



**Adult and Graduate Studies**

**MGT 421**

**Project Management**

**Course Module**

Revised: February 16, 2021  
Spring 2 2021  
T. Gedemer

## MGT 421 Project Management

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Division:	Business Administration		
Time:			
Location:	Online	Phone:	414-379-7821
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### **Course Description:**

This purpose of this course is to provide a realistic, socio-technical view of project management. Students will see that the effectiveness of these tools and methods is shaped and determined by the prevailing culture of the organization and interpersonal dynamics of the people involved. The focus will be on these dimensions and how they interact to determine the fate of projects.

### **Required Textbook:**

Project Management: The Managerial Process (7<sup>th</sup> Edition) Larson; Gray  
ISBN 978-1259666094

### **Course Objectives:**

Upon successful completion of this course, the student will have:

- An understanding of ways to define the project and manage risks associated with it.
- An understanding of how organizational culture affects project management.
- The understanding of various ways objectives may change and affect project duration.
- An understanding of both domestic and global implications on projects within the organization.

## **Teaching Strategies and Evaluation methods**

**Discussion Forums:** Interactive Forum for discussion on various relevant topics. Participation is critical to achieve full grade.

**Discussion Questions:** Questions given to students to be answered individually

**Papers:** Both short and long papers may be assigned throughout the course, dependent on the topic at the time

**Article Reviews:** Relevant material to be reviewed by the students and discussed

**Final Paper:** A final paper will be assigned to allows students gain a comprehensive understanding of topics given.

**Weekly Review:** Typically a weekly review will be assigned to cover what was discussed the previous week.

### ***Notes on This Class: (Wise words I have taken from Dr. Tom D.)***

“I do not know all the answers. The Syllabus is a “plan”. Like all plans it uses the best available information to chart a course of action, but it is subject to change as new information becomes available or as events require response. To the extent that there is need to change, we will discuss changes. Take some risks. Ask a question if you don’t understand. Don’t be afraid to challenge me or another student if you disagree - but do be prepared to support your position. Share your information, insights, and experience. “

Never be afraid to put your position out there. Discussions lead to ideas, and all ideas merit exploration.

## **Written Work**

All submitted work must be done using Microsoft Word. Please be clear and concise. Fluff is not needed to say what is required. Spelling and grammar are very important in the readability of the papers, and will be graded accordingly.

All written work has specified due dates per assignment. Each week is different, based on what is due and how long I require to grade it. If assignments are not complete when due (and unexcused), you will receive a zero. If you wish to submit after that point, you will receive a reduced grade. Keep in mind, some points are better than zero points.

**No late work is accepted at all after the last day of class.** If an assignment is not turned in, the student will receive a zero.

\*\*\*All assignments will have specific instructions online. Always ask if my instructions are not clear enough.

## Grading Criteria

		<b>Based on 100</b>
A	Excellent	93-100
A-		90-92
B+		88-89
B	Good	83-87
B-		80-82
C+		78-79
C	Satisfactory	73-77
C-		70-72
D+		68-69
D	Lowest Passing	63-67
D-		60-62
F	Failing	Below 60

Note: Marian Online does not allow for any rounding up for grades so you must attain the complete grade to get it. An A must be 93 or higher not 92.7 etc.

## Management & Standards

### Expectations:

Due to the online and accelerated format of this course, success will depend on the practices outlined below.

1. Students must familiarize themselves with the Marian On-line course shell prior to the first week of class. Tutorials are available.
2. Students must check the online email accounts assigned to them for announcements, course documents, and email communications from the instructor or fellow students. This should be done consistently during the week.
3. Students must check the announcements posted by the instructor. When students log in to the course, the announcement page is displayed.
4. Assignments will be uploaded to the student's folders on time, and discussion posts submitted no later than the due date in order to gain full credit.

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## University Policies

*\*For full description for Marian University policies and procedures, please refer to the Academic Bulletin.*

### Academic Honesty Policy

A policy of academic honesty is consistent with the mission statement of Marian University by ensuring academic integrity and thereby furthering the personal, moral, and intellectual development of the learning community. The intent of this policy is to establish consistency and to heighten the responsibility of the entire university community (*faculty, staff and students*) by identifying areas that would violate the concept of academic honesty. Little distinction is made between the student who is actually guilty of academic dishonesty and anyone who aids the student (*e.g. by providing a copy of a stolen exam or by writing a paper for another student*). An instructor and the University may change a student's grade at any time, even after a course has been completed, if the student has violated the Academic Honesty Policy.

The rules and procedures set forth in the current Student Handbook dealing with academic honesty will be followed in this class. Students are expected to have familiarized themselves with these rules and procedures. These rules apply to cheating, plagiarism, and intentional misrepresentation of the truth. If an assignment is prepared by a student for this class, it is expected that it be the student's own work and that any use of the work of another be properly quoted and cited. Penalties for violating the policy will be assigned consistent with the policies detailed in the Student Handbook. The minimum penalty for plagiarism is a failing grade on the assignment in question.

## Disability Statement

Marian University will provide reasonable accommodations to qualified individuals with disabilities. If you feel that you need accommodations to fully participate in this course, please contact Lisa Olig, Coordinator of Disability Services and Academic Support at 920-923-8951 or [lmolig65@marianuniversity.edu](mailto:lmolig65@marianuniversity.edu).

## Adult Studies - Attendance Policy

Due to the accelerated format of courses in the Adult program, class attendance is mandatory. Students are expected to attend each class session in its entirety. However, balancing professional and personal obligations with school may result in a situation when a student is unable to attend a class session.

When absences are anticipated, students are expected to notify the instructor, as far in advance as possible, to ensure that the absence will not impact classroom activities scheduled for that session. This allows for discussion as to how the student will make up the material covered during the absence; for example, completion of an additional written assignment, paper, or presentation.

In the event of emergency or other unforeseen circumstances, students are expected to contact the instructor as soon as it becomes obvious that a class will be missed. Please note that the attendance policy will be applied whether the absence is excused or unexcused.

An instructor may request that the Registrar administratively withdraw a student from a course if the student has not attended the first session of a course that meets once each week, or if the student has attended neither of the first two sessions of a course that meets more frequently than once a week, and has not notified the instructor. Students who are administratively dropped by the instructor of the course will be assessed a 10% tuition penalty and have a WD grade recorded on their transcript. This policy does not negate the responsibility of students for their schedule of classes.

Students enrolled at Marian University are expected to conduct themselves in a manner appropriate to a professional setting. Students are expected to be respectful of the learning environment established by the instructor. No student has the right to be disruptive, disrespectful or uncivil in their conduct – including language – in any setting at Marian University (this includes online, Facebook, web-based venues).

## Workload Expectations

The following is standard fare for 3-credit courses, be they delivered in a classroom, online or as a hybrid offering. Note what is highlighted for this online course.

This course is a 3-credit course. For every hour of in course/instructional time, a minimum of two hours of out-of-class work is expected. Additional hours are expected of graduate course work depending on the degree outcomes. According to Federal Guidelines from the US Department of Education, **a 3-credit course assumes a minimum of 135 hours of course-related activities**. The outside-of-classroom expectations of the students are as follow, for various modalities of courses:

- A course that meets for three hours each week across a 15-week semester (meets three times for one hour, meets two time for 75-minute session, or meets once for a three-hour block) will have a minimum of six hours of outside class-work per week.

- A 7-week course that meets once a week for approximately 4 hours, will have a minimum of 15 hours of outside class-work per week. [7 x 19 = 133]
- An 8-week course that meets once a week for approximately 4 hours, will have a minimum of 13 hours of outside class-work per week.
- **Online and hybrid courses will have a minimum of 135 hours of combined synchronous or asynchronous course activities across the length of the course.**

Academic activities include, but are not limited to reading, writing, studying, research, completing various assignments, and small group work.

At least an equivalent amount of class-related work is required for laboratory, field trip, practicum, workshop, group studio, individual studio, independent study, dissertation, clinical placements, student teaching, and practica. Courses that are more or less than 3 credits, use the same calculation of in course/instructional time, a minimum of 45 hours of course-related activities per unit of credit over the duration of the course.

# Schedule

## Course Assignments

**\*All assignments identified each week must be completed during the weekly session, or it will be considered a missed class\***

**\*\*See MO2 for Specific instructions for assignments\*\***

<b>Session 1</b>	<b>Assignment to be completed <u>prior</u> to Session One:</b> Read Chapters 1 , 2, 3 <b>To be completed during Session One :</b> PMI information and sign up Discussion Questions Discussion Forums
<b>Session 2</b>	<b>Assignment to be completed <u>prior</u> to Session Two:</b> Read Chapter 4,5,6 <b>To be completed during Session Two</b> Weekly Review (of prior weeks chapters) Discussion Questions Discussion Forums Project Scope Checklist Concurrent Engineering Paper
<b>Session 3</b>	<b>Assignment to be completed <u>prior</u> to Session Three:</b> Read Chapter 7,8 <b>To be completed during Session Three</b> Weekly Review (of prior weeks chapters) Discussion Questions Discussion Forums Risk Management Paper Article Review

<p><b>Session 4</b></p>	<p><b>Assignment to be completed <u>prior</u> to Session Four:</b>  Read Chapter 9,10,11  <b>To be completed during session four</b>  Weekly Review (of prior weeks chapters)  Discussion Questions  Discussion Forums  Social Network Building Paper</p>
<p><b>Session 5</b></p>	<p><b>Assignment to be completed <u>prior</u> to Session Five:</b>  Read Chapters 12,13,14  <b>To be completed during Session Five</b>  Weekly Review (of prior weeks chapters)  Discussion Questions  Discussion Forums  Negotiation Paper</p>
<p><b>Session 6</b></p>	<p><b>Assignment to be Completed <u>Prior</u> to Session Six:</b>  Read Chapters 15,16  <b>To be completed during Session Six</b>  Weekly Review (of prior weeks chapters)  Discussion Questions  Discussion Forums  Case Study</p>
<p><b>Session 7</b></p>	<p><b>Any Final Questions</b>  Weekly Review (of prior weeks chapters)  <b>Final Paper due</b></p>

**\*\*The professor reserves the right to modify or change the syllabus during the term of the course\*\***