



California Intercontinental University
Inspire Vision, Create Brilliance, Achieve Success

MGT 650: PROJECT MANAGEMENT SYLLABUS



Dr. Ebenezer Robinson was awarded his PhD degree in Business Administration at Northcentral University, Arizona. Prior to that, he had earned a Master of Business Administration in Management from the American Inter-Continental University, Houston, Texas. His undergraduate work was at California State University Carson, CA, where he earned a Bachelor of Science degree in Accounting. Dr. Robinson has taught numerous online and in-classroom courses for approximately 7 years. Robinson understand difficulties that the online and classroom environment can bring and have applied workable solutions to these issues. Dr. Robinson is passionate about helping students to learn and complete their bachelor, masters or doctoral degrees. Prior to entering the academic realm, Robinson held director posts at several organizations. He had published over 5 books and presented 6 papers at several professional and scholarly meetings. As a researcher, he has over ten scientific publications to his credit.

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Prerequisite(s): **Credit:** 3 Semester

Units

Course Description:

This course enhances student/Learners' ability to function in a project leadership role. While exploring the project life cycle, they gain experience in budgeting and timeline management. Project management software is used to design project schedules using methods such as bar charts, program evaluation review techniques (PERT) and critical path method (CPM) to produce project plans that are applicable to the solutions for case studies.

Course Objectives:

Understand why organizations have developed a project management process to gain a competitive advantage

Master project management tools, techniques and interpersonal skills necessary to orchestrate projects from beginning to end

Learning Outcomes (LO):

At the end of the course, learners will be able to:

- LO 1. Evaluate the importance of project management process groups and explain the integrative approach to project management
- LO 2. Define the project management life cycles, strategies, and knowledge areas
- LO 3. Differentiate between traditional, agile, and extreme project management
- LO 4. Appraise the strategic management process and Portfolio Management System
- LO 5. Explain the four categories of projects
- LO 6. Elaborate on building an effective project management infrastructure
- LO 7. Describe a project support office and managing a project portfolio
- LO 8. Describe managing the realities of projects
- LO 9. Explain techniques for prevention and intervention for distressed projects
- LO 10. Articulate organizing multiple team projects and managing professional development of

project teams **Required Text:**

Effective Project Management: Traditional, Agile, Extreme Managing Complexity in the Face of Uncertainty

Robert K Wysocki

Publisher: John Wiley & Sons – Indianapolis, IN, USA

Copyright: 2012

ISBN-13: 978-1-118-17973-4

**** Material in this textbook may have been paraphrased, adapted, altered, or selected for inclusion in the Study Guide.**

Please Note: Some chapters of the textbook may not be included in the Study Guide. The content of the excluded chapters is not within the scope of the course objectives. Student/learners are encouraged to read all textbook chapters as supplementary reading.

Faculty Information:

Faculty qualifications and contact information can be found in the *“Instructor’s Policies”* document located in the “Important Document” section of the course room.

Student Schedule:

Student should create his/her own student schedule to complete the course/program within the allotted time.

Study Guide:

The Study Guide was designed by industry experts and educators to guide you through the material in the textbook and help you master the required course content. The Study Guide chapters correspond to chapters in the textbook.

CALUNIVERSITY Credit Hour Definition:

CALUNIVERSITY uses the Carnegie Unit formula for defining credit hours. Student/learners should spend 135 hours of study time per a 3-credit course.

The study time includes instructor-facilitated asynchronous discussions, outside-of-class learning activities including but not limited to completing academic assignments, reading assignments, conducting research, and contributing to asynchronous group discussion.

Clock Hour Estimate			
Activity	Assignments	Estimated hours for the average student	Doctorate Course Assignments
Academic Engagement	Listening to or reading course lectures: 25 pages per hour (1 per week)	10	10
	Reading additional website documents: 25 pages per hour (.5 per week)	5	3
	Audio and video: 22 pages per hour (1/2 hour per week)	5	
	Reading discussion forums and making responses: 1 hour per week	10	6
	Presenting and reading student reports: 1 hour per week	10	6
	Taking quizzes and exams: .5 hours per week	5	3
	Mini Project: 1 hours per page	10	5*
	TOTAL: should be at least 45 hours per semester	45	33
Preparation (outside of class)	Required textbooks, ordinary reading level: 30 pages per hour	20	
	Required textbooks, difficult reading level: 25 pages per hour	-	20 (100 pages weekly)
	Case studies: 1 hour per page	5	25
	Research papers: 3 hours per page	15	36*

	Study for quizzes and exams:	20	20
	Project, journaling, or other assignments:	20	
	TOTAL: should be at least 90 hours per semester	90	101
Overall Total	Should be at least 135 hours for a 3 credit course per semester	135	134

Course Grading Scale:

The University uses the following grading system for the course:

Grade Awarded	Grade Point	Grade Percentage
A	4.00	94.00% - 100.00%
A-	3.67	90.00% - 93.99%
B+	3.33	87.00% - 89.99%
B	3.00	84.00% - 86.99%
B-	2.67	80.00% - 83.99%
C+	2.33	77.00% - 79.99%
C	2.00	74.00% - 76.99%
C-	1.67	70.00% - 73.00%
D+	1.33	67.00% - 69.99%
D	0.00	64.00% - 66.99%
D-	0.67	60.00% - 63.99%
F	0.00	Below 60%

Note: The minimum passing grade is a “B-” (>80%). Student/learners who earned a “C” or below must retake the course.

The grade in this course will be based on the number of points you earn (See rubrics). The Course Grade is based on the percentage of points you earned out of a total of 1000 points:

Grade Percentage Table			
Assignment Due	Due by end of:	Grade Points	Grade Percentage
Case Analysis #1	Week 1	100	10%
Discussion #1	Week 1	20	2%
Case Analysis #2	Week 2	100	10%
Discussion #2	Week 2	20	2%
Case Analysis #3	Week 3	100	10%
Discussion #3	Week 3	20	2%
Case Analysis #4	Week 4	100	10%
Mini Project	Week 4	50	5%
Discussion #4	Week 4	20	2%
Case Analysis #5	Week 5	100	10%
Discussion #5	Week 5	20	2%
Final Exam	Week 6	150	15%
Research Paper	Week 6	200	20%
	Total Points	1,000	100%

DBA - Weekly Grading Rubric for Discussion Questions and Participation					
<p>Weekly Requirements:</p> <ol style="list-style-type: none"> Respond to one Discussion Question (DQ) per week (50 words minimum) Post 2 substantive comments to notes posted by others <p>DQ Scores:</p> <ul style="list-style-type: none"> Maximum points per week: 20 Maximum points per course: 100 					
DQ Questions	Excellent	Good	Fair	Poor	Fail

	20	15	10	5	0
Content	Answer addressed the question. Demonstrated evidence of reading and understanding of concepts. Provided examples and applications of concepts.	Answer addressed the question. Demonstrated some evidence of reading and understanding of concepts.	Answer addressed some parts of question. No evidence of reading.	Answer did not fully address the question.	Answer did not address the question
Organization and Syntax	Exceed minimum requirements. Well organized. No syntax errors. In-text citations.	Met minimum requirements. Well – organized. Minor syntax errors	Met minimum requirements. Satisfactory flow Several syntax errors	Partially met minimum requirements. Poor flow. Multiple syntax errors	Did not meet requirements
Participation Week # /Points	Two or more value-added comments. Contributed to learning environment. Comments consistent with learning objectives	Two comments. Some value-added contributions to learning	One or more posts; fair contribution to learning.	One post. Need more substantive content	Zero comments or comments do not contribute to learning

Attendance Policy (Learning Time):

Successful course completion in the DBA Program using a Distance Education and Learning (DEL) structured, self-paced instruction mode depends on routinely following the instructions and guidelines provided in the course Study Guide and also by the faculty. The student learner’s Learning Time will be monitored by timely completion or submission of all course assignments/requirements that may include, but are not limited to, competency exercises, reports, group discussions, contact with the assigned faculty, demonstration of learning (successfully passing exams), and knowledge retention by the

successful passing of two major Comprehensive Competency Assessment (CCA) Exams administered midway and prior to the start of the Doctoral Capstone Project or Dissertation.

Attendance/Learning Time will be measured and recorded by routine email communications, telephone discussions or through internet chats with each student/learner, timely submission of course requirements that may include (but are not limited to) Case Analyses, Literature Search, Course Project, Electronic Presentation(s), Unit Exams and Final Exam. Scheduled interactive discussions, web-based seminars, and other innovative pedagogic techniques may also be used via the LearnCenter (LC). A Learning Time Log will be maintained for each enrolled student to assess the student's successful progression in the course and Satisfactory Academic Progression (SAP) through the completion of the DBA program.

Attendance may be measured over a number of variables and for each program of study there will be a definitive minimum level of objective Attendance/Learning Time measurements.

All assignments, unless otherwise stated, are counted as due by the Monday morning, 9:00 am (PT), which immediately follows the week the assignment is due. Any assignments submitted after this time, unless otherwise stated, will be counted as an absence.

Students missing more than 25 percent (or two weeks) of the required Attendance/Learning time (coursework) may be dropped from the Course. Student/learners are required to notify their faculty prior to missing any coursework assignment. CALUNIVERSITY reserves the right to accept or reject any request for a delay in the timely submission of coursework.

The opportunity to make-up any course requirements is a privilege given to all student/learners with valid excuses. Students may petition the faculty for this privilege.

Late submissions of required coursework may lead to an Incomplete ("I") grade which must be converted into a regular letter grade by the end of the following Term. Any Incomplete ("I") grade will be changed to a failing ("F") grade and posted on the transcript after the following Term expires. It is the responsibility of the student/learner to complete the stipulated required academic work so that the Incomplete ("I") grade can be changed accordingly. Student/learners with recurrent Incomplete grades (Term after Term) may be placed on academic probation.

Please see the Instructor Policy on the penalty for late submission of assignments.

Student/learners are required to take two Comprehensive Competency Assessment (CCA) Exams during the course of their program. These will also be counted as attendance for the program.

Bio Statement

To build our online learning community and allow you the opportunity to become acquainted with your learning peers, please complete the required non-graded biographical assignment prior to Wednesday @ 11:59 P.M. PST of the first week and post to "Biography Statement" forum in Unit 1 of your course.

Biography template – overall, keep the biography factual and concise and no more than 3 paragraphs

- Professional experience: describe your professional work experience and roles in those work environments
- Academic experience: degrees and other credentials, awards and honors
- Any additional information that would pertain to your experience and qualifications Why you decided to pursue your degree

Preparing for Study:

To prepare for this course:

- Be sure that you have the correct edition of the course textbook.
- Use all the contents of the textbook. In addition to the assigned readings, there are ancillary materials such as appendices, glossaries, and reference sections that are designed to help you master the subject matter.
- Read the “Important Documents – Please Read Me First” in your course room. Adhere to all the requirements in the documents.
- Today, many textbooks are accompanied by excellent websites often available on the publisher’s website. The website’s address is usually printed on the introductory pages of the textbook or on the back cover. These websites can greatly enhance your understanding of the subject matter.

Studying with the Study Guide:

The Guide contains a number of features created by the CALUNIVERSITY faculty to help you master the content of this course. Each chapter in the Study Guide corresponds to two to four chapters in the textbook and contains:

- Chapter Objectives
- Chapter Overview

- Discussions
- Key Topics

The best way to use the Study Guide is to read it in sequence, generally from beginning to end. Most of our successful students use the following approach:

Read the Summaries

Before beginning to read the textbook, read the Chapter Objectives and Overview sections in the Study Guide. These materials are designed to give you a preview of the chapter and to help you to focus on the most important issues, concepts, or principles.

Read the Textbook

Once you have reviewed the material in the Study Guide, read the assigned material carefully and completely. Keep the Learning Objectives in mind as you read – you might even keep them open so you remember to focus on the important concepts.

As you read, keep notes on important concepts. You can highlight passages in your textbook, write notes in your Study Guide or utilize some other method that suits you best. The important thing is to be active as you read. This active process will help you to retain the knowledge that you acquire.

Complete the Discussion Questions

If included, read and respond to the Discussion s in each Unit. Depending on the directions provided by your faculty these exercises may be completed either asynchronously or synchronously and are designed to provide additional opportunity for you to develop critical thinking and analytical skills.

Take the Practice Exam (If provided)

After you have read and understood the reading assignment, complete the Practice Exam. Try to complete it without looking back at the textbook or your notes. After you go through the answers, go back to your book and notes to make sure you understand any questions you answered incorrectly.

Taking the Case Analysis:

Guidelines for Preparing a Case Analysis

- Each case analysis consists of 50 Grade Points.
- The completed case analysis should be submitted to the instructor at the specified date given in your syllabus.
- Use APA format – see grading rubrics for requirements
- See the outline provided in the Study Guide **Receiving your Final Grades:**

At CALUNIVERSITY, exams are processed daily. Your grades will be recorded in the CALUNIVERSITY system, and you can receive grades through the student portal.

If you do not receive a grade within three weeks, please contact the Registrar.

Special arrangements for other forms of grade delivery can be made on a case-by- case basis. Please contact the Registrar if you need to make such arrangements.

CALUNIVERSITY Library

The University Library features collections from two library resources namely:

- Library & Information Resources Network, Inc. (LIRN) o LIRN ACCESS : 68662

CALUNIVERSITY Library Support Services:

- LIRN Technical support: Andrew 321-438-9010 (8.00 p.m. to 4.00 p.m. Eastern Time) □
CalU Librarian: DSS@Caluniversity.edu

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Taking the Final Exam:

All courses require that you take the Final Examination. After you have successfully completed all of the Assignments, it will be time for you to take the Final Examination in the CALUNIVERSITY LearnCenter. The final exam will be available in Week 6 in the LearnCenter .

Most of the Final Examinations contain 60 critical thinking multiple-choice questions. Some Final Exams may consist of essay questions, case studies, and problems depending on the nature of the material studied in the class. You will be informed in advance as to the composition of the Final Exam for the course.

The University requires that all Final Examinations be completed on the CALUNIVERSITY LearnCenter. Technology has been included in the design of the LearnCenter to verify that you are, in fact, the person who is enrolled in the course of study.

University Policies:

All policies of the University are enforced in this course. Please consult the Student Handbook and current University Catalog for specifics.

Academic Integrity Policy:

Ideas and learning form the core of the academic community. In all centers of education, learning is valued and honored. No learning community can thrive if its members compromise their achievement and seek to establish an unfair advantage over their fellow student/learners. The academic standards are based on a pursuit of knowledge and assume a high level of integrity in every one of its members.

When this trust is violated, the academic community suffers injury and must act to ensure that its standards remain meaningful. The vehicle for this action is the Academic Integrity Policy outlined in CALUNIVERSITY's Student Handbook.

The Academic Integrity Policy is designed to foster a fair and impartial set of standards upon which academic dishonesty will be judged.

All student/learners are required to read, understand, and adhere to these standards, which define and specify the following mandatory sanctions for such dishonest acts as copying, plagiarism, lying, and unauthorized collaboration, alteration of records, bribery, or misrepresentation for the purpose of enhancing one's academic standing.

Please comply with the following:

1. Please read your Instructor's policy on submitting papers for plagiarism check and the consequences of plagiarism
2. Sign and submit the Probity Form (See Course Room Important Documents) to the General Discussion Forum
3. Submit your paper for plagiarism check (Go to the Student Resource Center). The similarity index should not be higher than 20%. If it is higher than 20%, reduce the percentage by deleting or paraphrasing the words identified as matching other papers. Submit your papers for grading only after you have taken this step.
4. Know the consequence of plagiarism:
 - a. First Offense – Instructor's discretion (See Instructor Policies)
 - b. Second Offense – "F" grade; student to attend and complete plagiarism workshop
 - c. Third Offense – "F" grade; student placed on academic probation/dismissal

If you need more information on plagiarism, contact your Student Advisor to register for a workshop on how to avoid plagiarism.

Students/learners with Special Needs:

CALUNIVERSITY wants to support every student/learner in his/her effort to achieve the best in academic performance. This includes students who may have special needs. If you find that you have difficulty completing assignments and believe that you need special arrangements to do your best, contact your Student Advisor and request that those arrangements be made for you.

Proof of the disability may be required. Any information provided, related to special needs, will be strictly confidential. If you have any questions about how to proceed through the course or regarding

any California Intercontinental University policies and procedures, please e-mail or phone the University on Monday through Friday from 8:30 a.m. to 4:00 p.m., Pacific Time.

Helpdesk Information:

You can reach our helpdesk at helpdesk@Caluniversity.edu

To better serve our students, we have streamlined our support request process. Every support request is assigned a unique ticket number which you can use to track the progress and responses online. For your reference we provide complete archives and history of all your support requests. A valid email address is required. Please use this form to report any and all technical, administrative, and academic issues that require our attention. We apologize for any inconvenience you may experience and we ensure you that we will work hard to find an efficient and timely resolution to your problem.

Please complete the NEW TICKET form as accurately as possible. To ensure a quick resolution to your problem please try to be as descriptive as possible and note any error messages that you may see on screen.

The CALU Support Team is dedicated to continuously improving your Educational Experience here at the California Intercontinental University and will follow up with a status update on your case within 48 hours of submission.

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