

SEATTLE UNIVERSITY

Albers School of Business & Economics

BRMB 5210 | Project Management | Fall 2020

INSTRUCTOR: Greg Magnan, PhD (gmagnan@seattleu.edu) | Pigott 420 | phone: 206.296.6466

CLASS TIME: 9 AM to 11:40 AM Wednesday (ONLINE only—synchronous and asynchronous)

OFFICE HRS: Zoom: Tuesday, 4 PM to 5 PM, Wednesday, 11 AM to 12 PM and appointment

MATERIALS: (1) **CoursePack** [<https://hbsp.harvard.edu/import/757496>] (**required**)
(2) Layton, Mark (2012), **Agile Project Management for Dummies**, Safari/O'Reilly Media [ebook through Lemieux Library – [link](#)]*
(3) Rubin, Kenneth (2012), **Essential Scrum: A Practical Guide to the Most Popular Agile Process**, Safari/O'Reilly Media [ebook through Lemieux Library – [link](#)]*
(4) Verzuh, Eric (2015), **The Fast Forward MBA in Project Management**, 5th Edition, Wiley, New Jersey. [paperback] (**required**)

***These items are no charge to students; available as ebooks through Lemieux Library.**

Course Description

This course will enable students to apply and experience the concepts, tools, and realities of project management through an individual or small (virtual) team project. During this project, students will engage with the toolbox of agile project management as well as traditional project management concepts (e.g., problem definition, project scoping, stakeholder relations, time estimation, budgeting, scheduling, supply management, project team management, resource allocation, time/cost tradeoffs, risk assessment, task coordination, team-building, progress monitoring, and post-project assessment). A key component of the learning process will be your reflection on and extension of metaphors from the project.

The project will be the vehicle to illustrate, apply and learn project management concepts. Project descriptions will be due during the second week of classes. We will also use elements of the creative problem solving (CPS) process this quarter, applying the tools of agile to manage the work in CPS.

Learning Goals

This class is about managing projects...and working through the decisions and problem solving required in projects. We will incorporate a collection of online lectures, readings, simulations, and (occasionally) speakers to present the art and science of project management. Learning outcomes for BRMB 5210 include:

- Construct a work breakdown structure and project plan (including risk)
- Describe how project management is both art and science
- Recognize how team processes affect project outcomes
- Describe the roles, tools and processes in Agile project management
- Experience the journey of successful project management

Course Requirements

We will use a variety of assignments designed to address the range of tools necessary in project management, the team nature of projects, and the fact that no one best teaching approach fits the learning style of every student.

Much of our work this quarter will be asynchronous. When we have synchronous sessions (meaning we are all logged on at 9:00AM on Wednesday), all reading materials and (potential) draft assignments should be completed before the session begins.

1. HOMEWORK (15%)

Homework assignments are due at various points in the quarter (see course schedule for dates; assignments are due on the date they appear in schedule).

2. AGILE CHALLENGE PROJECT: PLANS, DOCUMENTS & TOOLS (40%)

A) Throughout the quarter, iterations of your project status and agile plans will be due to replicate the pace and cadence of a project. Multiple iterations of sprint plans and sprint reviews and retrospectives will serve to update progress.

3. POST-PROJECT REPORT- OUTS (10%)

Post Project: on **November 18**, each student / team will give a short (5-minute?) presentation highlighting project outcomes, overall performance, and lessons learned from the project.

4. PERSONAL JOURNAL / REFLECTION PAPER (10%)

Each student will complete a personal journal reflecting on the project experience or a reflection paper that looks back on the project from a particular topic (e.g., agile). Journal entries may be made in rough draft or tape-recorded form throughout the life of the project, but ultimately should be edited and typewritten for submission to the instructor.

Journals will be evaluated based on the clarity of written communication, extent of personal reflection, and the quality of observations about the ways in which the student expects to apply what he or she learned from the project. In particular, I would like to see you develop theories and hypotheses that can be transferred to other project environments. Blow-by-blow accounts of your project's history without accompanying reflection and application will not meet these criteria and will receive a lower score. These should be about 2,000 – 2,500 words and are due by **Friday, November 20**.

5. PARTICIPATION & DISCUSSIONS (10%)

The success of this course will depend on the extent and quality of your participation during class sessions, Canvas discussions and your project activities, feedback and sharing. We will all learn from each other!

6. PROJECT MANAGER / SCRUM MASTER INTERVIEW (15%)

Individually or in pairs, students will interview a project manager, scrum master or someone engaged in managing projects of some type and prepare a 5-minute video of the take-aways from the interview (e.g., job description, professional journey, best practice tips, etc.). Additionally, an individually

prepared short summary of lessons learned / take-aways from your Interview Group's presentations will be due **November 18**.

Grading

A straight grading scale will be used to determine final grades (A = 95-100, A- = 90-94, B+ = 87-89, B = 83-86, B- = 80-82, C+ = 79-77, etc.) Course requirements are assigned the following weights:

Homework:	15%	Personal Reflection:	10%
Project Plans, Docs and Tools:	40%	PM Interview & Summary:	15%
Post-Project Presentation:	10%	Class Part. & Discussions:	10%

University Resources and Policies

Academic Resources

- Library and Learning Commons (<http://www.seattleu.edu/learningcommons/>)
(This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)
- Academic Integrity Tutorial (found on Canvas and SU Online)

Academic Policies are on the Registrar website: (<https://www.seattleu.edu/redhawk-axis/academic-policies/>)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy

Notice for students concerning disabilities:

If you have, or think you may have, a disability (including an 'invisible disability' such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.

Office of Institutional Equity

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University's Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student. For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (email: oi@seattleu.edu; phone: 206.296.2824)

Notice on Religious Accommodations:

It is the policy of Seattle University to reasonably accommodate students who, due to the observance of religious holidays, expect to be absent or endure a significant hardship during certain days of their academic course or program. Please see, Policy on Religious Accommodations for Students (<https://www.seattleu.edu/media/policies/Policy-on-Religious-Accommodations-for-Students—FINAL.PDF>).

Guidelines for Campus Closure (Unless Otherwise Notified):

Our online classes will continue as scheduled, and you are still expected to do the normal readings and preparation. Reflections, assignments, and other submissions are also expected as normal. In case of major changes in the environmental situation (e.g., weather, natural disaster, health), we will follow guidance from the university administration.

TENTATIVE COURSE SCHEDULE

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# / Week	Topics	Reading	Due
1	Sept. 9 th <ul style="list-style-type: none"> • Syllabus • PM: Brief Introduction • CPS: Model & Introduction • Ideas for Personal Challenge / Opportunity Projects 	<ul style="list-style-type: none"> • Creative Problem Solving (CPS) • “Getting Your Project Off on the Right Foot” [HBR Guide] [SKIM] [ES] = <i>Essential Scrum</i> [APM] = <i>Agile Project Management for Dummies</i> [FFMBA] = <i>Fast Forward MBA in Project Management</i>	
2	Sept. 16 th <ul style="list-style-type: none"> • Design Thinking • Agile Introduction • CPS Challenges 	<ul style="list-style-type: none"> • ES: Ch. 1 • APM: Ch. 1 to 3 [SKIM] • FFMBA Ch. 1 & 2 – Project Management (PM) Overview • FFMBA Ch. 3 & 4 – Defining the Project [SKIM] • FFMBA Ch. 8 – Work Breakdown Structures 	HOMEWORK 1: Vary, Stretch and Squeeze
3	Sept. 23 rd <ul style="list-style-type: none"> • Requirements • Product Backlog • Estimating 	<ul style="list-style-type: none"> • ES: Ch. 2 & 3 • APM: Ch. 4 & 7 • FFMBA Ch. 6 – Project Charter • “What Successful PMs Do” (SMR, 2015) 	HOMEWORK 2: Design Brief Project: Product Vision and Roadmap

# / Week	Topics	Reading	Due
4 Sept. 30 th	<ul style="list-style-type: none"> Scrum Events: Sprints and Sprint Plans Organizational Issues 	<ul style="list-style-type: none"> APM: Ch. 8 ES: 4 to 6 “Question Every Project Team Should Answer” FFMBA Ch. 14 – Clear Project Communication 	<p>Requirements, User Stories and Product Backlog</p> <p>Sprint Plan 1</p>
5 Oct. 7 th	<ul style="list-style-type: none"> Sprint Reviews and Retrospectives 	<ul style="list-style-type: none"> ES: Ch. 4, 19, 20 APM: Ch. 9 & 10 “What to expect from Agile” [SMR, 2018] “The Discipline of Teams” [HBR Guide] 	<p>Sprint Review & Retrospective 1</p> <p>Sprint Plan 2</p>
6 Oct. 14 th	<ul style="list-style-type: none"> Waterfall Project Planning: Requirements, WBS, Networks and Project Scheduling 	<ul style="list-style-type: none"> FFMBA Ch. 13 – High-Performance Project Teams FFMBA Ch. 19 – Requirements FFMBA: Ch. 10 (review) Ch. 22 – MS Project Guidelines Ch. 9 – Realistic Scheduling 	<p>Sprint Review & Retrospective 2</p> <p>Sprint Plan 3</p> <p>HOMEWORK 3: Project Team Analysis</p>
7 Oct. 21 st	<ul style="list-style-type: none"> Managing Risk 	<ul style="list-style-type: none"> APM: Ch. 11 to 13 ES: Ch. 14, 21 to 23 FFMBA Ch. 7 – Risk Management “Performing a Project Premortem” [HBR Guide] 	<p>HOMEWORK 4: Network & Schedule (Use MS Project or smartsheet)</p> <p>Project Management Professional Interview Video</p>
8 Oct. 28 th	<ul style="list-style-type: none"> Project Tradeoffs Agile Insights 	<ul style="list-style-type: none"> APM: 18 to 21 ES: N/A FFMBA Ch. 9 – Allocating Resources (pp. 203-214) FFMBA Ch. 12 – Balancing Project Trade-offs “Five rules for managing large, complex projects” [SMR, 2017] 	<p>Sprint Review and Retrospective 3</p> <p>Sprint Plan 4</p> <p>Project Management Professional Interview Video</p>
9 Nov. 4 th	<ul style="list-style-type: none"> Agile Roles Project Leadership Enterprise & Portfolio 	<ul style="list-style-type: none"> APM: Ch. 14 & 15 ES: Ch. 9 to 13, 15 “Agile at Scale” [CoursePack—Agile Insights] “How Agile Teams Can Help Turnarounds Succeed” [CoursePack—Agile Insights] “A Rush to Failure” [HBR Guide] Skim only 	<p>Project Management Professional Interview Video</p>

# / Week	Topics	Reading	Due
10 Nov. 11 th	<ul style="list-style-type: none"> Agile Organizational Issues 	<p>Veteran's Day – No SYNCH session</p> <ul style="list-style-type: none"> “Why Agile Goes Awry” [CoursePack—Agile Insights] FFMBA: Ch. 16 & 17 	<p>Sprint Review and Retrospective 4</p> <p>Project Management Professional Interview Video</p>
11 Nov. 18 th	<ul style="list-style-type: none"> Project Closure 	<ul style="list-style-type: none"> “Closing Out Your Project: Capturing Lessons Learned” [HBR Guide] APM: Ch. 16 & 17 ES: Introduction <p>Post-Project Presentations</p>	<p>Post-Project Presentation</p> <p>Individual Reflection Papers (due Sep 18th)</p>