EMEN 4030: Project Management Systems Class  
Fall 2015 Syllabus

Course Description: This course examines project management in both theory and in practice by introducing globally recognized processes, tools, techniques and methods used to effectively manage projects through their life cycle. The course uses a practical approach to help the project manager and team better understand the importance of clear project initiation, planning, executing, controlling and closing a project.

The course is designed for students with various experience levels and provides tips/tricks and lessons learned from real-world projects in various industries. Topics covered and learning objectives are tied to the Project Management Institute’s (PMI®) A Guide to the Project Management Body of Knowledge (PMBOK®) 5th edition.

Students will work individually and in project teams to develop actual project documents on a hypothetical project to assist them in the application of the topics covered in class.

Learning Objectives: Introduce the processes, techniques, and problems associated with projects including:

- Introduction to the framework of project management
- Learn the common language according to the Project Management Institute (PMI)
- Identify the role of the project manager (PM) and the team
- Understand the project life cycle phases and the five process groups
- Understand project staffing, risk management, communications and team dynamics
- Improve the student’s ability to reach higher levels of success on future projects

Note: Knowledge gained in this class will help prepare students for PMI credentials, e.g., Certified Associate Project Manager (CAPM®) and will provide required education contact hours needed to sit for PMI exams.

Prerequisites: Junior or Senior status and completion of the CU EMP Honor Code Quiz

The Engineering Management Program (EMP) policy states that all students enrolled in an EMP course must, at the beginning of each semester, take and pass a basic quiz about the CU Honor Code. Each student must take the quiz only once each semester, regardless of how many courses they are taking in the department. Once you score 100% on the quiz, you are done, and no longer need to copy and paste the results to other folders. If you fail to complete the HC Quiz by 23:59, MDT, Friday September 4, 2015, you will not be allowed to continue this class. Additional Information on the CU Honor Code can be found at: http://honorcode.colorado.edu or http://www.colorado.edu/policies/honor.html, EMP information: http://engineeringanywhere.colorado.edu/emp/

Note: Remote students will access recorded lectures (via Lecture Access link in D2L) or by downloading through Engineering Anywhere website http://engineeringanywhere.colorado.edu/current-students/online-course-access. For access and tech. support send emails to: engineeringanywhere@colorado.edu.

Instructor: George Angel, PMP, SAPM
Office Engineering Center (ECOT526), Phone 303-678-9466
Email: George.Angel@colorado.edu
Office Hours: By appointment only, Address: Lockheed Martin Engineering Management Program University of Colorado 433 UCB, Boulder, CO 80309-0435
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We will use Desire2Learn (D2L) for class communications. To access D2L, go to: https://learn.colorado.edu/.  You can log-in to the site using your IdentiKey username and password. Once you log-in, go into our course. Please visit http://www.colorado.edu/oit/node/2197 to watch videos and learn more about using D2L. If you run into any problems with D2L contact the D2L technical support team and identify yourselves as University of Colorado Boulder D2L student in EMEN4030 PM System’s class. Contact information is as follows:

- Toll Free: 1-877-325-7778, Universal Toll Free: 80042020777 (Can be used from Australia, China, Hong Kong, Japan, New Zealand, Philippines, Singapore, South Africa, Switzerland, Thailand & UK)
- Regular Long Distance: 1-519-772-0323 (International clients dial 011-1-519-772-0325).

For all other technical issues contact the OIT help desk at: help@colorado.edu or at (303) 735-HELP (4357).

Course Requirements:

- Students are expected to attend all lectures (information and recorded lectures can be accessed in D2L)
- Students must take and pass the Honor Code Quiz only once at the beginning of each semester or you will be dropped from this course. Deadline for this semester is 23:59pm on due date 2015.
- Quizzes will be given most weeks during the semester and are due one week after assigned. Final authority for answers will come from the text book and from the instructor.
- Students will be assigned to work in project teams with other students to collaborate on a team project to be determined in class with direction from the instructor. Team members to provide input to acting PM.
- Each student will be expected to “play the role” of the project manager (PM) several times during the semester and will lead and direct the team for the team project exercises and to present their particular week or assignment. Acting PM to collect input from team for assignments and post final combined results of the team exercise into the appropriate Dropbox by Noon within one week of assignment.
- All assignments must be in a standard Microsoft (MS) application format (or saved as PDF files).
- Students must include name and project team # in the document being submitted and ensure work is posted to the correct Dropbox by Noon on the due date or points will be deducted.
- Students should pre-read assignments, submit homework to appropriate Dropbox and be prepared to discuss it in class. Points will be given for team Project Control Book (PCB) inputs, quizzes, and work in the appropriate Dropbox (late submissions or posted to the wrong Dropbox may not be accepted).

Grading and Schedule for EMEN 4030: Project Management Systems

Grading Scale: Grades are based on the % of total points earned and will be updated/posted in D2Lwebsite.  
Note: rubric is based on equal points for Content, Clarity, and Comprehension (3 C’s) e.g., 0-5 bullet points = low content, 6-8 bullets/items = medium, 8-12 items are good. Points will be deducted for missed rubrics.

A (94-100)  Note: Homework, quizzes and other individual assignments are NOT to be shared.
A- (90-93)
B+ (86-89)
B (80-85)
B- (78-79)
C (70-77)
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**Grading Criteria:** Total points are 100 and are distributed as shown below:

- 36 Points - Online quizzes (12 quizzes worth 3 points each), note: late quizzes received a zero (0) grade
- 30 points - Homework Assignments (5 at 6 points each per syllabus and as assigned by the instructor)
- 34 points - Project control book (PCB) inputs, participation, and presentations. Note: each team member will play the role of project manager (PM) at different times during class and will submit team exercise assignments to D2L team Dropbox (3 at 8 points each) and present team results (2 at 5 points each).

**Class Schedule** - **Classes are Mondays from 5:30pm to 8:00pm in classroom # ECCS 1B28.**

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Date</th>
<th>Topics/Learning Objective</th>
<th>Homework Assignments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug. 24</td>
<td>• Introduction to project management and PMI® credentials (CAPM &amp; PMP)</td>
<td>Read Chapter 2-3 of PMP Certification, A Beginners Guide book by George G. Angel Note: Read Chapter 1 of the Beginners Guide text book if you are interested in pursuing a Project Management Institute (PMI credential).</td>
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<tr>
<td></td>
<td></td>
<td>• Discuss team project assignments, directions and class expectations.</td>
<td>*Complete Quiz #1 within 1 week (due by Noon on class day one week after assigned).</td>
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<td></td>
<td></td>
<td>• Distant learners to view all recorded lectures on D2L (“Lecture Access” link is in the upper left hand corner once in the course in D2L).</td>
<td>*Acting PM to collect input from team and post team’s Project Proposal to Project Control Book PCB #1 Dropbox folder in D2L.</td>
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<tr>
<td>2</td>
<td>Aug. 31</td>
<td>• Project Framework &amp; Processes (Ch. 2-3)</td>
<td>**HOMEWORK #1 – each student creates a draft Project Charter and uploads to D2L in HW#1 Dropbox by NOON the following week.</td>
</tr>
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<td></td>
<td>- Finalize project team selection/assignments</td>
<td>*Complete Quiz #2 within 1 week (due by Noon on class day one week after assigned).</td>
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<tr>
<td></td>
<td></td>
<td>- Introduction to organizational structures and PMI processes</td>
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<td></td>
<td></td>
<td>- Create project Charter for your team</td>
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<td>***</td>
<td>Sept. 7</td>
<td><em><strong>NO CLASS</strong></em> HOLIDAY***</td>
<td><em><strong>NO CLASS</strong></em> HOLIDAY***</td>
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<td>3</td>
<td>Sept. 14</td>
<td>• Integration Management (Chapter 4) - Learn the role of the project manager, Discuss challenges PMs face and skills needed</td>
<td>Pre-read Ch. 4 Integration Management *Acting PM collects input and posts team’s final PM Plan into the Project Control Book PCB #1 Dropbox folder.</td>
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<td>- Learn Integration management processes</td>
<td>*Complete Quiz #3 within one week</td>
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<td></td>
<td>- Team exercise to create 1st draft of your teams Project Management (PM) Plan</td>
<td>Pre-read Ch. 5 in PMPCBG text book Acting PM develops Scope Statement and uploads to D2L_PCB #1 Folder.</td>
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<tr>
<td>4</td>
<td>Sept. 21</td>
<td>• Scope Management (Chapter 5)</td>
<td>*Team creates a Work Breakdown Structure and Act PM to post in Project Control Book PCB input #1 folder.</td>
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<td></td>
<td></td>
<td>- Learn to develop a clear Scope Statement</td>
<td>*Backup PM (for 5 member teams) to post Traceability Matrix in PCB #1 folder.</td>
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<tr>
<td>5</td>
<td>Sept. 28</td>
<td>• Learn ways to manage project scope</td>
<td>*Complete Quiz #4 within one week</td>
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<td>• Learn how to build a Work Breakdown Structure (WBS) for your team project.</td>
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| 6       | Oct. 5   | • Time/schedule management processes.  
• Learn how to develop a project timeline                                                   | Pre-read Ch. 6. Time Mgmt. – Homework is due in two weeks from this class session. **HOMEWORK #2** – Each student to complete Time Mgmt. exercise in **HW#2 Dropbox folder in D2L**.  
*Acting PM to post team project schedule diagram & duration estimates3 in PCB#2 folder in D2L by Noon 1 week after assigned.  
* Complete Quiz #5 by Noon next week.                                                                 |
| 7       | Oct. 12  | • Part 2 of Time/schedule management  
• Learn processes  
• Learn how to develop a project timeline (Network Diagram) for your team project.  
Discuss checklists (sample in D2L)                                                              | Pre-read Chapter 7, Cost Mgmt.  
**Homework assignment #3** – Each team member to complete Cost Mgmt. (EVM) exercise in D2L & upload to HW#3 Dropbox.  
**Acting PM combines cost estimate input from team for your project and posts final estimate in PCB #2 Input Dropbox folder.  
**Complete Quiz #6 within one week                                                                 |
| 8       | Oct. 19  | • Cost Management - Types of estimates  
• Introduction to Earned Value (EV) Discuss budget estimate for team projects  
Discuss cost mgmt. tracking templates  
• Homework assignment (Earned Value Method (EVM) as assigned by instructor.                       | Pre-read Ch. 8, Quality in PMPCBG  
*PM to work with team to create quality management plan for your team project & PM post in PCB input #2 Dropbox folder.  
**Complete Quiz #7 within one week                                                                 |
| 9       | Oct. 26  | • Quality Management - Learn importance of setting quality measurements  
• Learn quality processes and the difference between project and product measurements  
• Discuss Quality measurement tools                                                               | Pre-read Ch. 9, Human Resource Mgmt.  
*Team members provide input staffing plan using RAM template & **Acting PM to post final RAM in PCB #2 Dropbox AND Backup PM to post Team Charter in PCB #2 folder. NOTE: 2 Acting PMs this week! **Complete Quiz #8 within one week |
| 10      | Nov. 2   | • HR Management - Discuss how to obtain, develop, and manage a project team.  
• Understand team dynamics and how to manage the team.  
• Learn conflict mgmt. motivational factors and effective negotiations                           | Read Ch. 9, Human Resource Mgmt.  
*Team to develop Communication Plan & PM to post in PCB input #3 folder.  
**Homework assignment #4** - Each student to create meeting minutes for a project team meeting and submit to HW#4 Dropbox. (reduced points if in wrong Dropbox)  
**Complete Quiz #9 within one week                                                                 |
| 11      | Nov. 9   | • Communications - Introduction to communication processes  
• Discuss communication model, methods, and barriers to effective communications  
• Review types of project meetings, management reports, and delivery  
• methods Discuss importance of keeping minutes to project team meetings                           | Pre-read Ch. 10, Communications  
*Team to develop Communication Plan & PM to post in PCB input #3 folder.  
**Homework assignment #4** - Each student to create meeting minutes for a project team meeting and submit to HW#4 Dropbox. (reduced points if in wrong Dropbox)  
**Complete Quiz #9 within one week                                                                 |
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| 12      | Nov. 16    | • Risk Management - Learn how to go beyond basic instincts to the next level of risk identification, analysis, and risk response strategies and ripple effect (secondary risks) | - Pre-read Ch. 11, Risk Mgmt.  
*Team members provide input on your project, analyze probability and impact and PM creates Risk Plan to post in Project Control Book (PCB) input #3 & backup PM to post Risk Evaluation Checklist in PCB #3 folder.  
*Complete Quiz #10 within one week |
| ***     | Nov. 23    | *NO CLASS**HOLIDAY**FALL BREAK*                                                             | ***NO CLASS***FALL BREAK***                                                            |
| 13      | Nov. 30    | • Procurement Management - Learn the elements of a legally binding contract  
• Discuss the different types of contracts and levels of risk between diff. contract types. | Pre-read Ch. 12, Procurement Mgmt.  
* Team members submit input to PM for Statement of Work (SOW) and PM post in Project Control Book PCB input #3.  
*Next acting PM to submit “Final project presentation” file to D2L PCB #3 folder.  
*Complete Quiz #11 within one week |
| 14, 15  | Dec. 7     | • Stakeholder Management (Chapter 13)  
• Identify Stakeholders  
• Status Reporting (Homework assignment) Importance of change  
• control on a project Review real-world examples of changes  
• Closing a Project or Phase Planning for project closeout and learn about formal acceptance of project deliverables  
• Next steps for PMI Certification | Review Ch.13-14, Stakeholder Mgmt.  
*Homework assignment #5 - Each student to submit a project status report for your project to class HW #5 Dropbox.  
*Acting PM to post final status report (including Lessons Learned) in Project Control Book PCB input #3 folder in D2L and *submit presentation file (PowerPoint) to instructor & to D2L due last night of class!  
*Complete Quiz #12 by last class! |
| ***     | ***        | ***NO FINAL EXAM ***  
***Celebrate safely!!!***                                                                  | *Ensure all final assignments are submitted to the appropriate Dropbox for final grading. |

Syllabus addendum for the EMP – Fall 2015 (last revised 05/23/2015)

PROGRAM & UNIVERSITY PROVISIONS AND REQUIREMENTS

1. Positive Learning Environment

The University of Colorado Boulder (CU-Boulder) is committed to maintaining a positive learning, working, and living environment. The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, or veteran status in admission and access to, and treatment and employment in, its educational programs and activities. (Regent Law, Article 10, amended 11/8/2001). CU-Boulder will not tolerate acts of discrimination or harassment based upon Protected Classes or related retaliation against or by any
employee or student. For purposes of this CU-Boulder policy, "Protected Classes" refers to race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, or veteran status. Individuals who believe they have been discriminated against should contact the Office of Discrimination and Harassment (ODH) at 303-492-2127 or the Office of Student Conduct (OSC) at 303-492-5550. Information about the ODH, the above referenced policies, and the campus resources available to assist individuals regarding discrimination or harassment can be obtained at http://hr.colorado.edu/dh/

Students and faculty each have responsibility for maintaining an appropriate learning environment. Those who fail to adhere to such behavioral standards may be subject to discipline. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, color, culture, religion, creed, politics, veteran’s status, sexual orientation, gender, gender identity and gender expression, age, disability, and nationalities. Class rosters are provided to the instructor with the student's legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records.

See policies at http://www.colorado.edu/policies/classbehavior.html and at http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code

2. Academic Integrity, Plagiarism, and the EMP Honor Code Quiz

All students of the University of Colorado at Boulder are responsible for knowing and adhering to the academic integrity policy of this institution. Violations of this policy may include: cheating, plagiarism, aid of academic dishonesty, fabrication, lying, bribery, and threatening behavior. All incidents of academic misconduct shall be reported to the Honor Code Council (honor@colorado.edu; 303-725-2273). Students who are found to be in violation of the academic integrity policy will be subject to both academic sanctions from the faculty member and non-academic sanctions (including but not limited to university probation, suspension, or expulsion). Information on the CU Honor Code can be found at http://www.colorado.edu/policies/honor.html and at http://honorcode.colorado.edu.

The Engineering Management Program faculty has established a policy whereby all students enrolled in an EMP course must, at the beginning of each semester, take and pass a basic quiz about the CU Honor Code.

Students must take the quiz once each semester, regardless of the number of courses they are taking that semester and regardless of their having taken the quiz in previous semesters. Failure to complete the quiz by the stated deadline will bar the failing student from all EMP and EMP-related courses this semester.

The instructions for taking the quiz are available in the EMEN Honor Code Quiz Fall 2015 course in D2L, located in the Term-Based Community Spaces section of D2L.

Please do not delay, read the instructions, and complete the quiz! There is a hard deadline. If you do not take the quiz and pass with a 100% score, you will be administratively dropped from this course.

The faculty of the Engineering Management Program (EMP) believe that a culture of integrity is essential to both the long-term, personal success of our students and to the economies and countries in which they live and work. Therefore, EMP has created an Honor Code Violation Policy that specifies a program-specific, academic consequence for a second violation of the CU Honor Code: EMP HONOR CODE VIOLATION POLICY

Any and all violations of the CU Honor Code in EMP classes will be reported to the Honor Code Council. As per CU’s policy, the faculty member will determine the academic sanction for an offense. The CU Honor Code Council will determine any additional, non-academic sanctions. This portion of EMP’s policy is a restatement of the Honor Code policy approved by the CU Board of Regents.
A second violation of the CU Honor Code by any Engineering Management graduate student will result in the academic sanction of dismissal from the Engineering Management graduate program.

The development of the Internet has provided students with historically unparalleled opportunities for conducting research swiftly and comprehensively. The availability of these materials does not, however, release the student from citing sources where appropriate; or applying standard rules associated with avoiding plagiarism. Specifically, the instructor will be expecting to review papers written by students drawing ideas and information from various sources (cited appropriately), presented generally in the student's words after careful analysis, synthesis, and evaluation. An assembly of huge blocks of other individuals' existing material, even when cited, does not constitute an appropriate representation of this expectation. Uncited, plagiarized material shall be treated as academically dishonest. If the student is confused as to what constitutes plagiarism, s/he should review the CU Honor Code on this topic, and refer to the following excellent resources: http://www.northwestern.edu/uacc/plagiar.html and http://owl.english.purdue.edu/owl/printable/589/

Students agree that by taking this course all required papers may, at the discretion of the instructor, be subject to submission for a Textual Similarity Review to Turnitin.com for the detection of plagiarism. All submitted papers will be added as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers in the future.

Finally, the Engineering Management Program faculty have established a policy whereby all students enrolled in an EMP course must, at the beginning of each semester, take and pass a basic quiz about the CU Honor Code. Each student must take the quiz once each semester, regardless of how many courses they are taking in the department. You must receive 100% on the quiz in order to pass the exam. The instructions and quiz will be made available on D2L when the student enrolls for any EMEN course or any course cross-listed, co-listed or co-located with an EMEN course.

3. Disability Services

If you qualify for accommodations because of a disability, please submit to your professor a letter from Disability Services in a timely manner (for exam accommodations provide your letter at least one week prior to the exam) so that your needs can be addressed. Disability Services determines accommodations based on documented disabilities. Contact Disability Services at 303-492-8671 or by e-mail at dsinfo@colorado.edu. If you have a temporary medical condition or injury, see Temporary Medical Conditions: Injuries, Surgeries, and Illnesses guidelines under Quick Links at Disability Services website and discuss your needs with your professor.

If you have a temporary medical condition or injury, see Temporary Injuries under Quick Links at Disability Services website and discuss your needs with your professor.

4. Religious Observances

Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or class attendance. Students for whom religious observances conflict with class schedules should contact the instructor no later than two weeks before the potential conflict to request special accommodations. See full details at http://www.colorado.edu/policies/fac_relig.html.

5. Class Attendance for On-Campus Students

Unfortunately, some on-campus students have used the availability of the lecture videos to stop attending classes, and rely instead on the videos to learn the material. In the opinion of the faculty, this choice often results in a significant
reduction in the quality of the educational experience for both on-campus and distance students; therefore, EMP has established the following policy for all on-campus students registering for an EMEN course:

**Class attendance for all on-campus students is expected and required. Unexcused absences may incur a penalty against the student’s final grade.**

6. **Access to Recorded Course Lectures**

The lecture videos are available for streaming and downloading via Desire2Learn (D2L) by all students registered for their respective EMEN course; whether they are on-campus or distance students. This improves the quality of the educational experience for all students, enabling any student to review each lecture as many times as needed to master the material. If you have difficulties accessing the video, FIRST check Technical Help / FAQ at: https://cuengineeringonline.colorado.edu/distance-delivery/technical-help-faq. If you are still experiencing difficulties, please contact: caete@colorado.edu.

7. **E-mail Account**

You are expected to use your CU student e-mail account. All of your e-mail from professors and the university will be sent to your CU e-mail account. You can choose to redirect your CU email to an alternate (work/personal) email account. For assistance in activating your email account and forwarding email, contact the Help Desk at 303-735-HELP or Help@colorado.edu.

8. **Recording of EMP classes**

Please note that students attending EMP classes live, whether on-campus or via teleconferencing, may be recorded.

9. **Proper Use of Copyrighted Materials**

The Engineering Management Program (EMP) has a large distance learning population and, as such, many copyrighted materials are offered electronically to students. EMP has the responsibility to comply with the copyright law regulating distance education for a non-profit, state institution, i.e., the Technology, Education and Copyright Harmonization (TEACH) Act of 2002. It’s the student’s responsibility to comply with U.S. copyright law with respect to the use and sharing of the electronic materials (this includes the videos of class lectures) provided within the program.

10. **Appropriate Classroom Use of Laptops**

Although having a laptop in class opens up new learning possibilities for students, sometimes students utilize it in ways that are inappropriate. It is easy for your laptop to become a distraction to you and to those around you. Therefore, please refrain from instant messaging, e-mailing, surfing the Internet, playing games, writing papers, doing homework, etc. during class time. Acceptable uses include taking notes, following along with the instructor on PowerPoint, and other directed class activities, as well as working on assigned in-class activities, projects, and discussions that require laptop use.