

Course Overview - MBA 767 - Fall 2018

The primary focus of this course is identifying and managing challenges commonly seen in doing the work in projects after the project baseline has been approved. The course also covers the topics within the Project Management Body of Knowledge (PMBOK) not addressed in Intro to PM. Some of the topics covered include project risk management, project cost management, project communications management, vendor management, project quality management, project change management, and project termination. Since there is a professional education requirement before you can sit for the Project Management Professional (PMP) certification exam, this course is particularly recommended for those who have completed Intro to PM and are interested in pursuing the Project Management Institute's PMP certification.

If you took the Intro to PM course (MBA761), you will notice that this course has more reading than the Intro to PM course. I have done this intentionally because I am making the assumption that by your willingness to take the course you have demonstrated an interest in thinking more deeply about these topics and want to be exposed to the latest thinking on them.

The course will also have a different pedagogical orientation than the intro course. We will not be breaking the class into smaller discussion groups. However, each person (either alone or as a team) will play the role of group discussion moderator at least once during the course. Your job as moderator will be to develop, post, facilitate and maintain discussion for at least one question during the course on the class discussion board. Details about this are available below.

Course Objectives

After taking this course, you should be able to:

1. Identify significant learnings from managing projects that they might apply in future activities.
2. Assess project-related practices in their organizations relative to what is considered best practice by the project management community.
3. Identify and provide a general description of topics within the Project Management Body of Knowledge (PMBOK) not addressed in the Intro to PM course.
4. Demonstrate skill in conducting and compiling the results of post-project reviews.
5. Demonstrate skill in working collaboratively in a project-based virtual team environment.

About Your Instructor

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Course Materials

- Campbell, G. M. *The Complete Idiot's Guide to Project Management*, 6th or 5th edition. Alpha Books. (This text's chapters correspond to the one used in some sections of the Intro to PM course.) Each week's assigned chapters are listed in the **Reading Introduction** document found with each week.
- Additional articles for each week are also required reading. These articles constitute a significant amount of reading, so plan your time accordingly. The articles are all linked in the **Readings** document under Content for each Week.

Assignments

Your grade in this course will be composed of four items:

1. Topic Paper

2. Post-Project Review
3. Discussion Participation
4. Discussion Question Development and Moderation

Topic Paper

Note: an example topic paper can be found [here](#).

You will be required to prepare a paper of four-five single-spaced pages (submit in MS Word) where you evaluate and attempt to apply the readings provided for the weekly topic areas we address in the course. You are free to write on any of these topics areas. While the format for these papers is pretty open, you need to address the following areas at a minimum in them

1. Assessment of state of the art of the topic—Using the course readings **plus at least two other articles/readings of your choice**, develop a conceptualization of best practice in this area. **You should footnote course readings and the outside articles--in your bibliography please note which sources are not course readings.**
 - You do not need to use every article from the class on a topic.
 - Your bibliography, title pages, tables, graphs, etc will not count as part of the 4-5 pages
2. Contextualize the articles to your organizational/project situation. Look at questions such as:
 - Which aspects of the readings are directly applicable to your situation?
 - Which aspects aren't 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 might you apply this material in your own setting?
 - What challenges to implementation would you expect? How would you manage those challenges?

When writing **be sure you cover both best practices and application to your organization roughly equally.** Also, be sure to be specific in your paper. In other words, instead of making a generally statement like *we need to change the culture*; explain what you need to change and how you would do it.

When you upload the paper, please also upload copies of the articles you used.

Post-Project Review

Note: an example PPR can be found [here](#). You should submit yours in MS Word.

You will be required to conduct and write a report on a review of the project you developed when you took the Intro to PM course. I realize that for some of you this may have been a while ago (or the project you developed a plan for may be still in progress) or you may not have taken the Intro to PM course, so you also have the option of conducting the review on a more recently completed project. If you're going to choose this option, make sure to let me know beforehand, and provide a description of the project, its scope, budget, and schedule in the introduction portion of your review.

Make sure to address all the items discussed in the section titled "Writing the Final Report" in the Campbell text in your report (pp. 326 in the 6th edition, pp 367-68 in the 5th edition). Be sure to cover both bulleted lists.

Also, for any scope changes that took place during the project make sure to discuss the likelihood that the need for these changes could or should have been anticipated during the planning of the project.

Format

- I expect your report length to be somewhere between the criteria for small projects and large projects mentioned in the text
- Single spaced
- Arial or Times New Roman fonts (10-12 point)

- Include a title page, table of contents, section headers and (if needed) a bibliography.
- Submit in MS Word format

Discussion Participation

The class participation component comprises your involvement in class activities beyond your required discussion activities. Based on my prior experiences with online courses, you will probably need to log in to the course site about 4–5 times a week to keep up with class discussions (time spent online per session may vary substantially). To participate effectively, you will need to read the assigned materials and complete assigned tasks ahead of time. Your participation grade will be a function of your involvement in overall class discussions as a participant and in terms of both quantity and level of engagement. My expectation is that you will provide substantive comments each week that should be developed from ideas/concepts covered in the readings and that clearly support a position, begin a new topic, or somehow add to the discussion by critically reflecting upon what has been discussed and/or moving the discussion in a new direction (Palloff & Pratt, 2001). A good level of engagement will include regular and consistent review of other students' comments, asking questions, substantive comments on other students' comments, and so forth.

One issue I'm particularly vigilant in combating is an increasing tendency of students to over participate in graduate level online courses There's an emerging body of research which suggests that over-participation from one or a few students actually diminishes the collective engagement of participants in online courses, thereby adversely impacting the learning experience. ***My prior experience has been that folks can do a fine job on class participation with 5-10 postings a week, so I encourage you to use caution before exceeding that guideline. In order to allow appropriate opportunity for others to react to your ideas, please limit your weekend course activities to no more than 40% of your total postings.***

Even though I grade Discussions as a body of work, I will provide an evaluation of how you are doing around week 2 or 3. This will allow you to adjust your participation (if needed) to improve your final discussion participation grade. You can always email me and ask me how you're doing as well. You can read more about discussions in [About Discussions](#).

Discussion Question Development and Moderation

Before the beginning of the course, I randomly partner you with another student. Together you will develop a question for one of our week's discussions

During weeks 2-6, these two person teams will develop two questions for the following weeks' discussions. One team member should put them in [Discussion Question for Moderation](#) dropbox, indicating which is your first and second choice, by Sunday of the preceding week. I will pick one for the class to respond to (typically it will be your first choice unless another team has already submitted a substantially similar question). Then during the week, your team will be responsible for monitoring responses to your question and generating feedback on those responses (similar to what I will be doing on the questions I post).

Each team will generate its own question. ***You should look at the questions I have posted so that you are not duplicating questions.***

This portion of your grade will be determined by the quantity and quality of discussion your question generates. Please note that you and your partner may also review and provide feedback upon each others Post-Project Reviews before submitting them, if you wish to do so.

Grading

Activities and Scoring

Post-project review report	75 pts
Topic paper	30 pts
Class participation	70 pts
Discussion Question/Moderation	25 pts

Grading Scale (%s):

Eau Claire, Consortium Oshkosh and Parkside

93-100

A

90-92.9	A-
88-89.9	B+
83-87.9	B
80-82.9	B-
78-79.9	C+
73-77.9	C
70-72.9	C-

0-69.9 F

LaCrosse

93-100	A
88-92.9	AB
83-87.9	B
78-82.9	BC
70-77.9	C

0-69.9 F

I reserve some discretion in determining final grades.

Late Assignment Policy

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

This includes corrupt assignments (see below).

Excused Absences

1. The student's home campus policy on excused absences will apply.
 - [UW-Eau Claire](#)
 - [UW-La Crosse](#)
 - [UW-Oshkosh](#)
 - [UW-Parkside](#)
2. UW MBA Consortium students will follow the [UW-Eau Claire Authorized Absence Policy](#).

Instructors are required to include their own excused absences and late work policy in their syllabus.

Dropbox Policy

It has come to our attention that students in other classes may be submitting blank or corrupt files to the dropbox folder on purpose to buy extra time to complete assignments. Therefore I am instituting the following with respect to dropbox submissions.

It is YOUR responsibility to verify that all your materials are submitted successfully to the dropbox AND that they open correctly. See below for detailed steps.

Submitting a File to the Dropbox

Follow these steps to submit your file to the appropriate *Dropbox* folder by the date specified on the course calendar:

1. In the *Dropbox* area, click the name of the appropriate folder
2. Click **ADD A FILE**

3. To locate your file, click **BROWSE...**
4. Navigate to and double-click the file
5. Click **UPLOAD**
6. After the file has been uploaded, click **SUBMIT**

Verifying Your File Submission

You will receive an email from D2L saying that you successfully uploaded a file to the *Dropbox*. **Keep a copy of this message!**

It is your responsibility to verify the following:

- That the file was uploaded **in the format specified** by your instructor (e.g., Word, Excel)
- That the file **is not corrupt or blank** and opens when clicked.

To verify this, follow these steps:

1. Go to the *Dropbox* area
2. Click **HISTORY**
3. From the *Folder* pull-down list, select the folder you just submitted to
4. Verify that the correct filename is shown there
5. Click the filename and open the file
6. Verify that it's the file you intended to upload
If it's not the correct file, you can upload another file. Be sure put a note in the *Description* letting your instructor know which file you want graded.

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") without my permission.

Unless I specify otherwise, all work that you turn in to me should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work.

Accommodation for Students with Disabilities

In order 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. Desire2Learn (D2L), our learning management system, has Gold-Level Nonvisual Accessibility Web Certification by the [National Federation of the Blind](#). 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 888.832.7090 or 715.836.6019 or email BizHelp@uwec.edu and we will work with you to find a reasonable accommodation.

Instructor Introduction



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Greetings!

Hello. My name is Andy Miller, and I am a Senior Lecturer in UW-Oshkosh's College of Business.

I grew up in Neenah and went to Neenah High School. I enjoyed science, math and computers in high school, so I decided to become an engineer. So, from high school I went to the Milwaukee School of Engineering (MSOE). There I got a Bachelor's Degree in Computer Science and Engineering. From MSOE I went to Houston to work for a company called Compaq. Some of you may recognize that as a brand of HP computers, but back then Compaq was the second largest computer maker in the world (behind IBM) and was seen as very innovative. There, I was a software engineer, writing firmware for computers, printers and other devices. (If you are not familiar with firmware, it is the software "inside" electronic devices that make them run.) I had a lot of great experiences there, learned a lot, and even have my name on 5 patents for my work there!

From Houston (and Compaq) I came back to the Fox Valley, and continued as a software engineer. During the next couple things, two significant things happened:

- I went from being an engineer to being a project manager. This was at contract engineering companies doing work for other customers, so I got to see how a lot of companies operated.
- I went back to school at UW-Oshkosh to get my MBA. While I was working on my MBA, I had to write a career plan. In there I wrote I would like to try teaching someday.

Someday came shortly after graduating with my MBA. I started teaching part time at UWO (Strategic Management). I was hired full time at the university about 11 years ago. My primary courses are project management, strategy and change, and organizational behavior.

I am also very active in the Project Management Institute (PMI) and have been on the [local chapter's](#) board for about 10 years. I am in my first year as a Strategic Advisor (after serving as President and Past-President, along with other roles). I am also a certified Project Management Professional (PMP) and Certified Scrum Master (CSM).

You can learn more about me at [my COB page](#).

When I am not teaching at UWO I also teach Project Management classes to businesses and the community, and do a lot for PMI-NEW. If I do have spare time, I enjoy reading, fishing (I am adviser for the UWO Fishing Club), playing on the Internet (it still fascinates me), watching movies and traveling (I led a study abroad trip to Peru in January of 2017, and recently went to New Orleans for vacation).

My Role in This Course:

This is a 7-week course and, thus, your success in this course will primarily depend on you and your active participation. Clearly, I will be actively reading all of your discussion posts as they progress. However, I will only step in when the discussions veers off topic or if something needs correcting and/or clarifying. That said, I don't intend to direct the discussion – the direction we take will largely be up to you. Please interact with your team-mates frequently, and view/respond to their discussion posts in a timely manner.

If you have questions, I typically will respond within 24 hours (or 48 hours, if during the weekend) and sooner if I am able to.

Also, I will grade assignments within one week of the due date.

Finally, I am open to your suggestions. If you have an idea about how we can improve this course, I want to hear it. I see this as a learning community, not an instructor-driven drill, and I want to maximize your learning as much as possible.

Calendar

All assignments due dates are 11:59 PM central time unless otherwise noted

Week 1: Project Kickoff (10/29-11/4)

Assignment	Due Date
Text book and supplemental readings	Read by Tues 10/30
Discussions	Finish posting by Sun, 11/4

Week 2: Project Leadership, Closeout and Termination (11/5-11/11)

Assignment	Due Date
Text book and supplemental readings	Read by Tues, 11/6
Discussions	Finish posting by Sun, 11/11

Week 3: Project Communications Management (11/12-11/18)

Assignment	Due Date
Text book and supplemental readings	Read by Tues, 11/13
Discussions	Finish posting by Sun, 11/18

Week 4: Project Quality and Cost Management (11/19-11/25)

Assignment	Due Date
Text book and supplemental readings	Read by Tues, 11/20
Discussions	Finish posting by Sun, 11/25

Week 5: Contract Administration, Vendor Management, and Project Change Management (11/26 - 12/2)

Assignment	Due Date
Text book and supplemental readings	Read by Tues, 11/27
Topic Paper	Post to Dropbox by Thur, 11/29
Discussions	Finish posting by Sun, 12/2

Week 6: Project Recovery (12/3-12/9)

Assignment	Due Date
Text book and supplemental readings	Read by Tues,

	12/4
Discussions	Finish posting by Sun, 12/9
Post-Project Review	Post to Dropbox by Sun, 12/9

Week 7. Post-Project Review on the course (12/10-12/14)

Note this class week ends on Friday. There are no readings this week. We are going to practice doing a post-project review by using this course. The review is embodied in the discussion questions.

Assignment	Due Date
Discussions	Finish posting by Fri, 12/14
Complete course evaluation	Submit by Fri, 12/14