COURSE OBJECTIVES

BA 421 is the third of a series of courses that progressively and collectively develop the following skills and competencies of the business administration student:

- Communication skills and individual effectiveness
- Diversity management skills and competencies
- Collaboration/Team-building skills
- Problem-solving/Critical thinking/Empirical inquiry skills
- Technology and information/Data management
- Leadership

During BA 421 students apply skills and competencies to project management and planning, including the preparation of a plan of study for internship, group project, or undergraduate research to be completed as BA 495 A, B, or C in the final semester of study.

Specifically, the course emphasizes the following:

- Application of good practices in project management, including case exercises completed in a group setting. More specifically, definition of objectives and deliverables in a project environment, proposal writing, planning methods including the work breakdown structure (WSB), importance of developing alternate plans and emergency procedures, graphical methods for presenting project schedules and plans, developing preliminary budgets and project controls, basic understanding of team dynamics and responsibilities and factors that influence project success and the introduction of risk will be emphasized.
- Identification of capstone business exercises, e.g., an internship, senior thesis, or group exercise, to be completed in the final semester.
- Use of contemporary techniques and technology for project management
- Examination of successful business projects, especially the role project planning and management.
- Research on, or analysis of, the business enterprise or business setting appropriate to the capstone exercise.

To achieve these objectives, this course will have the following components: technology, in-class face-to-face, and cooperative group learning. Technology component of the course includes a well-known and frequently used project planning software, Microsoft Project 98. Also, in this class, you will frequently use the technological skills that you learned (i.e., Power Point) from the previous BA courses. In-class face-to-face component will include lectures and discussion on project management, which familiarizes students with the basic concepts and techniques of project planning/management. The principle of defining, planning, reporting, and visually representing the elements of a project will be taught and emphasized through text reading, lecture, and case studies. Also, there will a discussion on a popular business novel, Critical Chain. Cooperative learning component will include active participation in group discussion and completing projects collaboratively. An important part of all projects is the teamwork involved among the
participants. Opportunities to develop and improve the understanding of enhanced project team performance will be included.

REQUIRED TEXTBOOKS

2. Critical Chain, Eliyhu Goldratt.

TENTATIVE COURSE OUTLINE

WEEK 1 Introduction to class
Introduction to Project Management Software (Appendix A, p.334)
Set up groups for group work
Refresh on Student Centered Discussion (SCD), Collaborative Learning techniques
(See SCD manual)
Introduce Project Management Concepts (PM Chapter 1)

Assignments: Read PM Chapters 1 & 2
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
Read Critical Chain

WEEK 2 Introduction to MS Project in the lab

Assignments: Read PM Chapters 3 & 4
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
Read Critical Chain

WEEK 3 PM Text
Chapter 2 – Needs Identification
Chapter 3 – Proposed Solutions
Chapter 4 – The Project
Discuss WWW sites with your group members
Continue on MS Project training

Assignments: Read PM Chapter 5 & 6
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
Read Critical Chain

WEEK 4 PM Text
Chapter 5 – The Project Manager
Chapter 6 – The Project Team
Discuss WWW sites with your group members
Continue on MS Project training

Assignments: Read PM Chapters 8 & 9
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
Read Critical Chain
WEEK 5
Test #1
PM Text
Chapter 8 – Project Communication and Documentation
Chapter 9 - Planning
Discuss WWW sites with your group members
Continue on MS Project training

Assignments:
Read PM Chapter 10 & 11
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
Read Critical Chain

WEEK 6
PM Text
Chapter 10 – Scheduling
Chapter 11 – Schedule Control
Discuss WWW sites with your group members
Continue on MS Project training

Assignments:
Read PM Chapters 12 & 13
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
Read Critical Chain

WEEK 7
PM Text
Chapter 12 – Resource Consideration
Chapter 13 – Cost Planning and Performance
Discuss WWW sites with your group members
Continue on MS Project training

Assignments:
Read Critical Chain
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.

WEEK 8
Test #2
Discuss WWW sites with your group members
Continue on MS Project training

Assignment:
Start the preparation of a plan of study for internship, group project, or undergraduate research to be completed as BA 495 A, B, or C in the final semester of study.
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.

WEEK 9
MS Project Applications
Group Activity: PM-page 218
Discuss WWW sites with your group members

Assignment:
Continue on the preparation of a plan of study for internship, group project, or undergraduate research to be completed as BA 495 A, B, or C in the final semester of study.
Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.
WEEK 10  MS Project Applications  
Group Activity: PM-page 255  
Discuss WWW sites with your group members  

Assignment: Continue on the preparation of a plan of study for internship, group project, or Undergraduate research to be completed as BA 495 A, B, or C in the final semester of study. Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.

WEEK 11  MS Project Applications  
Group Activity: PM-page 286-287  
Discuss WWW sites with your group members  

Assignment: Continue on the preparation of a plan of study for internship, group project, or Undergraduate research to be completed as BA 495 A, B, or C in the final semester of study. Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.

WEEK 12  MS Project Applications  
Group Activity: PM-page 306-307  
Discuss WWW sites with your group members  

Assignment: Continue on the preparation of a plan of study for internship, group project, or Undergraduate research to be completed as BA 495 A, B, or C in the final semester of study. Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.

WEEK 13  MS Project Applications  
Group Activity: PM-Page 332-333  
Discuss WWW sites with your group members  

Assignment: Continue on the preparation of a plan of study for internship, group project, or Undergraduate research to be completed as BA 495 A, B, or C in the final semester of study. Visit WWW sites listed at the end of the chapters and do the exercises. You will be discussing these in the class.

WEEK 14-15 A short applied test on MS Project  
Take three-question written test on the Critical Chain  
Submit a two-page Executive Summary of the Critical Chain  
Present the summary of and lessons learned from the Critical Chain to class  
Submit a proposal that shows your plan of study for internship, group project, or Undergraduate research to be completed as BA 495 A, B, or C in the final semester of study.
MS PROJECT TRAINING

MS Project training will cover the topics:

- Examining Project Management Theory: Defining Project Management, Identifying Project Management Phases
- Working with Projects: Opening Projects, Scrolling through Projects, Changing Project Views, Closing Projects
- Printing Views and Reports: Changing the Page Setup, Printing Views, Printing Reports
- Creating Projects: Starting New Schedules, Saving New Projects
- Working with Tasks: Entering Tasks, Moving and Copying Tasks, Inserting and Deleting Tasks, Specifying Task Durations, Changing Tasks to Milestones
- Organizing Schedules: Outlining Tasks in a Schedule, Collapsing and Expanding Outlines
- Assigning Task Relationships: Linking Tasks, Unlinking Tasks, Changing Link Types
- Adding Resources: Creating Resource Lists, Changing the Maximum Units, Assigning Resources to Tasks
- Assigning Costs to Tasks and Resources: Entering Cost Information, Viewing Total Project Costs
- Working with Calendars: Changing the Project Calendar, Using Base Calendars
- Evaluating and Adjusting Time Factors: Identifying Slack Time, Adjusting the Critical Path, Decreasing the Duration of Tasks
- Evaluation and Adjusting Cost Factors: Reducing Costs, Managing Cash Flow
- Tracking Progress: Saving Projects with Baseline Plans, Updating the Project Schedule, Identifying Variance
- Controlling Printed Output: Filtering Views for Printing, Adjusting Timescales in Printed Views, Adding Headers to Printed Views, Controlling the Number of Columns to Print
- Customizing Reports: Changing Report Contents, Adjusting Report Timescales, Formatting Report Text, Adding Totals to Reports
- Working with Multiple Projects: Consolidating Projects, Sharing Resources between Projects
- Using Subprojects and Templates: Using Subprojects, Using Templates

GRADING CRITERIA

The final course grade will be assigned as follows:

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<th>Component</th>
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<tr>
<td>Two tests from PM Text</td>
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<tr>
<td>Test on Critical Chain</td>
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<tr>
<td>Short test on MS Project</td>
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<td><strong>TOTAL</strong></td>
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