BYU Hawaii Curriculum Proposal Number [11-06]

Section 1 - Approvals

**Approvals**

Name of Proposal: BUSM 391 - Project Management

Submitted by: Kevin S. Castle  Signature:

Date: June 6, 2011

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Recommendation/Signature</th>
<th>Date</th>
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<tbody>
<tr>
<td>Faculty Vote: For 11, Against 0, Abstain 0, Absent 0</td>
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<tr>
<td>1. Approved by Department</td>
<td>Signature:</td>
<td>10/5/11</td>
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<td>Chair: <strong>Jeffery Caneen</strong></td>
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<td>2. Approved by College</td>
<td>Signature:</td>
<td>11/4/11</td>
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<td>Dean: <strong>Glade Tew</strong></td>
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<td>3. Approved by General Education (if any GE course is affected)</td>
<td>Signature: N/A</td>
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<td>GE: <strong>David Beus</strong></td>
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<td>4. Approved by University Curriculum Committee</td>
<td>Signature:</td>
<td>N/A</td>
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<td>UCC: <strong>Jennifer Lane</strong></td>
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<td>5. Approved by Deans' Council</td>
<td>Signature:</td>
<td>15 Dec 11</td>
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<td>AVP: <strong>Max Checketts</strong></td>
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<td>6. Approved by the President's Council (for new programs)</td>
<td>Signature: N/A</td>
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<td>Pres: <strong>Steven Wheelwright</strong></td>
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Section 2 – Overview (Support)

Summary: This proposal adds a new BUSM 391 course, titled "Project Management."

Project Management is the art of using a variety of techniques to combine inter-related resources, within defined constraints, in order to accomplish the goal of the project. The Project Manager is the individual ultimately responsible for managing the project. Through the combination of classroom lectures, activities, and an online simulation students should be able to demonstrate the following after completing this course:

1. How the three classic project management levers - scope, resources, and schedule - can be used to improve project outcomes and how these levers interact
2. How project characteristics, including deadlines and team skill levels, impact team morale and work quality
3. The effects of project manager's decisions on team morale and work quality - e.g., how much time to spend on coaching or meetings, how much to rely on overtime or outsourcing, what skill level to set for a project team, and when to add or reduce project team members.
4. The effects of poor-quality work on project outcomes
5. How unanticipated events influence project outcomes
6. How to make tradeoffs between desired project outcomes in situations where not all project objectives can be met
7. The importance of committing to realistic project objectives and minimizing scope change
8. Educate on the Project Management Methodology
   o Teach project management methodology and tools required in order to execute projects more effectively, efficiently and delivering tangible value.
   o Provide standardized templates (artifacts) necessary for successful project completion
9. Provide an overview of project management concepts and the Project Management Institute's (PMI®) Project Management Body of Knowledge (PMBOK®) Most of the material in this class is based on PMBOK® because:
   o It is internationally recognized
   o The general methodology works across multiple disciplines
   o Is supported by readily available publications and tools
   o It is complete - covers all facets of project management
   o It works
10. Prepare students to obtain formal certification as a Certified Associate in Project Management (CAPM) (Requires at least 1,500 hours experience OR 23 hours of project management education which will be satisfied by this course). (Note $300 exam fee is not included.) Students can now take CAPM certification exam through BYUH testing center.
11. Provide classroom opportunities to act as project team members to practice creating, planning and executing projects. Online simulation to be used is "Project Management Simulation", Austin, HBPS, 2010. The class will be three credits and 1 section will be taught Fall, Spring, and Winter starting Fall 2011, depending on demand.
Department Resources Required

One section of this class will be taught 2-3 times per year depending on course demand. The course will give more flexibility to faculty and operations and supply chain students in that it will satisfy the electives required in that track. If the course continues to build in popularity it is proposed that Professor Castle will teach fewer sections of IDS 321, BUSM 180 or have it replace Logistics 381 as this course is a greater differentiator for students with the opportunity of certification and applies to a wider audience beyond just Operations and Supply Chain students.
Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately Upon Approval
College: College of Business, Computing and Government
Course Prefix: BUSM
Course Number: 391

NEW COURSE.

Full Title: Project Management
Short Title (for Transcript, 30-char max): Project Management
Catalog Entry (50-word recommended maximum):

391. Project Management – (3) (F, W, Sp) Project Management is the ability to combine inter-related resources, within defined constraints, to accomplish the goal of a project. Through activities and online simulation students will learn how to manage projects effectively. Students who successfully pass the CAPM exam (fee not included) will become a Certified Associate in Project Management (CAPM).

Prerequisites: BUSM 180, ACCT 232A, 232B, MATH 221
Credit Hours: 3
Grading Method: A-B-C
Course Fees: None

Learning Objectives: Each student who passes this course will be able to do the following:
Each student who passes this course will have the knowledge and skill sets required to take the CAPM exam.

Assessment Methods:

Student Learning Objectives

1. Understand the profession of project management and related methodologies.
2. Demonstrate the ability to use the three classic project management levers- scope, resources, and schedule -to improve project outcomes and understand how these levers interact.
3. Demonstrate how changing project characteristics, including deadlines and team skill levels, impact team morale and work quality
4. Demonstrate the effects of project manager’s decisions on team morale and work quality- e.g., how much time to spend on coaching or meetings, how much to rely on overtime or outsourcing, what skill level to set for a project team, and when to add or reduce project team members.
5. Demonstrate the effects of poor-quality work on project outcomes and understand how to ensure projects are executed with quality as a focus.
6. Demonstrate how unanticipated events influence project outcomes and risk mitigation strategies to deal with constant change in projects.
7. Demonstrate how to make tradeoffs between desired project outcomes in situations where not all project objectives can be met.
8. Demonstrate the importance of committing to realistic project objectives and minimizing scope change.
9. Pass the CAPM exam.
10. Allow students with specific projects on campus with SIFE, CIE and other organizations a workshop to help them manage their real projects.

Teaching Methods
Active learning, case studies, online simulation and labs are the primary learning methods. This course is unique in that will combine the classroom experience with approximately 40 hours of online learning. The online simulation will provide students direct application of the skills they learn in class.

The instructor for this course is uniquely qualified to teach this course for the following reasons:
- Certified Project Management Professional (PMP).
- 18 years of project management experience
- Developed Project management course at Varian
- Masters in International Management from Thunderbird, and a PhD Candidate in International Management.

1. Tests: 20% of grade
2. Simulation Results: 30% of grade
3. Project and Presentation: 30% of grade
4. Participation in Lab and activities: 20% of grade

Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
## Sample Syllabus and Timeline

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Assignments Due</th>
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<tr>
<td><strong>INTRODUCTION</strong></td>
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</table>
| Week 1 | Introduction to class  
Introduction to CAPM certification  
Provide an overview of project management concepts and the Project Management Institute’s (PMI®) Project Management Body of Knowledge (PMBOK®)  
Begin basic Project management training | Round 1 Online Simulation Due |
| Week 2 | • What is Project Scope Management and what part does the Project Manager play in it?  
• Project v. Product: Scope & Management  
• Elements of the Project Charter  
• The Work Breakdown Structure  
• Project Scope Management Processes in the Project Management Lifecycle  
• Study tips for Project Scope Management on the CAPM exam | Round 2 Online Simulation |
| Week 3 | • What is Project Cost Management and what part does the Project Manager play in it?  
• Earned Value Analysis  
• Important accounting terms  
• Project Cost Management Processes in the Project Management Lifecycle  
• Study tips for Procurement Management on the CAPM exam | Round 3 Online Simulation |
| Week 4 | • Why Time Management is important to the project manager  
• The Tools and Methods of Schedule Development  
• Managing The Schedule  
• Major TM processes in the Project Management Lifecycle  
• Study tips for Time Management on the PMP exam | Round 4 Online Simulation |
| Week 5 | • What is Project Quality Management and what part | Round 5 Online Simulation- New scenario |
| Week 6 | • Defining Project Communications Management and why it is vital to the project manager  
• Important Communication models and theories  
• Valuable Communications skills  
• PCM processes in the Project Management Lifecycle | Round 6 Online Simulation |
|---|---|---|
| Week 7 | • Why Human Resource Management is Important to the PM  
• Roles and Responsibilities in a Project  
• Powers of the Project Manager  
• Leadership Styles  
• Conflict Resolution Techniques  
• Theories of Motivation  
• Major HRM processes in the PM lifecycle | Round 7 Online Simulation |
| Week 8 | • What is Procurement Management and what part does the Project Manager play in it?  
• Contracts and other tools of Procurement Management  
• Negotiating  
• Procurement Management processes in the Project Management Lifecycle | Round 8 Online Simulation |
| Week 9 | • What is Project Risk Management and what part does the Project Manager play in it?  
• Key terminology in Risk Management  
• Important Risk Concepts  
• Vital Risk Management Tools & Techniques  
• Project Risk Management Processes in the Project | Round 9 Online Simulation (New Scenario) |
<table>
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<tr>
<th>Management Lifecycle</th>
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<tbody>
<tr>
<td><strong>Week 10</strong></td>
<td><strong>Round 10 Online Simulation</strong></td>
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<tr>
<td>• What is Project Integration Management and what part does the Project Manager play in it?</td>
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<td>• Project development and the Project Plan</td>
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<tr>
<td>• Common Change Control Concepts</td>
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<tr>
<td>• Project Integration Management Processes in the Project Management Lifecycle</td>
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<tr>
<td><strong>Week 11</strong></td>
<td><strong>Round 11 Online Simulation</strong></td>
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<tr>
<td>PROJECT PLAN WORKSHOP</td>
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<tr>
<td><strong>Week 12</strong></td>
<td><strong>Round 12 Online Simulation</strong></td>
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<tr>
<td>PROJECT PLAN WORKSHOP</td>
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<tr>
<td><strong>Week 13</strong></td>
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<tr>
<td>PROJECT PLAN PRESENTATIONS</td>
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<td><strong>Week 14</strong></td>
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<td>CAPM PRACTICE EXAMS</td>
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Business Management (BUSM)

180. Introduction to Commerce and Enterprise (3) (1st, F, W, Sp) The role of commercial enterprise in modern society, challenges inherent in starting and growing a business, core functions of management, exploration of career options. (Prerequisite: EIL completed)

199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

201R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience.

242. Ethics and the Legal Environment of Business (3) (1st, F, W, Sp) Ethical foundation and the legal environment of business; contracts; uniform commercial code related to sales, commercial paper and secured transactions; business organization; government regulations; property; bankruptcy, trusts, estates, insurance. (Prerequisite: Business Prerequisites)

Note: In order to enroll in upper-division courses, students must have completed the Business Prerequisites and apply to a Business Management or Hospitality and Tourism major.

301. Business Finance (3) (1st, F, W, Sp) The study of corporate financial decision making. Emphasis on cash flow, risk and return, ethics, agency, dividend policy, capital budgeting, working capital, and financial statement analysis. (Prerequisite: BUSM 320)

304. Principles of Marketing Management (3) (F, W, Sp) Introduces basic principles of marketing management, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics. (Prerequisite: BUSM 320)

308. Entrepreneurship Practicum (3) (F, W) A practicum oriented course requiring the establishment of student teams to plan research, organize, start-up, run, and close an actual nonprofit business. (Prerequisite: BUSM 320)

310. Leadership and Management (3) (F, W) Fundamentals of management emphasizing organizational leadership, human resource management and teamwork. Topics include motivation, organizational structures, multicultural environments, decision-making, corporate responsibility, and organizational change. (Prerequisite: BUSM 320)

320. Business Communication (3) (F, W, Sp) Written and oral business communication, including case analysis and problem solving. (Prerequisite: ENGL 201.)

325. Career Management (1) (F, W, Sp) Introduction to job search process, employment interviewing, networking and communication skills, negotiation and evaluation of job offers, transition to professional life, planning for career advancement. (Prerequisite: BUSM 320 and Senior Standing)

327. Human Resource Management (3) (1st, W) The treatment of human resources as an organizational asset contributing to organizational objectives. Topics include planning, development, compensation and security, work-place environment, employee-management relations, auditing multicultural issues. (Prerequisite: Business Prerequisites)

361. Operations Management (3) (F, W) Principles and techniques of project management, forecasting,
product research, fabrication, inventory planning and control, quality control and operations planning, control and management. (Prerequisite: MATH 221)

365. Real Estate Finance (3) (W) This course provides an introduction to the financing of real estate. All aspects are covered including primary and secondary sources of mortgage capital; Government lending and guarantee programs; documentation; types of loans; underwriting; and the mathematics and income tax aspects of real estate finance. (Prerequisite: BUSM 301, Recommend: ACCT 301)

371. Supply Chain Management (3) (F, W, Sp) Explore the management of supply chains to improve an organization's overall supply effectiveness and efficiency. Topics will include the purchasing process, procurement cycle, purchasing research, relationships with suppliers, negotiation, information technology, and the concept of competitive advantages. (Prerequisite: BUSM 361)

375. Corporate Finance (3) (Sp) This course covers asset valuation, risk analysis, capital decision making, financial controls, application of financial principles, securities structures, dividend policy. (Prerequisite: BUSM 301, ACCT 301; Recommend: ACCT 302)

381. Logistics Management (3) (F, W, Sp) Introduction to the role of logistics in a global supply chain and distribution channel. Topics will include systems, distribution operation, carrier selection, freight transportation, warehouse management. (Prerequisite: BUSM 361)

390R. Special Topics in Business Management (1-3)(Variable)

399R. Internship in Business Management (1-12) (1st, F, W, Sp, Su) Course in a business management setting with a business management. Prior approval must be obtained and coordinated with the course supervisor.

401R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience. (Prerequisite: BUSM 310.)

410. Investments (3) (F) Topics in financial markets, investments, portfolio theory, asset allocation, valuation, fixed-income securities, security analysis, and mutual funds. Discussion of financial markets, investment vehicles, asset allocation, risk analysis, evaluating performance, global considerations, buying and selling securities and tax implications of investing. Minor emphasis on career possibilities in the financial services industry. (Prerequisite: ACCT 232A, 232B, BUSM 301; Recommend: ACCT 301)

421. Integrated Marketing Communications (3) (F) Focus on integrated marketing communications, including advertising, public relations, sales, sales promotions, internet and word-of-mouth. Key outcome is developing an integrated marketing communications plan. (Prerequisite: BUSM 304)

422. Marketing Research (3) (F, W) This course focuses on central concepts, tools, and techniques of marketing research. Students design, execute and present a marketing research study. (Prerequisite: BUSM 304)

427. International Human Resource Management (3) (W—odd years, S—even years) Focuses on human resource activities: HR planning, staffing (recruitment, selection and placement), performance management, training and development, compensation, and industrial relations in a multinational context. Perspectives include host-country, home country, and other country categories and employees. Covers HR issues facing multinational corporations and comparative analyzes of international HR management. (Prerequisite: BUSM 310, 327)

431. International Marketing (3) (F, W, Sp) Study of marketing techniques in a multinational setting.
including organization, market research, pricing, distribution, and promotion. Use made of case studies and guided student research in seeking solutions to practical marketing problems in an international environment. (Prerequisite: BUSM 304)

432. **International Finance** (3) (F, W, Sp) Financial aspects of multinational corporations operating within an international environment. Direct investment, foreign exchange, capital markets, exchange rates, etc. (Prerequisite: BUSM 302; Recommend: ECON 358)

457. **Human Resource Development and Training** (3) (F—even years, S—odd years) This course will address talent management, human resource development, and training. Students will develop a better understanding of strategic planning of human resources, succession planning, attracting and recruiting talent, employee retention, performance management, employee development and training, executive development and competition in international labor markets. (Prerequisite: BUSM 310, 327)

461. **Quality Management** (3) (Sp) (Prerequisite: BUSM 361)

467. **Organizational Development and Change** (3) (S—odd years) Addresses system wide applications to assess, develop, improve, and strengthen strategies, processes, and structures to achieve organizational effectiveness in constantly changing organizational environment. Additional topics include: nature of change, roles associated with leading and managing change, issues of organizational culture, design models, and organizational behavior challenges. (Prerequisite: BUSM 310 or PSYCH 321 for Organizational Behavior Minors (C- or better)

499. **Strategic Management** (3) (F, W) An integration of all the functional areas of business management with emphasis on analysis, decision making, and implementation. (Prerequisites: BUSM 242, 302, 304, 310, 320.)