

## BUA420: Project Management and Leadership

BUA420.I50

Winter 2021

**Number of Credits:** 3.0  
**Days Class Meets:** Online  
**Meeting Times:** Online  
**Location:** Online  
**Instructor:** Stephen Young, PhD

**Office:** WA226C  
**Contact Phone:** 517.990.1454  
**Contact Email:** youngstephenp@jccmi.edu  
**Office Hours:** Online  
**Online:** N/A

---

### Course Description

Students will experience and complete the entire project management process, from start to finish. Each student will create a project proposal, develop scope definitions, determine schedule, allocate resources, establish cost predictions, manage risk and critical path threats, communicate with stakeholders and closeout and document the project. Additional topics include building and leading project teams, utilizing industry project management software, and following the Project Management Body of Knowledge (PMBOK) framework.

### Prerequisite(s)

PHL 232; CIS 101 or CIS 201, ENG 131, MAT 131 or higher

### Course Goals

Students will receive "hands on" experience with exercises and cases to properly plan, implement and manage projects. In addition, students will lead teams to create project plans, identify critical paths, and distinguish between agile and waterfall approaches for implementation. Finally, students will participate in a course project where they demonstrate knowledge of the industry framework and standards as presented in the PMBOK.

### Course Objectives

Upon successful completion of this course, the student should be able to:

- Practice the accepted vocabulary and terminology of project management professionals;
- Analyze the project management process and role of the project manager;
- Identify the need for a project;
- Understand the core principles (e.g. triple constraint, resource planning, budget forecasting, risk management, etc.) of project management;
- Develop and maintain a budget for projects including cost forecasting and control;
- Develop an integrated project plan to include project goals and objectives (project charter), statement of work, work breakdown structure, project schedule and milestones, resource assignment matrix, and risk management plan.

### Textbook

- **Project Management: The Managerial Process**  
ISBN: 978-1-259-66609-4  
Larson, Erik & Gray, Clifford  
Edition: 7<sup>th</sup>  
McGraw-Hill

**Text Book Zero!** You may purchase the e-text directly from the JC Bookstore.

## Extras

You **must have** access to an Internet connected computer. You are also expected to have "**backup computer**" plans; at a friend's computer, a relative's computer, JC, or at a library. Establish computer plans in case your usual computer access is disrupted during the semester. The course will continue to move along regardless of whether your computer works or not. I provide instructional support, not computer support. It is your responsibility to establish and maintain technical connections. If your computer does not work for any period of time, **you are expected to find a way to do the work.**

Do you need access to the Microsoft suite of products for your assignments? You have access with your JC email account!

- Navigate to office365.com
- Click "for home"
- In the upper right, log in with your JC email
- Use you JC email to log in. The page will take you to a new link where you can type in your JC email password
- Click "sign in"
- Now click "word" or "powerpoint" (whichever program you need)
- Once you are done with your assignment, you can "save as", and then upload your word document to the JetNet link

## Grading Procedure

Grades and all relevant information are available to students via the course JetNet site. Item points, weighting, and assignment due dates are all listed on the site.

Exact due dates for assignments, tests, exams, etc. will be announced in class and are included on the course calendar. In addition, class participation will be measured by your level of engagement during class and/or via the JetNet discussion board. As applicable, it is expected that each student engage in classroom discussions and/or discussion forums. For the online discussion forums and when a question is posed (will be announced via the course announcements page), each student should respond to the initial question posted and respond to at least two classmate responses. Your response should promote the conversation, not simply state your agreement. Proper online etiquette and professional business communication is required.

## FINAL GRADE

The grade points assigned are estimates and subject to modification. Your final grade will be based on the points you earn on quizzes, assignments, class preparation and participation.

Your final grade in our course is directly related to your amount of effort in our course. Historically speaking, students that are engaged, prepared, complete assignments on time, and put forth effort for each quiz and assignment have done well in our course. Thus, your final grade is dependent on you. In addition, it is up to each student to keep track of our course calendar and any missing assignments. Missing assignments can severely influence your final grade and this effect may not be "seen" until the midterm or the final grade (see comments above).

## Class Activities (to be completed in JetNet):

The list and descriptions below indicate the types of activities completed in our class. All of the course assignments and activities are posted within the course calendar and posted in the JetNet. Generally, each assignment is due on the 7<sup>th</sup> day of each week. **With very limited exceptions, early access to assignments will NOT be granted. Late assignments will be accepted with a 50% deduction (UNLESS PROPER DOCUMENTATION IS PROVIDED).** For example, if you score a 90% for your assignment, your final grade would be inputted as a 45% for being late. If this is abused, I reserve the right to refuse late assignments.

Please note: All late work must be submitted no later than 7 days prior to the end of the semester. For example, if you missed an assignment in Week 2, you have until 7 days prior to the semester ending to submit that assignment with the late penalty.

The listing below indicates how many points you earn for each activity:

- **WEEK 1 ACTIVITIES (up to 20 pts)**
  - More information on these activities will either be reviewed in class or will be sent to you via email.
- **HOMEWORK (10 pts ea)**
  - Throughout the semester you will complete homework assignments. These assignments are intended to gauge your understanding of the material and your application to real-world examples.
- **ASSIGNMENTS (25 pts ea)**
  - We will have assignments due during the course of the semester to reflect on your learning and to assist with the development of your project proposal. These must be completed and will gauge your understanding of key concepts associated with project management in the contemporary business setting. See the end of the syllabus for detailed instructions for each assignment.
- **FINAL PROJECT (Project Proposal) (50 pts total):**
  - During the course, you will be working on elements found in a typical project proposal. This final project will integrate these assignments and offer you the opportunity to present your proposal to your classmates acting as your potential stakeholders. Additional information can be found at the end of this syllabus and in our JetNet course.
- **MIDTERM & FINAL EXAM (100 pts ea):**
  - We will have two exams that cover all assigned readings during this semester. The midterm exam will cover Chapters 1 through 6 and the final exam will cover Chapters 7 through 16.

**Activities:** Tentative activities, which are subject to change:

Week 1 =	20
12 x homework =	120
4 x assignments =	100
Project proposal =	50
Exams =	200
Total =	490

## Grading Scale

<u>GPA</u>	<u>GRADE RANGE</u>
4.0	93 - 100%
3.5	88 - 92%
3.0	82 - 87%
2.5	76 - 81%
2.0	70 - 75%
1.5	64 - 69%
1.0	58 - 63%
0.5	52 - 57%
0.0	0 - 51%

## Academic Honesty Policy

Academic Honesty is defined as ethical behavior that includes student production of their own work and not representing others' work as their own, by cheating or by helping others to do so.

**Plagiarism is defined as the failure to give credit for the use of material from outside sources.**

**Plagiarism includes but is not limited to:**

- Submitting other's work as your own
- Using data, illustrations, pictures, quotations, or paraphrases from other sources without adequate documentation
- Reusing significant, identical or nearly identical portions of one's own prior work without acknowledging that one is doing so or without citing this original work (self-plagiarism)

**Cheating is defined as obtaining answers/material from an outside source without authorization.**

**Cheating includes, but is not limited to:**

- Plagiarizing in any form
- Using notes/books/electronic material without authorization
- Copying
- Submitting others' work as your own or submitting your work for others
- Altering graded work
- Falsifying data
- Exhibiting other behaviors generally considered unethical
- Allowing your work to be submitted by others

## Failure

Anyone caught cheating on an assignment or quiz will receive a zero for that task. If caught cheating more than once, the student will receive a zero for the class. All academic dishonesty violations will be reported to the Dean of Occupational Education.

## Course Management

It is the responsibility of each student to manage their progress through the course. If circumstances arise beyond the control of the student, it is imperative that the circumstances be communicated to the instructor. You should be monitoring your grade throughout the semester. Waiting until the final week or the day after the conclusion of our course is not the time to assess your overall performance. Finally, at the conclusion of our course it is unacceptable to ask for a "bump up" in your grade. If you monitor your own performance and do your best, a "bump up" is not required. Again, your success is up to you.

For course withdrawals, **it is ultimately the responsibility of the student to withdraw from the course.** Simply not attending class will not classify as a withdrawal. You should also contact your instructor when considering a withdrawal.

If you are unable to complete the course due to extenuating circumstances, please refer to your academic catalog for specific qualifications and details related to an "incomplete" grade.

## Help

If you need help with a topic, start with your fellow classmates. Ask questions and learn from each other. If you still need help with a topic, please ask your instructor. I am here to help you and want you to succeed. Lastly, tutors (plus additional services for academic success) can be accessed by calling 796-8415 or by stopping by the Center for Student Success (see this link: <https://www.jccmi.edu/center-for-student-success/tutoring-center/>). Students requiring special assistance (including those affected by the Americans with Disabilities Act) should contact the Center for Student Success. This is the first step in acquiring the appropriate accommodations to facilitate your learning.

It is important to contact a Center for Student Success professional prior to the start of the semester in order to receive accommodations in a timely manner. While we will make every effort to coordinate accommodations in a timely manner, failure to self-identify prior to the start of the semester may delay

notification to instructors and timeliness of acquiring accommodations. Accommodations do not automatically carry over to the next semester.

<https://www.jccmi.edu/center-for-student-success/accommodations-for-students-with-disabilities/>

## Calendar

The course calendar is below.

Please note, calendar timelines and assignments are an approximation and could be changed. Your instructor will offer advance notice of any changes.

Semester Start	BUA 420.150	Read & Study	Assignments
<i>11-Jan</i>	<i>Due Date</i>	<i>Project Management: The Managerial Process (7th ed.)</i>	<i>Located in JetNet 50% Penalty for late work 7th day 11:59 PM submission time stamp</i>
Week 1	17-Jan	Ch1: Modern Project Management Ch2: Organization Strategy and Project Selection	Week 1 Activities Homework #1 Assignment #1: Choose a project
Week 2	24-Jan	Ch3: Organization Structure and Culture Ch4: Defining the Project	Homework #2 Homework #3 Assignment #2: Project Charter
Week 3	31-Jan	Ch5: Estimating Time and Costs Ch6: Developing a Project Plan	Homework #4 Homework #5 Assignment #3: WBS
Week 4	7-Feb	Ch7: Managing Risk	Homework #6 Assignment #4: Risk Matrix Midterm exam (1 - 6)
Week 5	14-Feb	Ch8: Scheduling Resources and Cost Ch9: Reducing Project Duration Ch10: Leadership Ch11: Teams	Homework #7 Homework #8 Homework #9
Week 6	21-Feb	Ch12: Outsourcing Ch13: Monitoring Progress Ch14: Project Closure	Homework #10 Homework #11
Week 7	28-Feb	Ch15: International Projects Ch16: Agile PM	Homework #12 Project Proposal Final exam (7 - 16)

## Important Dates: Winter 2021

DATE	EVENT
JAN 11, 2021	DAY AND EVENING CLASSES BEGIN
JAN 18, 2021	MARTIN LUTHER KING JR. DAY – NO CLASSES
FEB 28, 2021	END OF SEMESTER
MAR 8 – 14, 2021	MID-SEMESTER BREAK

## Student Responsibilities

- Follow the requirements in the Academic Honesty document posted in this class.
- Read assigned chapters before coming to class.
- Assignments will be due in accordance with the course calendar.
- Attend all classes and be on time. If you are absent you are still responsible for all information presented and for turning in any assignments that are due.
- The student is responsible for the material covered in a missed class. Notify your instructor in advance if you are going to miss a class and make arrangements to make up any missed work.
- Participate in class activities and discussions in a responsible and considerate manner. Student discussion and questioning is encouraged.
- View the grade book weekly and JC email account weekly. Grade issues must be reconciled within the same week of grade posting. Waiting until the end of the semester will not result in a grade change for any reason.
- Points are earned for learning, not for effort or best intentions.
- **As applicable, all assignment must be typed using Times New Roman or Arial typeface, either 11 or 12 font size, double spaced, with references properly cited.**
- Appropriate business talk and written work (grammar, spelling and capitalization) are expected.

## Attendance Policy

In compliance with Federal Title IV funding requirements, as well as college initiatives, reporting of student participation in classes will be recorded throughout the semester. Students identified as no longer participating will be dropped or administratively withdrawn from the class, and students identified as needing academic assistance will be contacted.

PLEASE NOTE: If you do not log into our JetNet class by Day 3 of our first week, you may be dropped from our course.

## Classroom Policy

Be respectful of your instructor and your peers. This is a learning community – and we all will learn something – so be positive and encouraging of those around you. Any behavior considered being disruptive, disrespectful, inappropriate, or threatening will be addressed by the instructor and/or security and/or the Dean of Students. Consequences may involve deduction of points/grade and/or may include removal from class.

## How To Contact Your Instructor

Send an email to [youngstephenp@jccmi.edu](mailto:youngstephenp@jccmi.edu) and if you want a reply it is necessary to:

1. Use your JC email so that I know the request actually came from you. I can not respond to emails that do not originate from your JC email;
2. Put the course name and section in the subject line and include a few words to describe your email (e.g. BUAXxx.xx – Assignment question);
3. Use a greeting that includes my name and sign with your name;
4. Be sure to include a specific question and/or a message with complete information;
5. Use proper business etiquette and terminology in all of your email communications (i.e., no jargon or “text-like” communication);
6. Respond to me when you receive the message to ensure the message was delivered and understood.

These are common communication practices that demonstrate your good human relations skills and offer you the opportunity to practice your newly develop business acumen. Our Business Advisory Group of business leaders in the community expects that you will have these abilities.

## Tips!!

- It may be surprising to learn how much of student **success depends directly upon you, the student.**
- Generally speaking, students who have come to class, submitted homework ON TIME, and prepared for each week’s tests have generally done well in the class. **This is not a guarantee, but your effort can significantly affect your final grade.**
- **Please read feedback offered for every assignment.** The intent is to learn from your assignments and improve throughout the semester. If you do not read the feedback, you may be making the same mistakes and having points deducted.
- **Do not wait until the last minute to submit work.** If you wait until 11:00pm ET to start your quiz, work on your simulation, or complete your assignments and computer issues arise, you may be late in your submission. Remember, all late work will be penalized 50% regardless of reason. If you are able to complete your work early in the week, you can avoid the “it’s due tonight” stress. Please plan ahead now.
- Use spell check for all written assignments.
- **Find a “study buddy.”** Your “study buddy” will help to remind you of upcoming assignments and can serve as a class teammate to address ideas and concerns.
- We may not review every topic included in each chapter during our time together in the classroom. **It is your responsibility** to review the assigned readings to prepare for any quizzes and complete your assignments.
- **Writing and reading make up a significant portion of our class, especially for the online version of BUA420.** At times, talking and listening are replaced by reading and writing. If you do

not like to read and find it difficult to write, this class, either in person or online, may not be for you.

- Remember that JetNet is where the class is actually located. Grading will occur in JetNet.
- **Schedule a quiet place** for class three (3) times each week as well as studying.
- Talk with friends/employers about business topics we study to reduce study time and memorization as well as increase retention.
- **Due dates for all assignments are on the 7<sup>th</sup> day of each week by 11:55pm ET.** Please plan ahead now.

## Grading Rubric

Grade	Evaluation
A	Student demonstrates full grasp of the subject area. Depth of answer is appropriate for type of question asked and necessary support and evidence is given for answer. Student shows excellent understanding of the material. High levels of analysis, synthesis and evaluations used. Answer is accurate, legible and organized for optimum communication and free of spelling and grammar mistakes.
B	Student demonstrates general understanding of the subject area but lacks advanced concepts. Student did not fully support answer with necessary facts and evidence but student shows a good understanding of the material. Moderate levels of analysis, synthesis and evaluations used. Answer is accurate with nominal level of errors in spelling, grammar, syntax or organization.
C	Student demonstrates peripheral knowledge of the subject but did not answer specific question. Student shows some understanding of the material but did not support answer with necessary facts and evidence. Significant level of errors in writing mechanics or organization.
D	Student's answer did not address question asked. Student made attempt at answer but missed the point of the question. Student's work meets bare minimum requirements in content and lacks some key understanding of the material. Document organization and/or mechanics are well below professional expectations.
F	Does not meet minimum requirements in content. Work shows little understanding of material. Grammar, structure and spelling are not on college level.

## Caveat

The instructor reserves the right to amend this syllabus as deemed necessary and will communicate such amendment to the students in the course.

## ASSIGNMENT DETAILS:

As we progress through our course, we will be learning about the many components associated with managing projects and the resulting project proposal. Each individual assignment will contribute to your final project proposal.

All work should be submitted via the assignment link in our JetNet course.

The following guidelines must be adhered to for all individual assignments (does NOT apply to the project proposal):

- Times New Roman or Arial type, font size 11 or 12, double spaced
- Title page
- 1 to 2 pages (not including title page)
- Reference page (as req'd)

## Assignment 1: Your project idea

Identify a potential project that interests you. Your project should be a temporary endeavor undertaken to create a unique product, service or result. This project could be from your own external research or a project that you have completed in your personal or professional lives. Make sure the project you select is of interest to you as this idea will be built upon throughout the remainder of our course.

### **Assignment 2: Project charter**

Create a charter from your project idea in assignment #1. A project charter template has been provided for your reference or you can use a different example. At a minimum, make sure the charter you create has a sections for business case (why the project was needed) scope, high level budget, high level schedule (including milestones), resources you require (people or material), and a high level communications requirement.

### **Assignment 3: Your Work Breakdown Structure (WBS)**

From what we learned in our text (review the WBS on Pg. 115 and Pg. 188 for a great Wedding WBS example), create a WBS for your proposed project. Include the WBS numbering system in your submission. The schedule and WBS must all include a matching WBS numbering systems (ie 1.5.3). By doing this I should be able to look at the WBS and determine top level scope, the schedule to see the matching start and stop dates, and the budget to determine the cost for this element. Strive for at least 15 items (i.e., steps required in your project) in your list. Remember that Level 1 is Objective, Level 2 is Deliverable, and Level 3 is the Work Package. Include additional research in your final WBS. Your 3 research sources could come from sources used to investigate your project idea. Research is worth GOLD in project management because it helps prevent you from overlooking a task.

### **Assignment 4: Your Risk Management Plan**

For your proposed project, identify potential risks to your plan (minimum of 3). Create project risk plan with risk cube that outlines the risks you identified. In addition, provide your risk mitigation strategy for each risk.

### **Assignment 5: Your Responsibility Matrix (RM)**

According to Larson and Gray (2014), "in its simplest form an RM consists of a chart listing all the project activities and the participants responsible for each activity" (p. 117). Identify all resources required to complete your proposed project. When all resources have been identified, provide a review of the tasks required to complete our project and at a minimum, identify who has the responsibility, support, consult, notification, and approval roles. Please submit your assignment in a word document format, 1 to 2 pages with all references in APA format.

### **Final Project: Your Project Proposal**

As shown in Chapter 1, Larson and Gray (2016) posit projects are necessary in every type of business. Throughout our course, you have been working on essential elements of a project and a project proposal. These assignments have offered you the opportunity to practice the theories and concepts you are learning from the textbook.

For this final assignment, you will build a project proposal from your previous assignments. There are elements of the project proposal that you may have never seen or do not have experience prior to this course. The intent is to immerse you in to thinking creatively on how to propose a project. Take this as an opportunity to think "outside the box" and get creative with your proposal.

From your first five assignments, create a final project proposal. This proposal should be written in the context of your final recommendation of whether or not our project should be executed. This assignment

is not just a copy and paste of your previous assignments. But rather, integrate your previous assignments into a single, cohesive project proposal and paper with additional resources and your data presented academically. For example, if you found risks that could not be mitigated, would you recommend canceling the project? Or would you recommend executing the project but introduce strategies to mitigate a risk in order to ensure success?

Total project plan put in executive proposal format to include:

- 5-10 pages (double-spaced) of written work. You may have tables in an appendix but under no circumstances should the total assignment be more than 15 pages.
  - In your proposal, include the following:
    - A review of the charter for the proposed project. At a minimum, make sure your proposal reviews the charter's sections for business case (why the project was needed) scope, high level budget, high level schedule (including milestones), resources you require (people or material), and a high level communications requirement.
    - An overview of the Work Breakdown Structure (WBS) including all project activities associated with the project. You need to review the critical milestones and provide an overview of the required tasks to complete our project.
    - A review of your responsibility matrix (RM) including whom in your team is responsible for all assigned tasks for your project.
    - Your comprehensive risk plan. Your risk plan should include how you and your project team plan to identify and manage your project risks. Include a risk cube that reflects all of the identified risks associated with your project.
  - Provide a final recommendation for whether or not this project should be pursued. Please ensure that you are using academic and scholarly justifications for all decisions that you have made in the development of your project plan and final recommendations.

## Example Project Charter

<b>General Project Information</b>				
<b>Project Name:</b>				
<b>Executive Sponsors:</b>				
<b>Department Sponsor:</b>				
<b>Impact of project:</b>				
<b>Project Team</b>				
	<u>Name</u>	<u>Department</u>	<u>Telephone</u>	<u>E-mail</u>
<b>Project Manager:</b>				
<b>Team Members:</b>				
<b>Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)</b>				
<b>Project Scope Statement</b>				
<b>Project Purpose / Business Justification</b> <i>Describe the business need this project addresses</i>				
<b>Objectives (in business terms)</b> <i>Describe the measurable outcomes of the project, e.g., reduce cost by xxxx or increase quality to yyyy</i>				
<b>Deliverables</b> <i>List the high-level "products" to be created (e.g., improved xxxx process, employee manual on yyyy).</i>				
<b>Scope</b> <i>List what the project will and will not address (e.g., this project addresses units that report into the Office of Executive Vice President. Units that report into the Provosts Office are not included).</i>				

**Project Milestones** *Propose start and end dates for Project Phases (e.g., Inception, Planning, Construction, Delivery) and other major milestones*

**Major Known Risks (including significant Assumptions)** *Identify obstacles that may cause the project to fail.*

<b>Risk</b>	<b>Risk Rating (Hi, Med, Lo)</b>

**Constraints** *List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project).*

**External Dependencies** *Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?*

**Communication Strategy** *(specify how the project manager will communicate to the Executive Sponsor, Project Team members and Stakeholders, e.g., frequency of status reports, frequency of Project Team meetings, etc.*

**Sign-off**

	<b><u>Name</u></b>	<b><u>Signature</u></b>	<b><u>Date</u></b> <b><u>(MM/DD/YY)</u></b> <b><u>YY</u></b>
<b><u>Executive Sponsor</u></b>			
<b><u>Department Sponsor</u></b>			
<b><u>Project Manager</u></b>			

**Notes**