MGNT 4616  
Project Management

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(Please do not use CourseDen for email)

Course Description

Greetings! This course provides a socio-technical perspective to the management of projects. The content deals with planning, scheduling, organizing, and implementing projects - e.g., product development, construction, information systems, new business, and special events. Primary class emphasis is on the project management process and tools. Today, more and more companies are realizing that managing projects is a vital part of everyone’s job. Mastery of key tools and concepts could give you a significant competitive advantage in the marketplace.

Course Objectives

- To master key concepts, techniques, and decision tools used by project managers.
- To identify critical behavior for successfully managing projects.
- To understand how to develop and use a computer-based information system for managing projects.

Course Information:

Delivery Format: Online, Web-based. No required physical meetings, except the on-campus exams.

READINGS: The main text for this class: 

CONNECT ACCESS: All exams, quizzes, and assignments will be housed on McGraw Hill’s Connect website

All the required resources are bundled into one package that all students need to purchase at cost of $80. Students can purchase the access and e-textbook directly from the following link: 

Connect

Having trouble registering? Get help at: 
Student Registration Help

For on-going support, you have a Digital CARE Team at: 
Digital CARE Team link (click “Contact Us”) or phone 1-800-331-5094 (prompt 2 for students)
Learning Outcomes

By the end of the MGNT 4616 students will demonstrate ability to:
- construct a project scope statement and assess the priorities of a project
- create a work breakdown structure and responsibility matrix
- develop a network schedule for a project
- create a project network
- identify the critical path of project schedule
- resolve the impact resource constraints has on a project plan
- develop strategies for expediting project completion
- initiate action to manage project stakeholders
- interpret project performance indices
- manage the project close-out phase

Grading

Your grade for the course will be determined by satisfactory achievement of the following requirements:

Assignments 12%
Examinations 60%
On-line Participation 12%
On-line Quizzes 13%
Total 100%

Assignments (12%):

The course schedule, at the end of this syllabus, lists several individual assignments which are due by midnight each Sunday for every session. Some assignments are based on information found in the required text, and some are external articles and videos in public domain. The focus of these assignments is to better help the student relate the concepts learned in the book to that of real business world. The place for posting these assignments will be on Connect.

***Assignments received after Sunday will be penalized 30% per day.***
The lowest assignment grade will be dropped from the calculation of final assignment grade.

On-line Group Participation (12%):

During the second week, students will be assigned to a group discussion forum. By clicking on the Group Pages tab on Course Den, students will be able to access the discussion forum for their group. Here students are expected to make meaningful contributions on a regular basis to a variety of assigned topics. To facilitate this process each individual will be asked to serve as discussion leader on one or more topics. Discussion leaders are expected to submit the first response to a topic/question no later than 48 hours from beginning of the assignment, and respond to subsequent entries by other forum members. Each forum member is expected to post at least one response to a topic. Group Assignments to be submitted on Course Den. Discussion
leadership rotation is decided by group members and posted on the group forum box for information.

Shortly after the beginning of the course, group information will be available to you. It is important that you print this information. It will contain the members of your group, as well as a list of the group discussion assignments as well as which member of your group will be responsible for making the first entry for that particular discussion.

You will be graded on the quality of your responses and your overall involvement in the discussion. For example, replying that you agree with someone’s response alone is not an acceptable response. The quality of your on-line participation will be evaluated by the instructor.

**Examinations (60%)**

Three different examinations are scheduled, each examination will consist of 50 multiple-choice questions. The exams are proctored and must be taken at the Miller Hall computer lab. The exact date, time, and room number will be provided on the schedule list. Exams will be posted on Connect.

*Online Quizzes (13%)*

For each assigned chapter there will be a quiz scheduled. The student will take the quiz after studying the chapter to show her/his level of learning of the topic. Each quiz is made of 5 multiple choice questions with 5 minutes time limit. If not satisfied with the performance grade, the student can take a 2nd attempt. The highest attempt grade will be counted. The Quizzes will be posted on Connect.

**Sessions**

Coursework is broken down into sessions, as shown in the class assignment schedule as well as the Course Den. After clicking on the Sessions folder on Course Den, click on the session you want to work on. Each session will begin with the objectives of that session and the activities that need to be accomplished in order to complete the session.
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<th>Assignments (12%)</th>
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<th>Quiz (13%)</th>
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## Session 1

**Objectives: Modern Project Management**

- To explain why project management is crucial in today's world.
- To define a project and differentiate projects from routine operations.
- To establish the importance of projects in implementing organization strategy.
- To establish that managing projects is an act of balancing the technical and socio/cultural sides of the project.

### Activity Checklist: Modern Project Management

1. View Introduction video by clicking on the corresponding link below.
2. Read Chapter 1: pg. 2-20.
3. Take the Chapter 1 quiz online.
4. Click on the "Discussion- Introductions" link below and post a response to the Introduction exercise to your Class Discussion Forum.
5. Click on the "Discussion- Exercise 1" link below and post 3 examples based on your response to Exercise 1, pg. 20, to the Class Discussion Forum.
6. Click on the "Discussion- Exercise 2" link below and post your top 3 achievements based on your response to Exercise 2, pg. 20, to the Class Discussion Forum.
7. View The Project Wizards Guide video by clicking the corresponding link.
8. Use the questions in Exercise 4 to check out the Project Management Institute website at [Project Management Institute website](#). No submission required.

**REMINDERS:**

***Assignments are due by Sunday before midnight in order to receive full credit.***

### Video - Introduction

**The Project wizards guide**

[Project Wizards Guide link](#)

### Discussion- Introductions

Post a response to the following on the Class Discussion Forum:

Name:

Major/ Option:

Hometown:

Recent Work Experience:

Anything else you care to share with the class:

### Discussion- Exercise 1

Post 3 examples based on your response to Exercise 1, pg. 20, to the Class Discussion Forum. Recognize that this assignment refers to Exercise #1, not Review Question #1.

### Discussion- Exercise 2

Post your response to Exercise 2, pg. 20, to the Class Discussion Forum.
# Session 2

## Part A - Objectives: Project Selection

- To identify the significant role projects contribute to the strategic direction of the organization
- To stress the importance of establishing project priorities and top management support
- To describe the linkages of strategies and projects
- To describe a scheme for prioritizing projects that ensures top management involvement and minimizes conflicts
- To apply an objective priority system to project selection

## Part A - Activity Checklist: Project Selection

1. Read Chapter 2: pg. 24-49
2. View the Steve Jobs and Net Present Value videos by clicking on the corresponding link
3. Take the Chapter 2 Quiz.
4. Click on the "Group Discussion- Introduction" link below and post a self-introduction on your group discussion board. Answer the following in your introduction:
   - Why you are taking this class?
   - What you hope to gain from it?
   - Hobbies.
   - Favorite Movie.
   - Favorite Book.
5. Read the Film Prioritization Case, pages 56-60, in your text and view the Film Prioritization Video by clicking on the link below.
6. Click on the "Group Discussion- Film Prioritization Case" link below. Use the Project Priority Evaluation Form made available to you within the assignment link to help you post scores and rankings for the Film Prioritization Case to your group discussion forum. Discuss in your forum why members had different ratings. As a group, agree on a set of rankings that represent your group.
7. Click on the "Assignment- Group Film Prioritization Case" link below. Use the Project Priority Evaluation Form provided to you to represent the scores and rankings chosen by your group. Each student will need to turn in this completed form. This is a group assignment. Each of your submittals should be the same.
8. After viewing the Net Present Value video complete exercise 5 on p.51 and check your answer with the one in Appendix A.

**REMINDERS:**
***Assignments are due by Sunday before midnight in order to receive full credit. Work submitted on Monday will receive half credit and there will be no credit given to work submitted after Sunday.***

## Videos:
- Jeopardy! IBM Watson Day 1 Part ½
- Jeopardy! IBM Watson Day 1 Part ½
- Get the Net Present Value of a Project Calculation
- Get the Net Present Value of a Project Calculation

## Group Discussion - Introduction

Post a self-introduction on your group discussion board. Answer the following in your introduction:

- Why you are taking this class?
- What you hope to gain from it?
- Hobbies.
## Session 2

- Favorite Movie.
- Favorite Book.

**Group Discussion - Film Prioritization Case**

Read the Film Prioritization Case, pages 56-60, in your text. Use the Project Priority Evaluation Form provided to you on page 59 to post scores and rankings for the Film Prioritization Case to your group discussion forum. Discuss in your forum why members had different ratings. As a group, agree on a set of rankings that represent your group.

## Session 3

### Part A - Objectives: Organization Structure and Culture

- To be able to identify different types of project management structures
- To understand the strengths and weaknesses of different project management structures
- To appreciate the significance that organizational culture plays in managing projects
- To be able to interpret the culture of an organization
- To understand the interaction between project management structure and the culture of an organization

### Part B - Activities: Organization Structure and Culture

1. Read Chapter 3, pp 66-90
2. Take Chapter 3 quiz.
3. View the Skunk Works and Microsoft It's Everybody Business Method videos by clicking on the corresponding links below
4. Click on the "Group Discussion - Successful Project Completion" link below and post a response to the instructor's question to your group discussion forum.

**REMINDERS:**

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### Video – Skunk Works

[Skunk Works link]

[An Inside Look at Google link]

### Group Discussion - Successful Project Completion

Post your response to the following question to the group discussion forum.

What do you believe is more important for successfully completing a project- the formal project management structure or the culture of the parent organization?

Read the other group members' remarks. Do you disagree or agree? Why or why not?
## Session 4

### Part A - Objectives: Defining the Project

- To develop a scope statement
- To recognize the importance of a complete scope statement acceptable to your customer as a condition for project success
- To layout guidelines for creating a WBS for a project
- To demonstrate the importance of WBS to the management of projects and how it serves as a database for planning and control
- To demonstrate how the OBS establishes accountability to organizational units
- To apply a WBS to a case or suggested project

### Part A- Activity Checklist: Defining the Project

1. Read Chapter 4 pp. 100-122
2. Take the Chapter 4 quiz.
3. View 10 Milestones and Sticky Notes videos by clicking on the corresponding links below
4. Reflect on Film Prioritization assignment completed last week. Click on the "Group Discussion- Film Prioritization Audit" link below and post a response to the questions asked to your group discussion forum.
5. Read the Manchester United Case (pp. 126-127) and submit a one-page response to the questions at the end of the case.

[Scope Creep link](#)

**Video: Scope Creep**

**Project Planning with Sticky Notes**

[Project Planning with Sticky Notes link](#)

Reflect on your group assignment completed last week. Post your responses to the following questions to your group discussion forum.

- What were some on the challenges you faced individually? As a team?
- Do you feel that these challenges are typical for new teams attempting to work together to complete a project? Why or why not? Make sure that you consider project teams who are spread out around the globe.
- What did you learn from this assignment? What could be done differently in order to make it more successful?

Read the Manchester United Case (pp. 126-127) and submit a one-page response to the questions at the end of the case here.
## Session 5

### Part B - Objectives: Estimating Project Times and Costs

- To understand estimating project times and costs are the foundation for project planning and control
- To sensitize students to the many factors that influence time and cost estimates
- To understand and appreciate the advantages and disadvantages of macro and micro estimating methods
- To understand the need for time-phasing budgets
- To understand the different types of cost used to compute total project cost
- Be able to suggest estimating guidelines for time, cost, and resources

### Part B- Activity Checklist: Estimating Project Times and Costs

1. Read Chapter 5, pg. 128-150
2. Take the Chapter 5 quiz
3. Post a response to the instructor's question to your group discussion forum

### Group Discussion:

Post your response to the following question to your group discussion forum.

Of the Time and Cost estimating methods provided in this chapter, what is your preferred method? Explain why. Please comment on your fellow team members’ choices.

## Session 6

### Objectives: Developing a Project Plan

- To establish the linkage between the WBS and the project network
- To diagram a project network using AON methods
- To provide a process for computing early, late, and slack activity times and identify the critical path
- To demonstrate understanding and application of "lags" in compressing projects or constraining the start or finish of an activity
- To provide an overview framework for estimating times and costs
- To suggest the importance of slack in scheduling projects
- To teach how to use MS Project to create a basic project schedule

### Activity Checklist: Developing a Project Plan

1. Read Chapter 6, pg. 160-187
2. Take the Chapter 6 quiz.
3. View the Sun Microsystems, Gantt Charts, and Critical Path videos by clicking the corresponding links.
4. View the video titled Drawing an AON Network by clicking on the link below.
### Session 6

5. Read and complete Exercise 1 on page 188 of your text. After you are satisfied with your layout, transcribe it into a network diagram (you can use MS Project, Excel, MS Words, etc.).
6. Complete Exercise 6-2 on page 189 of your text.
7. View the Gantt Chart video by clicking on the corresponding links below.

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### Gantt Charts - Project Management Task Ordering  
Gantt Charts - Project Management Task Ordering link

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### Assignment:
Read and complete Exercise 1 on page 188 of your text. After you are satisfied with your layout.

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### Group Discussion - Creating a Project Plan
After you have completed your project plan for the wedding, post your file to your group discussion board. Ask your peers questions if you came across any while completing the assignment. Review at least two other group members’ project plans and post comments regarding their plan. Does it make sense to you? Can you offer any suggestions? Is there anything you can learn from what they submitted?

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### Session 7

**Objectives: Risk Management**

- To describe the risk management process
- To identify different kinds of risks
- To illustrate approaches for risk identification, analysis, and assessment
- To suggest approaches for responding to project risks
- To propose the use of contingency reserves to cover risk events
- To recognize the need for a change control process/system for any size project

**Activity Checklist: Risk Management**

1. Read Chapter 7, pg. 204-229
2. Take the Chapter 7 quiz.
3. View the PGE Trojan Decommissioning, Seattle Kingdome, Exploding Whale, and Risk Management Quick Tip videos by clicking on the corresponding link below.
4. Click on the "Group Discussion - PGE Mitigate Risks" link below and post your response to the following question to your group discussion forum: How did PGE mitigate risks on the Decommissioning video?
5. Read the XSU Spring Concert Case on page 235 of your text. Click on the "Group Discussion - XSU Spring Concert Case" below and:
   a. Use your group discussion forum to brainstorm potential risks associated with this project. Submit 8 different risks that could occur on this project.
   b. Choose 5 different risks from your list of 8 and within your group discussion forum, submit a risk assessment matrix similar to Figure 7.6, located on page 212 in your text.
   c. Work within your group discussion forum to come up with a risk response
## Session 7

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<th>Task</th>
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<tr>
<td>matrix similar to Figure 7.8, located on page 217 in your text, for the 3 most critical risks</td>
<td>6. Click on the &quot;Assignment- Risk Management Plan for XSU Spring Concert&quot; link below. Individually, submit your group's risk management plan here, which should include the 3 steps (a-c) under activity #6.</td>
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<tr>
<td><strong>Video - PGE Trojan Decommissioning</strong></td>
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<td>Seattle Kingdome demolition [Seattle Kingdome demolition link]</td>
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<td>The Exploding Whale [The Exploding Whale link]</td>
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<td>Risk Management Quick Tip: An Overview (3:39m)</td>
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<td><strong>Risk Management Quick Tip: An Overview (3:39m) link</strong></td>
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<tr>
<td><strong>Group Discussion- XSU Spring Concert Case</strong></td>
<td>a. Use your group discussion forum to brainstorm potential risks associated with this project. Submit 8 different risks that could occur on this project.</td>
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<tr>
<td><strong>b. Choose 5 different risks from your list of 8 and within your group discussion forum; submit a risk assessment matrix similar to Figure 7.6, located on page 212 in your text.</strong></td>
<td>b. Choose 5 different risks from your list of 8 and within your group discussion forum; submit a risk assessment matrix similar to Figure 7.6, located on page 212 in your text.</td>
</tr>
<tr>
<td><strong>c. Work within your group discussion forum to come up with a risk response matrix similar to Figure 7.8, located on page 217 in your text, for the 3 most critical risks.</strong></td>
<td>c. Work within your group discussion forum to come up with a risk response matrix similar to Figure 7.8, located on page 217 in your text, for the 3 most critical risks. <strong>This is another group assignment. Remember what you learned from the Film Prioritization assignment.</strong></td>
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<tr>
<td>Individually, submit your group's risk management plan here, which should include the 3 steps (a-c) you completed for the group discussion.</td>
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## Session 8

**Objectives: Scheduling Resources and Costs**

To contrast the differences between time and resource constrained projects
To explain the implications for managing time and resource constrained projects
To demonstrate an understanding of one heuristic method for scheduling resource constrained projects
To explain the potential for hidden critical paths
To introduce multi-project resource scheduling

**Activity Checklist: Scheduling Resources and Costs**

1. Read Chapter 8, pg. 250-277
2. Take the Chapter 8 quiz.
3. Do Exercises 1 located on pages 280 in your text.

Do Exercises 1 located on pages 280 in your text.
# Session 9

**Objectives: Reducing Project Duration**

- To understand how to use the critical path to reduce project duration
- To explain alternative methods for crashing activities
- To explain the risks associated with compressing or crashing a project
- To recognize when a project manager should try for the optimum cost-duration

## Activity Checklist: Reducing Project Duration

1. Read Chapter 9, pg. 304-323
2. Take the Chapter 9 quiz.
3. View the Santa Monica Freeway and World Record videos by clicking the corresponding links.
4. Click on the "Group Discussion- Review Questions 2 and 3" link below and post responses to Review Questions 2 and 3, located on page 323 in the text, to your group discussion forum.
5. Click on the "Assignment: Exercise 9-4 Worksheet" link below. Here you will find the 9-4 worksheet you need to use to complete and submit Exercise 4. Include a Project Cost-Duration Graph with your submittal that shows the optimum cost-time point.
6. Do the case “Now” Wedding – Parts A and B, Pages 335-337

## Group Discussion - Review Questions 2 and 3

Post responses to Review Questions 2 and 3 (pg. 323) to your group discussion forum.

## Video - Reducing Project Duration

- Repairing the Santa Monica Freeway after the 1994 Earthquake (2:18m)
- World Record for House Speed Building

## Assignment: Exercise 9-4 Worksheet

Use the provided 9-4 worksheet to submit Exercise 4. Include a Project Cost-Duration Graph with your submittal that shows the optimum cost-time point.

## Assignment: “Now” Wedding Parts A and B
## Session 10

### Objectives: Leadership

- To create an awareness of the network of relationships that need to be managed to be a successful project manager
- To identify the "currencies" a project manager can use to influence others
- To encourage students to engage in MBWA
- To highlight the importance of maintaining positive relationships with project sponsors
- To understand and discuss the importance of building trust for project success
- To identify some of the qualities of an effective project manager

### Activity Checklist: Leadership

1. Read Chapter 10, pp. 338-362
2. View the Raleigh PM, Dilbert, and How to Network videos by clicking the corresponding links.
3. Take the Chapter 10 quiz.
4. Click on the "Group Discussion- Instructor's Question: PM Metaphor" and post your response to the questions to your group discussion forum.
5. Click on the "Assignment- Western Oceanography Institute Case" link below. Read the Western Oceanography Institute Case (pp. xx-xx) and submit a one page response to the questions at the end of the case.

### Group Discussion - Instructor's Question: PM Metaphor

Post your response to the following questions to your group discussion forum.

Why is a conductor of an orchestra an appropriate metaphor for being a project manager? What aspects of project managing are not reflected by this metaphor? Can you think of other metaphors that would be appropriate?

**VIDEO:** Raleigh project manager, Borneo (1:23m)  
[Raleigh project manager, Borneo link](#)  
Dilbert: Make Up a Number and Honesty Parameter (1:02m)  
[Make Up a Number and Honesty Parameter link](#)  
How To Network (1:50m)  
[How To Network link](#)

Read the Blue Sky Project Case (pp. 367-371) and submit your response to the questions at the end of the case here.
## Session 11

**Objectives: Managing Project Teams**

- To identify key characteristics of a high-performance project team
- To appreciate the impact situational factors have on project team development
- To develop strategies for developing a high-performance project team
- To build skills that encourage functional conflict and discourage dysfunctional conflict
- To understand the challenges of managing virtual project teams
- To recognize the importance of the project manager's behavior in shaping how a team performs

### Activity Checklist: Managing Project Teams

1. Read Chapter 11: pp. 374-405
2. Take the Chapter 11 quiz.
3. Do the "Group Discussion- Ajax Case" link below. Read the Ajax Case (pp. 412-413) in your text and post your response to the questions following the case to your group discussion forum.
4. View the Redeem team, Most Inspiring, Zynga, and Jaclyn Kostner videos by clicking the corresponding links.

### Group Discussion - Ajax Case

Read the Ajax Case (pp. xx-xx) in text and post your response to the questions following the case in your group discussion forum.

### VIDEOS -

- **Olympics '08: Redeem Team Celebrates Victory (2:32m)**
  - [Olympics '08 link](#)
- **The Most Inspiring thing ever said... (0:13m)**
  - [The Most Inspiring thing ever said... link](#)
- **Inside Zynga (3:32m)**
  - [Inside Zynga link](#)
- **Dr. Jaclyn Kostner - Virtual leadership, Virtual Teamwork (8:15m)**
  - [Virtual leadership link](#)

## Session 12

**Objectives: Outsourcing: Managing Interorganizational Relations**

- To understand the need and value of engaging in project partnering
- To be able to set and implement a partnering arrangement on a major project
- To understand why project partnering efforts fail
- To be able to practice principle negotiation
- To provide helpful advice for managing customer relations
### Session 12

**Activity Checklist: Outsourcing: Managing Inter-organizational Relations**

1. Read Chapter 12, pg. 418-440 as well as Appendix 12.1, pg. 449455.
2. Take the Chapter 12 quiz.
3. View the Rewards/Escalation video by clicking on the corresponding link below.
4. View the Negotiation Skills video by clicking on the corresponding link below.
5. Click on the "Group Discussion- Team-building vs Planning and Technical Challenges" link below and post a response to the instructor's question to your group discussion forum.

**Video**

- Negotiation Skills - Communication Training -Speak First (3:33m)
  - [Negotiation Skills link](#)

**Group Discussion**

- Team Building vs Planning and Technical Challenges
  - Post your response to the following question to your group discussion forum.
  
  "Team building is nice to have for a project, but we really need to concentrate on the planning and technical challenges-- those are the make-or-break points for this project." Agree or disagree? Support your answer.

### Session 13

**Objectives: Project Closure**

- To appreciate the importance of engaging in project retrospectives
- To identify the major elements of a project retrospective
- To understand key issues surrounding project closure
- To provide useful advice for conducting performance reviews of project members

**Activity Checklist: Project Audit and Closure**

1. Read Chapter 14, pp. 510-530
2. Take the Chapter 14 quiz.
3. View the New NBA Ball and Business Management Tip videos by clicking on the corresponding links below.
4. Click on the "Group Discussion- Response to Review Question 5" link below and post a response to Review question 5(page 483) to your group discussion forum.

**Video**

- Bodog.com New NBA Basketball CNBC (2:17m)
  - [Bodog.com link](#)

- Business Management Tips : Project Management Methodologies (2:20m)
  - [Business Management Tips link](#)

**Group Discussion**

- Response to Review Question 5
  - Post a response to Review question 5 to your group discussion forum. p. 531
### Session 14

**Objectives- Agile Project Management**

- To recognize the conditions in which traditional project management versus agile project management should be used.
- To understand how Agile PM works and in particular, the value of an incremental, iterative development approach to new product development
- To understand the advantages of Agile PM
- To understand the basic methodology used in SCRUM
- To recognize the limitations of Agile PM

**Video**

- IDEO - Tom Kelley
  - [IDEO link](#)
  - Design as an Iterative Process (1:34m)
    - [Design as an Iterative Process link](#)
  - A Day in the Life of a Scrum Team
    - [A Day in the Life of a Scrum Team link](#)

**Group Discussion**

- [Response to Scrum at P2P questions](#)

Post a response to questions at the end of Part A and Part B to your group discussion forum

### Session 15

**Objectives: Career Paths**

- To encourage students to pursue a career in project management
- To identify and discuss future trends in the practice of project management

**Activity Checklist: Oversight**

1. Read Chapter 18
2. Take the Chapter 18 quiz.
3. Click on the "Group Discussion- Response to Review Question 4" link below and post a response to review question 4, pp. xx, to your group discussion forum.
4. Do the "Assignment- Lessons Learned" and post your response
5. View the Project Management Jobs and Monkeys videos by clicking the corresponding links.
6. View the Conclusion video by clicking on the corresponding link below
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<td><strong>Group Discussion- Response to Review Question 1</strong></td>
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<td>Post a response to review question 1 to your group discussion forum.</td>
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<tr>
<td><strong>Lesson Learned Assignment</strong></td>
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<td>Think back over the entire course and identify 3 important lessons that you have learned about managing projects. Submit a one page response that states the lessons and explains briefly why you believe they are important.</td>
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