

PM 650: FOUNDATIONS OF PROJECT MANAGEMENT

PROFESSOR

Paul M. Di Gangi, Ph.D.

WEB OFFICE HOURS:

I will be online in the Web Office Hours chatroom from 7 PM to 8 PM on Thursdays (*may change based on student schedules*).

OUTSIDE WEB OFFICE HOURS:

(Google Voice) 828-283-0647 or (email) pmdigangi@wcu.edu

**** Google Voice will call home and office simultaneously ****

If Google Voice is not working, please email me or call my office number (828-227-3711). I will respond as soon as possible. I check my email very frequently and will get back to you within 24 hours.

COURSE INFORMATION

Course Website:

Available on Blackboard. *It is your responsibility to check this website frequently for announcements.*

Required Course Text:

Larson, Erik W. and Gray, Clifford F., Project Management: The Managerial Process, 5th Edition, McGraw-Hill Publishing Co., 2011, ISBN #978-0-07-340334-2.

Lewis, James P., The Project Manager's Desk Reference, 3rd Edition, McGraw-Hill Publishing Co., 2007, ISBN #978-0-07-146464-2.

Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide), 4th Edition, Project Management Institute, Inc., 2008, ISBN # 9781933890517.

Additional Readings:

Additional readings (e.g., PMI and other scholarly articles) will be a part of this course as needed. When possible, I will place these articles in the Class Library.

COURSE OBJECTIVES

This course is the introductory project management course that provides a systems view of project management and the key processes and knowledge areas with which they are implemented. This course provides an overview of the material that will be presented in the remaining project management courses of this graduate program. This course is structured based on the Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK) 4th edition. These knowledge areas are scope, time, cost, quality, human resources, communication, risk, and procurement. The course also emphasizes the interrelated nature of these knowledge areas. To introduce these areas, we will focus on the accepted definitions and concepts presented in the PMBOK and develop a deeper understanding of these concepts via supplemental reading materials, exercises, assignments, and examinations.

Upon completion of this course, you will be able to:

1. Demonstrate knowledge of the specialized management methods and techniques, which have been developed specifically for use in projects as defined in the Project Management Body of Knowledge (PMBOK).
2. Examine the real world problems, solutions, and practices of project management as they are used to accomplish specific and clearly defined project objectives.
3. Demonstrate knowledge of the several project management techniques available to the practicing project manager by performing the computations necessary.
4. Apply a set of related operations research and decision-making techniques as necessary to define, plan, estimate, schedule, and control a project.
5. Specify the assumptions and limitations implicit in using these techniques, and explain the effect they have on the validity of the results obtained.

COURSE REQUIREMENTS AND GRADING

Your grade will be determined according to the following percentages:

Course Activity	Weight	Activity Type
Participation	10%	Individual
Individual Assignments	25%	Individual
Team Assignments	25%	Group
Midterm Examination	20%	Individual/Group
Final Examination	20%	Individual/Group

Be aware that all assignments will be graded for both content and presentation. Double-check your work to assure that it is "polished" and does not contain typos or grammatical errors. Poorly written work will be graded significantly below what it would receive if graded on content alone.

Final Grade	Total Points
A	90-100%
B	80-89.99%
C	70-79.99%
F	< 70%

Participation (10%)

Participation is based on an assessment of your active participation in the course. Your participation will be evaluated in two ways: (1) team participation and (2) individual participation.

First, at the end of the trimester, each team member will submit evaluations of his/her own participation and each team member's participation to the professor via email. An evaluation form will be provided in the Course Library.

Second, the professor will independently evaluate your participation via the Blackboard discussion board. In an online environment, active and continued participation is crucial to the success of the course and the unique value that is created through sharing experiences, opinions, and advice from your fellow classmates. Therefore, you are **strongly** encouraged to participate regularly in all online discussions. ***In order to earn a high mark for participation, you need to participate regularly.***

Participation points will be allocated to you based on the quality of your contributions. Please note that no one can possibly know all there is to know. The way to learn is to dive right in and contribute.

As long as your comments reflect the fact that you are prepared to participate, they will be considered pertinent and may help your participation grade. Participation points will be assigned based on the judgment of the instructor. You can expect to receive the following grades for participation, if your contributions are concise and illustrate critical thinking (that is, they go beyond the stated facts).

- *90+% - Always well thought out contributions, demonstrated an in-depth understanding of the topic, and contributed to all of the weekly discussion.*
- *80-89% - Well thought out contributions, demonstrated a superior understanding of the topic, and contributes during the majority of the discussions.*
- *70-79% - Adequately well thought out contributions, demonstrated a thorough understanding of the topic, and contributes to the discussions on an occasional basis.*
- *60-69% - Adequately well thought out contributions, demonstrated a minimal understanding of the topic, and seldom volunteers to contribute and/or engage within the discussion.*
- *Below 60% - Inadequately well thought out contributions, demonstrated a lack of understanding of the topic, and never voluntarily contributes.*

Individual Assignments (IA) (25%)

There will be weekly individual assignments throughout the course of the semester. These assignments will be posted on or before 6 PM (Eastern Time) each Wednesday. These assignments are designed to reinforce certain components of the Project Management Body of Knowledge, the key information provided in the learning modules, reading assignments, as well as test your reading and writing comprehension.

Each of these assignments is weighted equally and must be completed by the designated due date. Each assignment should be completed individually; however, I encourage you to work through any problems with your classmates via the online discussion board (Individual Assignments Help). I will also monitor this discussion board to provide advice when possible.

The due date for each assignment, unless otherwise indicated, will be the following Wednesday by midnight (Eastern Time). My feedback will typically be posted within the week.

Your submission should have the following file name protocol:

- File should be named as: **Assignment #_LastNameFirstNameInitial.pdf**
- For example, Jane Smith is submitting assignment 2, her file name should be: **2_SmithJ.pdf**

Failure to follow this protocol will result in deduction of two (2) percentage points from your final score for the assignment.

If you currently do not have the ability to create PDF files. I recommend you download and install both the print driver and file converter from the following website:

<http://www.pdf995.com/download.html>

You can create documents in Word or Excel and then to convert it into a PDF document, choose the Print from the File Menu and choose PDF as the Printer Option.

Team Assignments (TA) (25%)

There will be weekly team assignments throughout the course of the semester. These assignments will be posted on or before 6 PM (Eastern Time) each Wednesday. These assignments are designed to reinforce certain components of the Project Management Body of Knowledge that focus on group dynamics, knowledge sharing to expand your individual experiences, as well as test your ability to work effectively and produce professional documents in a group context.

Each of these assignments is weighted equally and must be completed by the designated due date. Each assignment should be completed as a group. If an issue arises (e.g., team member failing to participate for professional and personal situations) or questions concerning an assignment are raised, please contact me immediately. Students not contributing to the team are failing to adhere to course requirements and in jeopardy of not only failing the team assignment, but also the course.

The due date for each assignment, unless otherwise indicated, will be the following Wednesday by midnight (Eastern Time). Please remember to put all team member names on your document(s). Your submission should have the following file name protocol:

- File should be named as: **Assignment #_TeamName.pdf**
- For example, if team *Catamount* is submitting their team assignment 3, the file name should be: **3_Catamount.pdf**

***** Additional Note on Teams *****

Emphasis for this class is placed both on your individual contributions, the final work products of your teams, and your active collaboration in your team for this course within Blackboard. You will be dynamically involved in your own learning and will contribute to the learning of others. Prior students have told us that working in these virtual teams provided invaluable experience that they have been able to transfer the knowledge directly into their projects in the workplace.

Teams will be formed based on the information you provide in your student web pages assigned during the first week. ***Your teams will work together for two semesters and then new teams will be formed for the following two semesters.*** It is important to remember that the real skill of a project manager is his/her ability to work with diverse teams and to obtain excellent results from any team assigned to him/her. Project managers must lead their teams to coordinate effectively both internally and with all other individuals or organizations associated with the project; they are also known as stakeholders.

Collaboration with your teammates and the instructor should take place within Blackboard. By restricting your communication to Blackboard, you will receive the full benefits of participation for your grade and you will all be guided to a common standard of communication. Asynchronous communication should be conducted within Blackboard (WCU) email and your various working forums within the discussions boards of the course. A separate discussion board will be created for your individual project teams in addition to the class discussion boards. Any synchronous or live communication should be conducted within the Blackboard Chat Rooms using text or audio (if available). Although communication outside Blackboard is not prohibited, it is discouraged because the instructor will not be able to assess your participation in these environments. Additional comments regarding these communication tools will be included within the learning modules.

I strongly suggest that teams appoint project managers on a rotational basis to direct the learning activities each week.

Examinations (2 x 20% each)

There will be two exams in this class. The class schedule indicates when the exams will be given and the material to be covered by each exam. Topics covered on the exams will come

from a variety of locations, including but not limited to: discussion boards, mini lectures, readings, individual assignments, and team assignments.

Late Assignments

A penalty of 10 points per day late will be assessed on all individual and team assignments turned in after specified due date. A day is defined as twenty-four hours. Thus, assignments turned in within 24 hours of the due date can, at best, earn a 90 for that assignment. No credit will be given for assignments turned in more than 48 hours after the due date.

Course Evaluations

Please remember that course evaluations will be available to you from November 21st until December 5th.

Attendance Policy

This is an online course and therefore attendance is not required at a specific time. However, weekly assignments will require you to log into Blackboard on a regular basis to complete course work, interact with team members, and respond to Discussion Board questions.

Accommodations for Students with Disabilities

Western Carolina University is committed to providing equal educational opportunities for students with documented disabilities. Students who require disability services or reasonable accommodations must identify themselves as having a disability and provide current diagnostic documentation to Disability Services. All information is confidential. Please contact Disability Services for more information at (828) 227-2716 or 144 Killian Annex. You can also visit the office's website: <http://www.wcu.edu/12789.asp>.

Academic Honesty Policy

Western Carolina University, as a community of scholarship, is also a community of honor. Faculty, staff, administrators, and students work together to achieve the highest standards of honesty and integrity. Academic dishonesty is a serious offense at Western Carolina University because it threatens the quality of scholarship and defrauds those who depend on knowledge and integrity. Academic dishonesty includes:

1. **Cheating**—Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.
2. **Fabrication**—Intentional falsification of information or citation in an academic exercise.
3. **Plagiarism**—Intentionally or knowingly representing the words or ideas of someone else as one's own in an academic exercise.
4. **Facilitation of Academic Dishonesty**—Intentionally or knowingly helping or attempting to help someone else to commit an act of academic dishonesty, such as knowingly allowing another to copy information during an examination or other academic exercise.

Instructors have the right to determine the appropriate sanction or sanctions for academic dishonesty within their courses up to and including a final grade of "F" in the course. Within 5 calendar days of the event the instructor will inform his/her department head, and the Associate

Dean of the Graduate School when the Student is a graduate student, in writing of the academic dishonesty charge and sanction.

Plagiarism will not be tolerated. First offenses will result in a zero on the assignment and notification to the appropriate university officials for violation of the Student Academic Honor Policy. Second offenses will result in a zero for the course and notification to the appropriate university officials for violation of the [Academic Honesty Policy](#).

Please note that this course utilizes the anti-plagiarism tool SafeAssign.

Week	Available?	Module Title
1	8/23	Introduction & Team Formation
2	9/1	Project Management Context
3	9/8	Projects & Strategic Management
4	9/15	Scope Management
5	9/22	Communications Management
6	9/29	Human Resources Management
7	10/6	<i>Midterm Examination</i>
8	10/13	Time Management & Network Scheduling – Part I
9	10/20	Time Management & Network Scheduling – Part II
10	10/27	Cost Management
11	11/3	Quality Management
12	11/10	Risk Management
13	11/17	Procurement Management
14	11/24	Project Integration Management
15	12/1	<i>Final Examination</i>