



MBA CORE CURRICULUM

Course Name: ADMN 842 Project Management	Term: 1	Year: 2022
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Course ID: ADMN 842.1ON
Term Dates: Monday, August 15 – Friday, October 7
Instructor: Noele Lee, MBA, PMP
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Phone: (603) 862-1749
Office: Paul 260S
Office Hours: By appointment

Course Overview

ADMN 842 Project Management is an asynchronous, online course.

Project management is the discipline of using established principles, procedures, and policies to successfully manage a project from conception through completion. Project management techniques improve cost and schedule predictability and the quality of project results, and expertise in project management is a recognized source of competitive advantage. This course will provide students with an understanding of, and opportunity to develop, skills in project management through readings, case studies, individual assignments, and a team project.

Required eTextbook and Learning Management System (LMS)

- Cengage MindTap for Kloppenborg's Contemporary Project Management, 4th Edition ISBN: 9781337616300
- Available online from our Canvas page. Click on any reading assignment or test and follow the steps to set up an account and obtain access

Course Description

Project Management has become a recognized strategic organizational competence. Almost assuredly in your professional career you will be part of a project team, supervise someone who is on a project team, or need to interface with a project team. As such, our focus in this course will be on the practical application of the approaches, tools, and techniques of managing projects.

This course will provide you with the background and components of organizing projects, leading projects, planning projects, and performing projects. Both the traditional waterfall method of Project Management as well as the Agile method will be covered throughout the textbook reading assignments. These two approaches are not in competition with each other. Rather, each approach lends itself to application in the appropriate context.

Learning Objectives



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The course will be entirely online and will utilize short lectures (lecturettes), reading assignments, open book tests, discussion boards and a team project. Upon completion of this course students will be able to:

- Explain the role of a Project Manager.
- Understand the components of, and distinction between, organizing projects, leading projects, planning projects, and performing projects.
- Select and develop basic tools to support managing projects.
- Describe the traditional and agile project management approaches to accomplishing work.
- Demonstrate the ability to develop a Project Management Plan

Learning Outcomes (program-level)

The Paul College MBA core develops leadership and managerial skills through informed decision-making grounded in rigorous analysis.

- Synthesize and apply knowledge across business disciplines.
- Apply analytical tools to solve complex organizational problems.
- Apply theories and frameworks to effectively lead teams and organizations.
- Communicate quantitative and qualitative assessments of business information.
- Identify and evaluate opportunities and challenges in the global business environment.
- Identify opportunities to strengthen and extend ethical and sustainable business practices; consider and address the relevant range of stakeholders affected by business decisions.
- Identify opportunities to strengthen and extend diversity, equity, inclusion, and belongingness in the work environment.



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Course Schedule

Assignments are due on the dates designated, typically Sundays by 11:59pm. Exceptions are noted in the table below.

#	Topic	Date	Content
1	Course Introduction	Aug 21	<p>WATCH</p> <ul style="list-style-type: none"> Week 1 Videos <p>READ</p> <ul style="list-style-type: none"> Syllabus Chapter 1, Introduction to Project Management Chapter 2, Project Selection and Prioritization <p>DO</p> <ul style="list-style-type: none"> Syllabus Quiz Student Profiles
2	Chartering Projects	Aug 28	<p>WATCH</p> <ul style="list-style-type: none"> Week 2 Videos <p>READ</p> <ul style="list-style-type: none"> Chapter 3, Chartering Projects Completed Student Profiles from last week <p>DO</p> <ul style="list-style-type: none"> Homework: Chapter 3 Assignment – Chartering Projects Discussion Board 1 Check the schedule to see when your PM Topics assignment is due
3	Organizational Capability: Structure, Culture, and Roles <i>(Assignments this week due Monday at 11:59pm, instead of</i>	Sept 5	<p>WATCH</p> <ul style="list-style-type: none"> Week 3 Videos <p>READ</p> <ul style="list-style-type: none"> Chapter 4, Organizational Capability: Structure, Culture, and Roles <p>DO</p>



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	<i>Sunday, due to Labor Day Holiday)</i>		<ul style="list-style-type: none"> • Homework: Chapter 4 Assignment – Organizational Capability: Structure, Culture, and Roles • Discussion Board 2 • Check the schedule to see when your PM Topics assignment is due
4	Stakeholder Analysis and Communication Planning	Sept 11	<p><u>WATCH</u></p> <ul style="list-style-type: none"> • Week 4 Videos <p><u>READ</u></p> <ul style="list-style-type: none"> • Chapter 6, Stakeholder Analysis and Communication Planning <p><u>DO</u></p> <ul style="list-style-type: none"> • Homework: Chapter 6 Assignment – Stakeholder Analysis and Communication Planning • Discussion Board 3 • Check the schedule to see when your PM Topics assignment is due
5	Scope Planning	Sept 18	<p><u>WATCH</u></p> <ul style="list-style-type: none"> • Week 5 Videos <p><u>READ</u></p> <ul style="list-style-type: none"> • Chapter 7, Scope Planning <p><u>DO</u></p> <ul style="list-style-type: none"> • Homework: Chapter 7 Assignment – Scope Planning • Discussion Board 4 • Check the schedule to see when your PM Topics assignment is due
6	Resourcing Projects	Sept 25	<p><u>WATCH</u></p> <ul style="list-style-type: none"> • Week 6 Videos <p><u>READ</u></p> <ul style="list-style-type: none"> • Chapter 9, Resourcing Projects <p><u>DO</u></p> <ul style="list-style-type: none"> • Homework: Chapter 9 Assignment – Resourcing Projects • Discussion Board 5 • Check the schedule to see when your PM Topics assignment is due



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7	Determining Project Progress and Results	Oct 2	<p><u>WATCH</u></p> <ul style="list-style-type: none"> Week 7 Videos <p><u>READ</u></p> <ul style="list-style-type: none"> Chapter 14, Determining Project Progress and Results <p><u>DO</u></p> <ul style="list-style-type: none"> Homework: Chapter 14 Assignment – Determining Project Progress and Results (last one!) Discussion Board 6 (last one!) Check the schedule to see when your PM Topics assignment is due
8	Finishing the Project and Realizing the Benefits	Oct 7	<p><u>WATCH</u></p> <ul style="list-style-type: none"> Week 8 Videos <p><u>READ</u></p> <ul style="list-style-type: none"> Chapter 15, Finishing the Project and Realizing the Benefits <p><u>DO</u></p> <ul style="list-style-type: none"> Submit Final Project: Project Management Plan (one submission per individual. Or one submission per team) by Friday October 7th at 11:59pm

Grades

Assignment	% Grade
Syllabus Quiz	2%
Student Profiles	3%
Homework	20%
Discussion Boards	25%
Project Management Topics	20%
Project Management Plan	30%
TOTAL	100%

Assignment Details

All grades will be posted in MyCourses. From the MyCourses “Grades” page your current weighted percentage score will be displayed in the sidebar. You can use the “what-if” feature in



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MyCourses to show how your final grade could be affected by grades you may earn on upcoming assignments. At the end of the semester, when all grades have been entered, the “Total” percentage score MyCourses displays will be used to determine the final letter grade for the course. I will grade your assignments, return them with comments (when appropriate), and post your grades on Canvas within 7 days of the assignment’s due date. The only exception would be in case of a personal or family medical emergency.

Please consider the online gradebook as a courtesy to you, subject to errors given various upgrades and shifts in the software. I reserve the right to make gradebook corrections to keep it consistent with the syllabus so that your grade reflects true performance, not software or user error. If you see something that does not make sense, please alert me! Thanks so much for your help.

Students are expected to access the course website on Canvas multiple times each week to check announcements and assignment deadlines. Students are encouraged to update their Canvas profile so that they receive announcements and assignment reminders via email. Late assignments will not be accepted.

Syllabus Quiz (2%)

The Syllabus Quiz is open book, required, and is taken in myCourses. The objective of this Assessment is to ensure students have read the Syllabus and understand how the course works. Students shall submit answers via Canvas and will have an unlimited number of attempts.

Student Profiles (3%)

To be completed in Week 1, this will be an introduction to the instructor, and serve as an opportunity to get to know the students in this course. This assignment will be graded as either complete or incomplete.

Homework (20%)

Six homework assignments will be given this semester to enable students to apply and demonstrate their mastery of some of the wide range of topics covered in the chapter readings. Homework is due on the date and time indicated on Canvas. Homework is meant to act as an assessment of each student’s understanding of concepts, therefore, students are to work independently on completing these assignments. Students may reference the textbook, lectures, and notes but are NOT to work with classmates (or others). Students will have two tries on each test. Late test submissions will be



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permitted for 5 days past the due date and docked 10%. **Homework will be scored 'automatically' by Cengage and Canvas, and the lowest score will be dropped.**

Discussion Boards (25%)

Quality of postings

Below are desired attributes for a posting.

- Ability to synthesize the main concepts from instructor, course content, external resources, and class community.
- Use of proper grammar.
- Ideas are organized, persuasive and elevate the overall dialogue.
- Opinions are substantiated.
- Demonstration of critical or creative thinking.
- Evidence of preparation.

Quantity of postings

Per forum, five postings spread out over the duration of the week. Posting five times in one sitting is not acceptable. When you contribute over several days, you are more able to synthesize other perspectives and contribute to an evolving discussion. A good rule of thumb is to post early in the week after you have reviewed the related materials and reading. Allow others to respond and then post again after the dialogue has developed.

Etiquette

- Divergent opinions. Academic debate and differences are embraced in higher education and the forums in this course. Be mindful and respectful of how you articulate a difference or divergent opinion.
- 'I agree' statements. Unsubstantiated 'I agree' posts will not count to final participation grade without articulated rationale to support opinion.
- Off-topic postings. Discussions occasional veer off-topic. This is normal. These posts will not count, and students are asked to stay on-topic.
- Long responses. Grades will be influenced by an ability to demonstrate an understanding of the topic or question and on one's ability to be concise.
- Feedback will be given throughout the semester.
- Discussion Boards will be scored using the following rubric. Each Discussion Board will be graded on a 100-point scale; there are four grading dimensions worth 25 points each.
- **At the end of the Term, the lowest Discussion Board score will be dropped.**
- **Since the topics are relevant to the material we cover weekly, late postings will not be accepted.**



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<u>Four Dimensions</u>	Up to 5 Points	Up to 15 Points	Up to 25 Points
1. Promptness and frequency	Does not post; posts marginally.	Postings are late and random.	Postings are on-time/early, 5 postings required.
2. Grammar	Grammar has not been checked.	Poor grammar or typos are frequent in postings.	Proper grammar is consistently applied.
3. Relevance	Postings have no relevance on the topic or assignment.	Some postings are pertinent to topic and assignment.	Postings are consistently connected to the topic and assignment and reflect student's preparation.
4. Expression & Organization of Ideas	Ideas and/or opinions are not organized.	Some postings convey clear ideas and opinions. Other postings are lacking in organization or original expression.	Contributions are clearly articulated; reflect understanding of topic, substantive insights, and persuasive logic.

Project Management Topics (20%)

Students will develop a brief presentation covering a Project Management topic of their choice. Students may present basic industry research, share direct experiences, and/or present an example related to the “real world” application of a tool / technique / or concept.

Presentations should be no more than eight pages in PowerPoint, including the cover slide. This will help you consider how you concisely present materials to help you in the business world. Imagine this presentation is for a 30-minute meeting where you are training your project team on this subject. Ensure you properly cite your sources.

Your choice to work individually or with a team. If you choose to work on a team, please note:

- Students should create their own teams
- Teams may be comprised of 2 – 5 students each
- Expectations are higher for team projects
- Each team will have a peer review at the end of the semester



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- Contact the instructor via email, copying all team members, by Sunday, August 21st with your intention to work with a team on this assignment

The PM Topics assignment will be scored using the following rubric:

Component	Expectation
Concept and understanding	<ul style="list-style-type: none"> • Briefly introduce the concept being covered • Demonstrate your understanding of the concept and its use in project management
How this topic fits into the overall PM Process	<ul style="list-style-type: none"> • Explain where and how does this concept fit into the overall project management process
Real world application	<ul style="list-style-type: none"> • Provide an interesting / compelling real-world example of the concept in use • Go beyond the textbook reading. Focus on application!
Presentation quality and professionalism	<ul style="list-style-type: none"> • Present concept professionally / demonstrate confidence and enthusiasm using the written word • Ensure presented material is correct, clear, concise, and engaging • Presentation no more than 8 pages, including cover page

Project Management Plan (30%)

The text and classroom material are intended to provide you the concepts necessary to successfully plan and execute a project. But there is a significant gap between understanding concepts and applying them in a real-world situation. Inevitably, the real world is “messy” compared to the clean form of the concepts. The way to close that gap is to undertake a project and to consciously struggle to use the concepts in a real-world context.

Designed to further your understanding through application of the project management skills and tools you have learned this semester, our final assignment is to create a Project Management Plan.

Your choice to work individually or on a team. If you choose to work on a team, please note:

- Students should create their own teams
- Teams may be comprised of 2 – 5 students each
- Expectations are higher for team projects



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- Each team will have a peer review at the end of the semester
- **Contact the instructor via email, copying all team members, by Sunday, August 21st with your intention to work with a team on this assignment**

Please see the Canvas assignment for a full description and details for this assignment, which will be scored using the following rubric:

Section	% Of Grade	Requirements
1. Scope Overview	10%	<ul style="list-style-type: none">• Major deliverables are defined• Project boundaries are set by clarifying what is included and what is excluded• Written as a narrative, and includes 100-150 words
2. Business Case – Objectives	10%	<ul style="list-style-type: none">• Define project objectives and why they are important to the organization• Written as a narrative, and includes 3-5 project objectives
3. Milestone Schedule	10%	<ul style="list-style-type: none">• Shows the project starting point, major milestones, and the ending point• Includes 6-8 milestones• For each milestone, included are the completion date, stakeholder judge, and acceptance criteria
4. Major Risks	10%	<ul style="list-style-type: none">• Identifies major risks and response plans to show how the team will either reduce their probability of happening and/or their impact if they do occur• Each risk includes a risk owner and response plan• Includes 4-5 risks
5. Resources Needed	10%	<ul style="list-style-type: none">• Articulates an estimate of the money, personnel, and other resources expected to be needed• Narrative, includes 75 words or less
6. Stakeholder List	10%	<ul style="list-style-type: none">• Identifies those individuals and groups who have an interest in either the project process and/or results• Includes 3-6 stakeholders, and their interest in the project
7. Project Meeting Agenda	10%	<ul style="list-style-type: none">• Draft project team meeting agenda includes the name of the project team, date, time, and place• Topics, person presenting, and time of each presentation is clearly stated



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<u>Section</u>	<u>% Of Grade</u>	<u>Requirements</u>
8. Project Issues Log	10%	<ul style="list-style-type: none"> Included on the agenda are 5-7 topics Project issues log, with each field on the template populated Includes 3-6 issues
9. Work Breakdown Structure (WBS)	10%	<ul style="list-style-type: none"> Includes key and most relevant tasks and subtasks to drive the project through implementation Ensure all tasks and subtasks are action oriented, starting each with a verb Includes at least 3 high level tasks, with at least 3 detailed tasks for each
10. Role Descriptions	5%	<ul style="list-style-type: none"> Select one role that will participate on your project For that role, define at least 4 assigned duties For that role, determine at least 2 limits of authority
Overall Professionalism	5%	<ul style="list-style-type: none"> The template was used for this deliverable Writing is professional, clear, grammatically correct The content is of high quality: thorough, practical, logical, and not overly complex For team projects, a Peer Review will be completed by each team member. Please download the Peer Review document and submit it to the Peer Review assignment folder on Canvas.
TOTAL	100%	

Policy on Late Submissions

Late submissions will not be accepted without the prior written consent of the instructor.

Final Letter Grade Distribution

Shown below is the final letter grade associated with each range of points. Note that 89.99 is not an A-, it is a B+ and 93.99 is not an A it is an A-. Grades will not be “rounded up” nor will there be extra credit opportunities or bonus points to “boost” your final grade.

Grades Scored Between	Will Equal
94% - 100%	A
90% and less than 94%	A-



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87% and less than 90%	B+
84% and less than 87%	B
80% and less than 84%	B-
77% and less than 80%	C+
74% and less than 77%	C
70% and less than 74%	C-
67% and less than 70%	D+
64% and less than 67%	D
60% and less than 64%	D-
0% and less than 60%	F

Student to Instructor Communication Expectations

My Schedule

I will be active in the Canvas class area and on email daily, Tuesday, Thursday, and Friday. I am in the classroom Monday and Wednesday but will do my best to check in as my schedule permits. If you send me a question, anticipate a response within 24-hours or sooner. On Saturday, I may not login at a regular time. If you reach out late on Friday or anytime Saturday, I might not respond until Sunday.

How to Reach Me

Questions related to assignments or learning should first be asked, if possible, in the respective discussion forums. The use of email is reserved for questions of a private nature and or if you would like to schedule office hours. My contact information can be found on Page 1 of this Syllabus.

Technical Requirements and Technical Support

See website listings for current recommendations and requirements related to this course - <https://online.unh.edu/technical-requirements>. Technical assistance related to Canvas is available at <https://itsupport.unh.edu/mycourses/>.

Accommodations and Special Considerations

According to the Americans with Disabilities Act (as amended, 2008), each student with a disability has the right to request services from UNH to accommodate their disability. If you are a student with a documented disability or believe you may have a disability that requires accommodations, please contact Student Accessibility Services (SAS) at 201 Smith Hall. Accommodation letters are created by SAS with the student. Please follow-up with your



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instructor as soon as possible to ensure timely implementation of the identified accommodations in the letter. Faculty have an obligation to respond once they receive official notice of accommodations from SAS but are under no obligation to provide retroactive accommodations. For more information refer to [Student Accessibility Services \(SAS\)](#) or contact SAS at 603.862.2607, 711 (Relay NH) or sas.office@unh.edu.

Emotional or Mental Health Distress: Obtaining Help

Both your academic success in this course and your health are very important to me. If you are struggling with an emotional or mental health issue, please contact [Psychological and Counseling Services \(PACS\)](#) (3rd floor, Smith Hall; 603 862-2090/TTY: 7-1-1). PACS provides counseling appointments and other mental health services. If urgent, students may call PACS M-F, 8 a.m.-5 p.m., and schedule an Urgent Same-Day Appointment. Please feel free to reach out to me if you have any issues you wish to discuss.

Diversity and Inclusion

Respect for Diversity: It is my intention that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed both in and out of the class, and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. It is my intent to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally or for other students or student groups. In addition, if any of our class meetings conflict with your religious events, please let me know so that we can make arrangements for you.

Mandatory Reporting of Sexual Violence and Harassment

The University of New Hampshire highly values mutual respect for the safety of others, care for those whose personal rights and safety have been compromised, personal responsibility and swift discipline for those who act to harm another.

The [Affirmative Action and Equity Office Incident Report Form \(IRF\)](#) is to be used for the reporting of all incidents of (1) discrimination and discriminatory harassment, (2) bias and/or hate crime, (3) retaliation, (4) sexual harassment and/or violence. This is not a 911 or Emergency Service. Contact 911 if you feel this matter requires immediate response.

UNH and its faculty are committed to assuring a safe and productive educational environment for all students. To this end, the university requires faculty members to report incidents of



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sexual violence and harassment shared by students. All incidents shared with faculty will be reported to the Affirmative Action and Equity Office (IRF). If you wish to speak to a confidential service provider who does not have this reporting responsibility, see this list of [confidential resources](#).

Help us improve our campus and community climate. If you have observed or experienced an incident of bias, discrimination, or harassment, please report the incident. If you are unable to access the [IRF](#), you have the option to call the AA&EO directly at (603) 862-2930 (or Relay NH line at 7-1-1) to report your concerns. You can still report anonymously via telephone call. You will just need to give the AA&EO the information regarding the incident.

Students of All Faiths

In the event you need an accommodation for a religious or cultural holiday/observance, please let me know as early in the semester as possible.

Academic Honesty and Plagiarism

Students are required to abide by the UNH Academic Honesty policy located in the [Student Rights, Rules, and Responsibilities Handbook](#).

As your instructor, I proactively monitor academic integrity through regular use of tools like [Vericite](#) and a diversified assessment approach. All work submitted to SafeAssign become a part of a UNH proprietary database. This is actively used to identify future intellectual property theft. Plagiarism of any type may be grounds for receiving an “F” in an assignment or an “F” in the overall course. Plagiarism is defined as “the unattributed use of the ideas, evidence, or words of another person, or the conveying the false impression that the arguments and writing in a paper are your own.” (UNH Academic Honesty Policy, 09.3) Examples of plagiarism include:

- Copying part, or all, of a previously published or written document, without quotation marks. This cut-and-paste practice is considered plagiarism, even if the writing is cited properly.
- Copying the sentence and/or paragraph structure of a source while substituting other words. “Patchwriting” is very common among students who struggle to understand information. Whether or not it is cited, this kind of paraphrasing is considered plagiarism, and it indicates that students have not fully understood the information.
- Submitting work that was completed for other courses, other times, by other students or the student him/herself.
- Submitting writing acquired from a “paper mill” resource.



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- UNH provides a comprehensive Plagiarism Tutorial for students who may be unclear about what specifically constitutes "plagiarism".

Incidents of academic dishonesty are reported to the school dean and may be grounds for further action. You can contact me at any time on this issue. Additional resources are located below:

<http://libraryguides.unh.edu/unhmcitingsources>

<http://www.library.unh.edu/reference/citation.shtml>

[UNH Academic Honesty Policy, 09.3](#)

This syllabus is subject to change. Students will be promptly notified of any changes.
