

Course Syllabus

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Course Information

Campus specific course information is listed below:

UW-Eau Claire: MBA 765 Advanced Topics in Project Management

UW-Oshkosh: MBA 759

UW-La Crosse: BUS 700

Credit Hours: 1.5

Course Term: Fall 2019

Delivery Mode: Online

Instructor Information

Instructor: Dr. Mike Godfrey

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Course Description

The advanced topics course is oriented toward the more experienced project manager and/or those who supervise project managers. The focus of the course addresses some current “hot topics” in the field of project management or alternatives to traditional project management, and assesses whether and how they should be addressed in your organization. These topics will be explored using three books and accompanying articles.

Learning Outcomes

As a result of taking this course, students will:

- Learn about current topics or alternative approaches in project management, both from longer books as well as shorter articles.
- Critically evaluate and apply the significant learning from the materials.
- Practice project management skills including communication.
- Develop an implementation approach from the materials.
- Demonstrate project management skill in working collaboratively in a project-based virtual team environment.
- Demonstrate project management skill in summarizing the results of a topic discussion.
- Demonstrate skill in evaluating performance of peers.

Required Course Materials

- Craig J. Letavec (2006), *The Program Management Office: Establishing, Managing, and Growing the Value of a PMO*. Ft. Lauderdale, FL: J. Ross Publishing.

- Aaron J. Shenhar & Dov Dvir (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Boston: Harvard Business School Press.
- Highsmith, Jim (2010) *Agile Project Management 2nd Edition*, Addison-Wesley.
- Selected Readings available in course site Content area.

Course Topical Outline

- Module 1: Roles and Development of the PMO
- Module 2: The Diamond Approach
- Module 3: Agile Project Management
- Module 4: Project Management Professionalization

Assignments and Activities

Topic Paper

You will be required to prepare one 3- to 4-page, single-spaced paper in which you evaluate and attempt to apply the readings provided for **one** of the four topic areas addressed in the course. In that paper, you will cover three areas, and you should cover each roughly equally.

- **Critique the readings.** Do these readings make sense, or are there concepts with which you do not agree? Why do you agree or not agree with those concepts? Do not feel compelled to summarize the readings--you can assume that your reader is familiar with the readings.
- **Contextualize the readings to your life, organization or project situation.** Which aspects of the readings are directly applicable to your life, organization, or situation? Which aspects are not applicable at all? Which aspects would need to be modified before they could be applied? How would they need to be modified?
- **Implementation approach.** How exactly might you apply these concepts in your own setting? What specific steps would you need to take? What challenges to implementation would you expect? How would you manage those challenges?

Incorporation of concepts from articles/readings on the topic in addition to those required for the course is encouraged provided that the article specifically addresses project management and you include it in a reference section at the end of the paper. You can submit your topic paper at any point in the course, but all topic papers must be turned in by the date indicated on the course calendar.

Remember that you are producing MBA-level output for these assignments. Here are some common issues that we see in papers:

1. **Lack of Detail.**
We often see papers short on detail. The statements in those papers are high-level, vague, and general, with no supporting examples. They tend to use statements such as, "The author had a good idea" or the like.
2. **Skipping Sections**
Make sure that you are covering all of the sections.
3. **Grammar or Spelling Issues**
Make sure that you check your papers for grammar and spelling. If you struggle with those, have someone proofread your paper for you.

Please submit your assignments in MS Word. Here are some more requirements:

- 10- or 12-point Arial or Times New Roman Font
- Cover Page and Section Headers for the Topic Paper

Discussion Participation

The schedule gives three weeks to each module/topic. In the first week, you will discuss the readings in your small group. To participate effectively, you will need to read the assigned materials and complete assigned tasks ahead of time. When we evaluate participation in this class, we look at the following elements:

Content/Adding Value

We want to see discussions that add value. In short, this means we are not a big fan of "I agree" posts, even ones that go 1-2 paragraphs or more. This means that your posts should strive to do one or more of the following:

- Concisely communicate critical thinking about the topic. One-sentence answers are not sufficient. The average post is two relatively short paragraphs.
- Connect unit material to life experiences.
- Include a referenced case study, article or legitimate web site; and elaborate (in your original answers).
- Move the discussion forward.

Here are some ideas on adding value:

- Indicate whether you agree or disagree with what another person posted, *and* why. A useful technique is the 2 x 2 technique—give 2 instances why you agree with the posts and 2 instances where you disagree with the post.
- Ask another person a question.
- War stories that relate to the topic are great. These war stories can be from work, from volunteering, from your personal life, or elsewhere.
- Relate a recent news event or article that you have read.
- Come up with a scenario/example of how you might apply the concepts.
- Play Devil's Advocate and raise counter-arguments and constructive objections, or introduce alternative explanations and solutions. Remember to be respectful.
- Draw connections between other discussion posts, either in the current week or from previous weeks.

Quality

Your posts should be easy-to-understand, well-formatted and contain a minimum of grammatical and spelling mistakes. Be sure to use spell check to check formatting.

Quantity/timeliness

We do not have a minimum number of posts or specify that you need to provide an original response to each question. That is because doing so seems "undergraduate," and because some questions will resonate with you more than others. Below are some additional notes:

- A good metric is 5-10 posts per week (some original answers, some responses).
- Participate throughout the week. Separate at least two of your posts by one 24-hour period.
- Read a significant number of others' posts. We do not expect you to read 100% of them, but we have seen students read less than 50%. That is not being an active participant in class.
- A note about dates in the calendar: We included due dates in the calendar for when you should finish participating in that week's discussions. You may begin participating earlier (as long as the questions have already been provided).

Discussion Question Development and Moderation

One of the key skills that a project manager must have is being able to initiate a discussion. To practice those skills, you will be required to contribute to your small group in two ways:

- development of discussion questions
- moderating that discussion

For the second week of each module's cycle, discussion leader(s) will prepare **two** questions for small group discussion. If a module has more than one leader, they should collaborate to come up with the questions. Please combine these questions into a single prompt that uses bullet points for each question and post in time for discussion to begin in Week 2.

The second week in each module will be spent discussing the questions generated by the discussion leaders, with those leaders moderating the discussion. Your grade for this assignment will be based on:

- The quality of the questions that you develop.
- Your moderation of the question.
- The quantity and quality of discussion that your discussion questions generate.

Thus, you should strive to create discussion questions to which students contribute actively. (A note on grades: I will grade each week individually: whether you are participating or moderating, you will receive the same number of points for that week, and the grade will appear under that column in the Grades tab. Please see the above section on information about participating in discussions.)

Discussion Summary

Another key skill for project managers is being able to summarize discussions effectively. To practice that skill, discussion leaders will develop a summary of a discussion's questions that they generated (i.e., the second week discussions).

The summary will be 1-2 pages long maximum, single-spaced. The summary should review the key ideas brought out in the discussion. As you are writing the summary, keep in mind that most students reading the summary will not have access to the original discussion, which took place in your small group.

You then will submit the summary for the whole class to review and to evaluate, and this is how your grade will be determined.

Although you only submit one summary, you will need to evaluate all of the summaries each week, even those of discussions in which you did not take part. You will rate each of the summaries on a scale of 0 to 10 based on a rubric of your creation.

Module 4 Discussion Participation and Self Evaluation

Module 4 does not follow the pattern of the previous three modules. We have provided all of the discussion questions for Module 4, and you are required to participate in each discussion. Please participate in each of the Mod 4 discussions 2-3 times before the due date.

Class Flow

Putting this altogether, this is how the class will flow / what activities you should be doing in Modules 1-3:

Week 1 of a Module

- Read the materials (You may want to read ahead).
- Have discussions with your group based on the prompts that we have provided.
- Discussion leaders formulate questions for Week 2.

Week 2 of a Module

- Have discussions with the small group using the questions developed by the leader(s).
- Read ahead for the next topic/module (highly suggested).

Week 3 of a Module (Note this week also will be Week 1 of the next module)

- Discussion leaders will post a summary of their discussions.
- Rate summaries of each group's discussion leaders for the previous week's topic and upload the rating by the end of the week.

Activities and Scoring

Activity	Scoring
Topic Paper	40 points
Discussion Participation or Moderation	150 points
Discussion Summary (Peer Graded)	10 points

Grading Scales

Percentage	UWEC/MBA Consortium	UW-Oshkosh
93-100%	A	A
90-92.9%	A-	A-
87-89.9%	B+	B+
83-86.9%	B	B
80-82.9%	B-	B-
77-79.9%	C+	C+
73-76.9%	C	C
70-72.9%	C-	C

67-69.9%	D+	F
63-66.9%	D	F
60-62.9%	D-	F
0-59.9%	F	F

Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - **UW – Oshkosh**
2. UW MBA Consortium students will follow the **UW – Eau Claire Authorized Absence Policy**.

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

Late Work Policy

Assignments and discussion postings will not be accepted after the scheduled due date (without prior instructor consent) and will receive a 0.

Failure to turn in your discussion summary evaluations on time will result in a 0 for your Discussion Summary score.

Academic Conduct

To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement to participate in this course.

Academic Integrity Policy

All class materials are the intellectual property of the instructor and may not be shared outside of this course (e.g., to commercial "study sites").

Unless we specify otherwise, all work that you submit should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include, but may not be limited to, the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. You can cite your sources in APA format.
- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content such that your work cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).
- Any form of academic dishonesty will result in a grade of "F" for the assignment and will follow the student academic disciplinary procedures as established by the UW System Board of Regents (**UWS Chapter 14**).

Accommodation for Students with Disabilities

To ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is **compliant with W3C's**

Web Accessibility Initiative and with **Section 508** guidelines. Additionally, Canvas was certified as a **substantially conformant LMS** by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at 1-715-836-6020 or email BIZHelp@uwec.edu and we will work with you to find a reasonable accommodation.

Course Summary:

Date	Details	
Mon Oct 28, 2019	<u>Begin participating in Mod 1 Week 1 discussions</u>	12am
	<u>Complete the Student Code of Conduct</u>	12am
	<u>Mod 1 Week 1</u>	12am
Tue Oct 29, 2019	<u>Overview and Commentary on the PMO Readings</u>	to do: 11:59pm
Sun Nov 3, 2019	<u>Mod 1 Discussion Leaders Post Questions for Week 2</u>	12am
	<u>Mod 1 Week 1 Conversation Starters</u>	due by 11:59pm
Mon Nov 4, 2019	<u>Begin participating in Mod 1 Week 2 discussions</u>	12am
	<u>Mod 1 Week 2</u>	12am
Sun Nov 10, 2019	<u>Mod 1 Week 2 Discussion Leader Questions</u>	due by 11:59pm
Mon Nov 11, 2019	<u>Begin participating in Mod 2 Week 1 discussions</u>	12am
	<u>Mod 1 Week 3</u>	12am
	<u>Mod 2 Week 1</u>	12am
Tue Nov 12, 2019	<u>Mod 1 Week 3 Discussion Summaries</u>	to do: 11:59pm
	<u>Overview and Commentary on the Reinventing Project Management Readings</u>	to do: 11:59pm
Fri Nov 15, 2019	<u>Module 1 PMO Discussion Summary Evaluations</u>	due by 11:59pm
Sun Nov 17, 2019	<u>Mod 2 Discussion Leaders Post Questions for Week 2</u>	12am
	<u>Mod 2 Week 1 Conversation Starters</u>	due by 11:59pm
Mon Nov 18, 2019	<u>Begin participating in Mod 2 Week 2 discussions</u>	12am
	<u>Mod 2 Week 2</u>	12am
Fri Nov 22, 2019	<u>Midterm Course Evaluation</u>	to do: 11:59pm
Sun Nov 24, 2019	<u>Mod 2 Week 2 Discussion Leader Questions</u>	due by 11:59pm

Date	Details	
Mon Nov 25, 2019	<u>Begin participating in Mod 3 Week 1 discussions</u>	12am
	<u>Mod 2 Week 3</u>	12am
	<u>Mod 3 Week 1</u>	12am
Tue Nov 26, 2019	<u>Mod 2 Week 3 Discussion Summaries</u>	to do: 11:59pm
	<u>Overview and Commentary on Agile Readings</u>	to do: 11:59pm
Sun Dec 1, 2019	<u>Mod 3 Discussion Leaders Post Questions for Week 2</u>	12am
Mon Dec 2, 2019	<u>Begin participating in Mod 3 Week 2 discussions</u>	12am
	<u>Mod 3 Week 2</u>	12am
Tue Dec 3, 2019	<u>Mod 3 Week 1 Conversation Starters</u>	due by 11:59pm
	<u>Module 2 Diamond Approach Summary Evaluations</u>	due by 11:59pm
Sun Dec 8, 2019	<u>Mod 3 Week 2 Discussion Leader Questions</u>	due by 11:59pm
Mon Dec 9, 2019	<u>Begin participating in Mod 4 discussions</u>	12am
	<u>Mod 3 Week 3</u>	12am
	<u>Mod 4</u>	12am
Tue Dec 10, 2019	<u>Mod 3 Week 3 Discussion Summaries</u>	to do: 11:59pm
	<u>Overview and Commentary of the PM Professionalization Readings</u>	to do: 11:59pm
Fri Dec 13, 2019	<u>Mod 4 PM-Strategy Integration</u>	due by 11:59pm
	<u>Mod 4 Professionalizing Project Management</u>	due by 11:59pm
	<u>Mod 4 The Next Big Thing</u>	due by 11:59pm
	<u>Module 3 Agile Summary Evaluations</u>	due by 11:59pm
Sat Dec 14, 2019	<u>Topic Paper</u>	due by 11:59pm
	<u>Discussion Summary Grade</u>	
	<u>Final Grade</u>	