Doane University
BUS 639 – Monitoring and Controlling Projects
Syllabus
As of: 1/24/2018

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Course Information

BUS 639 – Monitoring and Controlling Projects
18/SPRG 2017 (3/12/18 – 5/12/18) – Wednesday nights
Fred Brown Building – Room tba
3 Credit Hours

Course Catalog Description

This course will focus on the knowledge areas involved in the process of monitoring and controlling projects. Upon completion of this course, students will understand the inputs and outputs of each knowledge area involved in this processes. Those knowledge areas include Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Communications Management, Project Risk Management, Project Procurement Management, and Project Stakeholder Management.

Course Overview

Students will understand the Project Management Institute's defined inputs and outputs, as well as tools and techniques of the knowledge areas associated with the Monitoring and Controlling Process Group. Using Microsoft Project, students will create a project schedule to manage their coursework throughout the Term.

Course Prerequisites
BUS 638 – Executing and Closing Projects

Course Textbook and Materials

Required

Chatfield, C. & Johnson, T. (2016). *Microsoft Project 2016: Step by step*. Redmond, WA: Microsoft Press. ISBN: 978-0-7356-9874-1
Hacker, D. & Sommers, N. (2016). *A pocket style manual: APA version* (7th ed.). Boston, MA: Bedford/St. Martin's. ISBN: 978-1-319-01113-0
Kerzner, H. (2017). *Project Management: A systems approach to planning, scheduling, and controlling.* (12th ed.). Hoboken, NJ: John Wiley & Sons ISBN: 978-1-119-16535-4
Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK guide)* (6th ed.). Newtown Square, Pa: Project Management Institute.

Optional
Other course material may include articles, documentaries, movies, audio clips, etc., which will be available in Blackboard.

Learning Objectives

Course Objectives

1. By the end of the course, students will be able to analyze a Microsoft Project schedule (Project Work Plan).

2. By the end of this course, students will be able to explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the following project management processes:
   - Project Integration
     - 4.5 Monitor and Control Project Work
     - 4.6 Perform Integrated Change Control
   - Scope
     - 5.5 Validate Scope
     - 5.6 Control Scope
   - Time – 6.6 Control Schedule
   - Cost – 7.4 Control Costs
   - Quality – 8.3 Control Quality
   - Resources – 9.6 Control Resources
   - Communication – 10.3 Monitor Communications
   - Risk – 11.7 Monitor Risks
   - Procurement - 12.3 Control Procurements
   - Stakeholder - 13.4 Monitor Stakeholder Engagement

Week	Topic/Reading Assignment	Artifact	Related Course Objectives
1	Project Integration Management • PMBOK (pp. 105-120) • Kerzner (pp. 71-76; 381-383; 396-398; 506-511;)	• Video Introduction • Initial Reflective Essay • Project Integration Analytical Essay – Process Steps 4.5, and 4.6	2
2	Project Scope Management • PMBOK (pp. 163-171) • Kerzner (pp. 326; 351-352; 393; 395-396; 748-752)	• Project Scope Analytical Essay – Process Steps 5.5, and 5.6	2
3	Project Schedule Management • Chatfield and Johnson Chapter 16 • PMBOK (pp. 222-230) • Kerzner (pp. 444-445)	• Chapter 16 Practice Tasks • Project Schedule Analytical Essay – Process Step 6.6	1, 2
4	Project Cost Management • Chatfield and Johnson Chapter 17 • PMBOK (pp. 257- 270) • Kerzner (pp. 443-444; 501-503; 506-531; 537-539)	• Chapter 17 Practice Tasks • Project Cost Analytical Essay – Process Step 7.4	1, 2

Week	Topic/Reading Assignment	Artifact	Related Course Objectives
5	Project Quality Management • Chatfield and Johnson Chapter 18 • PMBOK (pp. 298-306) • Kerzner (pp. 701-703; 709-723)	• Chapter 18 Practice Tasks • Project Quality Analytical Essay – Process Steps 8.3	1, 2
6	Project Resource and Communications Management • Chatfield and Johnson Chapter 19 • PMBOK (pp. 352-358; 388-393)	• Chapter 19 Practice Tasks • Project Resource Analytical Essay – Process Step 9.6 • Project Quality Analytical Essay – Process Steps 10.3	1, 2
7	Project Risk and Procurement Management • Chatfield and Johnson Chapter 20 • PMBOK (pp. 453-458; 492-501) • Procurement Management in Kerzner (pp. 474-477; 593-594; 680-683) • Risk Management in Kerzner (pp. 621-622; 628-633)	• Chapter 20 Practice Tasks • Project Risk Analytical Essay – Process Steps 11.7 • Project Procurement Analytical Essay – Process Steps 12.3	1, 2
8	Project Stakeholder Management • PMBOK (pp. 530-536)	• Project Stakeholder Management Analytical Essay – Process Steps 13.4 • Final Reflective Essay	1

Weekly Objectives

In the 1st week, students will explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the Project Integration processes of:
> 4.5 Monitor and Control Project Work
> 4.6 Perform Integrated Change Control

In the 2nd week, students will explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the Project Scope processes of:
> 5.5 Validate Scope
> 5.6 Control Scope

In the 3rd week, students will:
- Apply format and print views: in-depth techniques to project work plan.
- Explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the Project Schedule processes of 6.6 Control Schedule

In the 4th week, students will:
- Apply format reports: in-depth techniques to project work plan.
- Explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the Project Cost processes of 7.4 Control Costs

In the 5th week, students will:
- Apply customize project techniques to project work plan.
- Explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the Quality processes of 8.3 Control Quality

In the 6th week, students will:
- Apply techniques to share information with other programs to project work plan.
- Explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of:
    9.6 Control Resources
    10.3 Monitor Communications

In the 7th week, students will:
- Apply techniques to consolidate projects and resources to project work plan.
- Explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of:
    11.7 Monitor Risks
    12.3 Control Procurement

In the 8th week, students will explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of the Stakeholder Management process of 13.4 Monitor Stakeholder Engagement.

Instructor Information

Kathie L. Court, PhD
Doane University

Contact Information

Office: 303 North 52nd Street, Room 203-4, Lincoln, NE 68504
Office Hours: Request meetings via email address
Email Address: kathie.court@doane.edu (this email is the best way to contact me)
Phone: 402-466-4774
Fax: 402-466-4228

Communicating With the Instructor

This course uses a "three before me" policy in regards to student to faculty communications. When questions arise during the course of this class, please remember to check these three sources for an answer before asking me to reply to your individual questions:

1.   Course syllabus
2.   Announcements in Blackboard
3.   The "Student Questions" discussion board

This process will help you find answers to your questions before I can get back to you and prevents duplication of questions, which is a time saver for all of us.

If you cannot find an answer to your question, please first post your question to the "Student Questions" discussion board. Here your question can be answered to the benefit of all students by either your fellow students who know the answer to your question or by me. You are encouraged to answer questions from other students in the discussion forum when you know the answer to a question in order to help provide timely assistance.

If you have questions of a personal nature such as relating a personal emergency, questioning a grade on an assignment, or something else that needs to be communicated privately, you are welcome to contact me via email. I will usually respond to email between the hours of 8am to 5pm on weekdays, please allow 24 hours for me to respond.

If you have a question about the technology being used in the course, please contact the Doane University Help Desk for assistance (contact information is listed below).

How to Succeed in this Course
- Bring your laptop to class.
- Communicate with your instructor.
- Update your project schedule regularly

You should plan to work on this course every day. This means that you absolutely must have a reliable and consistent internet connection throughout the duration of the course. This also strongly suggests that you should not plan to take any vacations during this course. This is a condensed, fast-paced, course and it would be extremely difficult to catch up after a prolonged absence.

You are responsible for having a reliable computer throughout the course. Always bring a laptop with you to class. Be prepared to engage in the class assignment. This course requires you to be present, both physically and mentally, in every class.

Email and Internet

You must have an active Doane University e-mail account and access to the Internet. *All instructor correspondence will be sent to your Doane* University *e-mail account.* Please plan on checking your <u>Doane Gmail</u> account <u>daily</u> for course related messages. We will use the "Send Email" tool in Blackboard. This tool uses the Doane Gmail client.

This course uses Blackboard for the facilitation of communications between faculty and students, submission of assignments, and posting of grades. The Blackboard Course Site can be accessed at http://bb2.doane.edu

Course Grading
Assignment of letter grades is based on a percentage of points earned. The letter grade will correspond with the following percentages achieved. All course requirements must be completed before a grade is assigned.

A+	97-100%	B+	87-89.9%	C+	77-79.9%	D+	67-69.9%
A	93-96.9%	B	83-86.9%	C	73-76.9%	D	63-66.9%
A-	90-92.9%	B-	80-82.9%	C-	70-72.9%	D-	60-62.9%
						F	Below 60%

Assignment Contribution towards Grade:

Assignment Category	Course Outcomes	Percentage of Grade
Analytical Essays	2	40
Project Work Plans	1	20
Class Discussion Contribution	1, 2	20
Class Presentations	1, 2	10
Reflective Essays		10
Total		100

Course Objectives
1. By the end of the course, students will be able to analyze a Microsoft Project schedule (Project Work Plan).
2. By the end of this course, students will be able to explain the purpose of and differentiate among the inputs and outputs, as well as the tools and techniques, of project management processes related to Monitoring and Controlling Projects.

1. **Analytical Essays**
   Analytical Essays are intended to prepare students to engage in class discussions and to ask questions to clarify their understanding of the knowledge area. Using the appropriate template and the required and recommended textbooks, students will write an analytical essay that explains the knowledge area, including all related inputs, outputs, and tools and techniques. Student should refer to Hacker and Sommers (2016) to ensure that their essays conform to APA format and style.

2. **Project Work Plans**
   Students will read the assigned chapters and complete the assigned practice tasks in Chatfield and Johnson (2016). Students will create a Project Work Plan for their chosen project for this class.

3. **Class Presentations**
   Students will present the informational presentations on selected topics.

4. **Class Discussion Contribution**
   Several times during the term, students will be asked to communicate with each other on a discussion board in Blackboard. Discussion forums are:
   - Student Questions: This discussion forum will be available for students to ask questions. The idea is that if one student has a question about the class, others will as well. Posting questions and answers in this forum ensures that all students have access to the same information. Questions about individual grades or issues specific to that student should be emailed to kathie.court@doane.edu.
   - Discussion Board: The discussion board will be available for ad hoc discussion and information sharing in addition to classroom activities.

5. **Reflective Essays**
   Reflective Essays will give students the opportunity to consider their own learning in a private forum and to engage in a one-to-one dialogue with the professor.   The student will write two essays, one at the beginning of the term and one at the end. Each essay should be four to six paragraphs long.

   In the first entry, reflect on the questions that you have about Monitoring and Controlling Process Groups in project management, how this class might address those questions, and how the answers to the questions might help you in the future.

   In the final entry, reflect on the original questions that you had and if they were answered. If your questions were answered, were the answers what you expected? How does the answer change the way you think about the Monitoring and Controlling Process Groups in project management? If your questions were not answered, how might those questions be addressed? Now that you understand more about project management, what additional questions do you have?

Course Policies
1. Class Engagement – Students are required to complete all assignments on time even if absent from class. Your class engagement grade will be impacted negatively by lack of participation in class.
2. Study time - You should expect to invest approximately 12 hours a week preparing for and actively participating in this 8-week 3 credit hour course. This actual time for study varies depending on your background.
3. The Higher Learning Commission's, Doane University's accrediting body, definition of a credit hour can be accessed at this link:
   https://www.hlcommission.org/Policies/assignment-of-credits.html
   Federal Credit Hour Definition: *A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than: (1) one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the*

equivalent amount of work over a different amount of time; or (2) at least an equivalent amount of work as required in paragraph (1) of this definition for other activities as established by an institution, including laboratory work, internships, practica, studio work, and other academic work leading toward to the award of credit hours. 34CFR 600.2 (11/1/2010)

4. Submitting Assignments – All assignments, unless otherwise announced by the instructor, MUST be submitted via Blackboard. Each assignment will have a designated place to submit the assignment.

5. Late or Missed Assignments – ALL assignments must be finished and posted in Blackboard to complete the course. I encourage you to complete your work ahead of time to prevent possible stress due to computer problems, work schedules, family demands, travel delays, illness and so on. At my discretion, and only in extreme circumstances, will I allow a student to make up missed or late assignments.   Unless I have been notified BEFORE the assignment is due and have provided you the opportunity to submit your assignment late, I may deduct points for a late assignment. Any assignment submitted more than **48 hours past the due date, will receive a 0.**

6. Academic Integrity - If you are found guilty of academic dishonesty, your academic career could be finished. The severity of the consequences is not worth taking the risk. I will never knowingly allow any student to plagiarize or cheat. Remember the following when writing a paper:
   ● their idea, their words – in-text citation should include author(s), year, and page number.
   ● their idea, your words – in-text citation should include author(s) and year.
   ● your idea, your words – no citation required.
   Anyone found cheating in any form will receive a grade of F in the course and the case will be referred to the Academic Integrity Committee for whatever action it deems advisable. Also, if you cheat in my course, you are not welcome to enroll in this or any other course I may teach in the future**.**

Doane University Policies
1. Academic Integrity - Doane University expects and requires all its students to act with honesty and integrity, and respect the rights of others in carrying out all academic assignments. Academic dishonesty, the act of knowingly and willingly attempting or assisting others to gain academic success by dishonest means, is manifested in various measures. Gehring, et al, (1986) suggests that four categories of academic dishonesty exist[1]:

   • Cheating
   • Fabrication
   • Facilitating academic dishonesty
   • Plagiarism

   For more information on academic integrity, please visit the website:
   http://catalog.doane.edu/content.php?catoid=4&navoid=191

2. Accommodation – see student handbook
   http://catalog.doane.edu/content.php?catoid=5&navoid=452
3. Student Support – see student handbook
   https://www.doane.edu/graduate-and-adult/academic-support
4. Disability Services - Please contact Chris Brady 402.467.9031 chris.brady@doane.edu
5. Military Services – https://www.doane.edu/graduate-and-adult/military
6. Harassment – see student handbook
   http://catalog.doane.edu/content.php?catoid=5&navoid=452
7. Grade appeal process – see student handbook
   http://catalog.doane.edu/content.php?catoid=5&navoid=238
8. Drop and Add dates - If you feel it is necessary to withdraw from the course, please contact your Academic Advisor for full details on the types of withdrawals that are available and their procedures.

Technical Support Contact Information
For technical assistance 24 hours a day, 7 days a week, please contact the Doane University Technology Office Help Desk:

Phone: 402-826-8411
Email: helpdesk@doane.edu
Web: http://www.doane.edu

Syllabus Disclaimer
I view the course syllabus as an educational contract between an instructor and students and will make every effort to avoid changes to the course syllabus or to the schedule. However, unforeseen events may make changes necessary and I reserve the right to make those changes. I will notify students as soon as possible about any changes using Blackboard Announcements, which will generate an email to students' Doane email accounts. Please remember to check your Doane University email and the course Blackboard Announcements daily. It is your responsibility to stay informed concerning this course and to adjust as needed if assignments or due dates change.