any feedback from me or your sponsor.
6. Hard copies of your progress reports, including all documents/slides created from them.
7. A summary of communications with your sponsor, including their final assessment.

Part of the grade for the team project will be based on the team's final presentation and progress reports, and part of grade will be based on the quality of the project and its notebook (one notebook per team,

due the last day of class). Team project managers will earn a small amount of extra credit for successfully leading their project teams.

Homework Assignments (all must be typed). One single-spaced page should be at least 500 words. Include a word count at the top of your paper for HW1 and HW3. If you do not include a word count or references, I will deduct 5 points for each. For other assignments requiring a one-to-two-page paper, check the word count on your own to make sure you write enough.

HW1: Summary of Project Management Web Sites (100 points)

The purpose of this assignment is to help familiarize you with the world of project management. Review PMI's Web site (www.pmi.org) and read and summarize one article from **PM Network** (a monthly magazine – under Learning, Publications) and report called the **Pulse of the Profession, The High Cost of Low Performance** (under Learning). Download the entire 13-page Pulse of the Profession report. Also look at several past projects done for this class from

<https://sites.google.com/site/profschwalbe/home/sample-google-sites>. Try to find the final presentation or report first, and then look at other information on the sites. Write a two-page single-spaced paper (800-1200 words) summarizing the following, using one paragraph for each bulleted item:

- An introduction, including what you learned about project management in general
- A brief summary of and your opinion about PM Network and the article you read (include citation as a footnote or endnote)
- A brief summary and your opinion about the Pulse of the Profession report you read
- A brief summary of and your opinion of at least two of the past projects done for this class, including a lesson learned that you will try to remember for your team project.

Be sure to **cite references** for the articles (i.e. include the author, title of article, publication, date, url, etc.). Also include the **word count** at the top of the page. **You'll lose 5 points** for each if you do not include complete references or a word count.

HW2: Team Project Proposal (100 points)

A big part of project management is project selection. Each student will propose a unique project to be done as part of this class. Projects must have a sponsor (can be a student, friend, boss, community leader, yourself, etc.), provide a needed service or product, and be a good fit for this class. Each student normally spends between 20-40 hours on the class project. Write a proposal for a potential project, using the **potential project** template (first quick link) on the book's Web site at www.intropm.com. Talk to the sponsor **before** writing the proposal if you really want to do it. The sponsor must contact me via email or phone if we decide to do that project within a couple of days. If you do not do a real project, you will work on a case study. Proposals must be **typed** and complete to get full credit.

HW3: MBTI (100 points)

Take the MBTI test and research information on this tool, especially as it applies to team-building and individual work styles. (We'll discuss it more in Chapter 6.) There are several Web sites that have different versions of the test and information on it, such as www.humanmetrics.com (the one you must take the test on for this HW), www.personalitytype.com, myersbriggs.com, and www.keirsey.com. You can also take the full-blown MBTI test through the career services office on campus. Write a one- to two-page single-spaced paper (600-1200 words) describing and analyzing your MBTI type (including the percentage for each letter), how this test is used as a team-building tool, and your opinion of its value/validity. Include footnotes citing **at least three references**. Put the **word count** at the top of the page. Also be sure to let your project manager know the four letters of your type for your first progress report.

HW4: Project 2013 Exercise 1 (100 points)

You can download a Windows only free trial of Project 2013 from www.microsoft.com or use it on the PCs at school or via remote access (See link in Moodle). Note that it might take a while to download the trial, and you need a Windows Live account first, so you might want to just do this assignment at school or with remote access. Read and follow the hands-on instructions from the *Brief Guide to Using Project 2013*, found in Appendix A of the text (from page 378 up to page 407). As you perform the steps, press the Prnt Scrn button on your computer to show the required screens, and then paste the results into a Word or other word processing software. Just load one file for this assignment into Moodle, clearly labeling each part. **Do all of Exercise 1 on p. 441. Note: For Exercise 1.e.,** instead of a generic project, use your class project to create the WBS. Make the WBS Level 2 categories initiating, planning, executing, monitoring and controlling, and closing. Just break down the executing part in more detail. Include at least 3 WBS level 3 items under Executing with at least three items under each of them. Also include at least 3 milestones under executing. Each item/letter is worth 20 points. You must type everything for this assignment on your own (you can sit side by side and work on it), and your exam will include some basic info on Project 2013.

HW 5: Project 2013 Exercise 2 (100 points)

Finish the rest of Appendix A. Do Exercise 2 on p. 442. Parts a. and b are worth 30 points, and part c is worth 40 points. For part c., include at least two outside references in writing your assessment/opinion of the software. Again use Prnt Scrn to show your screen shots, cite references, and put everything in one file.

HW6: Histograms, Earned Value, and Quality Charts (100 points)

In order to prepare for a few questions on Exam 2, search the Internet for examples of a project resource histogram (see Chapter 5), an earned value chart (see Chapter 7), and at least two different quality charts (see Chapter 7). Write a short paper describing each chart, what it shows, and how it can assist in managing a project. Include a screen shot of each chart, along with a reference. Be sure the references are cited properly (author, date, title, as well as url, not just a url).

HW7: Lessons Learned/Self-Assessment (100 points)

- Prepare your own lessons learned report (1-2-pages, single-spaced) based on personal reflections of what you learned from this class, including the team projects and presentations. Do not use the lessons learned template! (50 points).
- Write a 1-2-page self-assessment based on the team project, answering the following questions (50 points):
 1. If you had to give your team a grade for the project, what would it be? Why?
 2. What were *your* roles and responsibilities on the group project? How well do you think *you* performed on this project?
 3. Briefly assess each team member's performance. If you had to give each person, including yourself, a grade, what would it be? To compare individual contributions, if you had 100 points to allocate to your team, how would you allocate them?

Extra Credit Homework: For an extra 100 points (due the day of final exams), summarize an article that describes the results of a recent research study (done in the last three years) related to project management that is at least 8 pages long. Write a two to three-page single-spaced paper (1,000 – 1,500 words) summarizing the study and your opinion of it. Include footnotes with reference information. Be

sure the references have an author and a date. The extra points will be applied to your homework score. 100% is the maximum homework percentage.

DRAFT CLASS SCHEDULE

We'll add individual presentations to the schedule as soon as possible, and I'll post updated schedules in Moodle. We'll try to spread presentations out and have them fit in with lecture topics. Note that we will not meet every class period (online classes are shaded), but assignments, quizzes, and online activities will be due. Submit all assignments through Moodle, and work on your team projects and post results to your Google site or other team Web site. **Note due dates and times.**

Date	Topic	Readings - HW Due and Quizzes	Presenter(s)
1/13	Course introduction, class survey, Ch. 1: Introduction to Project, Program, and Portfolio Management		
1/15	Continue Ch. 1	Read Chapter 1	
1/20	Review HW1 Plan presentations, discuss HW 2 ideas Intro to Ch. 2, Project, Program, and Portfolio Selection	Read Chapter 2 HW1: Summary of PM Web sites and articles-submit in Moodle by noon	
1/22	Review chapters 1-2, discuss HW2 ideas <i>How to collaborate on documents</i> <i>How to give a great presentation</i>	Quiz on ch. 1 and on 2 via Moodle before 4 PM	<i>Volunteer 1</i> <i>Volunteer 2</i>
1/27	Discuss project proposals and case studies for team projects Begin forming teams Ch. 3, Initiating	HW2: Project Proposal by noon Read Chapter 3	
1/29	Online class Continue forming teams	Quiz on ch. 3 and Online Activity 1 both by 4 PM Read ch. 4	
2/3	Finalize projects and teams, set up team Web sites Ch. 4: Planning-part 1	Email url of team web site to me by noon	
2/5	Online class Work on first progress report (hold kick-off meeting). Email or chat with me online with questions	Quiz on ch. 4 by 4 PM Team project charter and WBS for draft schedule due on team Web site by 4 PM.	
2/10	Finish chapter 4 <i>Understanding MBTI and teams</i> Review team project info and for Exam 1 See take-home part of Exam 1 in Moodle	HW3: MBTI by noon	<i>Volunteer 3</i>
2/12	Exam 1 (Chapters 1-4)		

2/17	Online class Email or chat with me online with questions	Hold a team meeting and post minutes on your team's Google site by 4 PM. Work on other items for Progress Report 1.	
2/19	Team Progress Report 1. See info required in Appendix C, pp. 466-467, also in Moodle under Resources.	Have all documents on team site before class	<i>Team PMs or designees</i>
2/24	Online class Email or chat with me online with questions	Receive my feedback on PR 1 by noon, discuss as a team and document discussion, and make changes as needed on Google site by 4 PM.	
2/26	Ch. 5: Planning – part 2 Project 2013 intro	Read Chapter 5	
3/3	Online class	Quiz on ch. 5 by 4 PM Read App A – start on HW4. Don't put this one off!	
3/5	Ch. 6: Executing <i>Other pres?</i>	HW4: MS Project Ex. 1 by noon, Read Chapter 6	
3/10	Ch. 6 (continued) <i>Other pres?</i> Perhaps start Ch. 7	Quiz on ch. 6 by 4 PM	
3/12	Online class	Start on HW5 and meet with your project team before break	
3/16-3/20	No classes. Spring break.		
3/24	Ch. 7: Monitoring and Controlling	Read Chapter 7 HW5: MS Project Ex. 2 by noon	
3/26	More on chapter 7, time for teams	Quiz on ch. 7 by 4 PM and prepare for PR2	
3/31	Team Progress Report #2. See info required in Appendix C, pp. 467-468, also in Moodle under Resources.		Other team members?
4/2	Online class	Receive my feedback on PR 1 by noon, discuss as a team and document discussion, and make changes as needed on Google site by 4 PM.	
4/7	Review charts Ch. 8: Closing Ch. 9 Best Practices in Project Management	HW6: Histograms, Earned Value, and Quality Charts by noon Read chs. 8-9	
4/9	Online class. Work on team projects	Quiz on chs. 8-9 due by 4 PM 11/25	

4/14	Review for Exam 2 Other pres? Last day to present!		
4/16	Exam 2 (Chapters 5-9, App A)		
4/21	Team final presentations		
4/23	Team final presentations		All final project notebooks due
4/28	Online class	HW 7: Lessons learned/self-assessment Extra credit HW and quiz due by 4 PM, fill out course evals	

PRESENTATION FEEDBACK FORM

Presenter(s): _____ **Date:** _____
Topic: _____

Please circle a score (1-5) for each main area (shaded in gray) and provide comments as well.

	Poor	Fair	Good	Excellent	Outstanding
CONTENT	1	2	3	4	5
Well organized Introduction with overview Body Conclusion Clear thesis Well prepared Good flow Solid examples and relate material to class Good references (noted on slides/handout) Appropriate language/content					
DELIVERY	1	2	3	4	5
Good eye contact (looked at audience most of the time) Good voice No distracting mannerisms Fluent and confident Natural gestures Good audio/visual aids Good use of technology					
RESPONSE	1	2	3	4	5
Listened to audience Aware of audience Built-in engagement Discerned audience's understanding Kept audience interested Responded well to questions Defended or modified position					
OVERALL	1	2	3	4	5

Note: Hard copy provided and file posted in Moodle? Refs cited properly? 5 points for each.

BEST PART OF PRESENTATION:

SUGGESTIONS FOR IMPROVEMENT: