

Course Syllabus

[Jump to Today](#)

 [Edit](#)

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OGL 320: Foundations of Project Management

Course and Faculty Information

Course Description: Covers project management terminology, tools, best practices, theoretical approaches, the phases of project management and how they are applied developing a project plan and schedule, and other competencies needed to effectively manage projects.

Credits: 3

Instructor: Dr. Chandler

Personal Pronouns: She, her, they

Contact Info: emailing in regular email is best Jennifer.L.Chandler@asu.edu (<mailto:Jennifer.L.Chandler@asu.edu>)

To ensure effective and timely communications - please follow these emailing procedures:

- Enter **OGL 320** to start the **Subject** line for all your emails to me.
- Always provide your **ASU email address** at the end of your email message.

ASU email is the official means of communication among students, faculty, and staff. Students are expected to read and act upon their ASU email in a timely fashion. Students bear the responsibility of missed messages and should check their ASU-assigned email regularly. **Professional email etiquette is required.** Please read the detailed **etiquette expectations** for this class in the [Welcome to OGL 320](#).

Office Hours: By appointment via phone calls or online video conferencing. When you email me requesting a meeting indicate several dates and times when you are available, be sure to use AZ time.

Course Learning Outcomes

At the successful completion of this course, students will be able to:

1. Demonstrate an understanding of the knowledge areas and phases of project management and how they are applied.

2. Identify and analyze sociocultural factors that may promote or hinder management of people, procedures, or processes.
3. Demonstrate competency in developing and updating a project plan.
4. Demonstrate the ability to synthesize and enact the PM processes for effectively managing a project.
5. Evaluate one's own personal project management skill-level.

Required Textbooks

A guide to the project management body of knowledge (PMBOK Guide). (2017). 6th ed. Newtown Square, PA: Project Management Institute, Inc.

O'Connell, F. (2011). *What you need to know about project management*. Chichester, West Sussex, UK: Capstone Publishing.

Wiefling, K. (2007). *Scrappy project management: The 12 predictable and avoidable pitfalls that every project faces*. Silicon Valley, CA: Scrappy About.

Access to all assigned readings are made available through Perusall in the course. All students will be provided the codes to access the texts in Perusall - unless the student opts out of this program. If a student opts out, the student is responsible for buying the codes for Perusall **from the ASU Bookstore** in time to participate in the assignments.

Course Operations

Because Project management is intensely personal, this course is not going to train you to manage projects using a cookie-cutter project management approach. Each person who manages projects, does it in their own way – even when they are following the same method or using the same tools. Furthermore, every organization has its own project management approach, tools, and expectations.

You already are a project manager - even though you may never have thought of yourself as one. You have already been managing all sorts of projects.

Therefore, in this course you will explore your own abilities and strengths as they relate to project management by managing an actual project. The project you will manage is not a pretend project.

Your project is this class.

You will fill the role of project manager and there will be times when you fill the role of a Quality Control person and times when you fill the role as the client for your colleagues in the course. This allows you a 360 degree view of what is involved in managing projects!

I will serve as your client and at times you will also serve in the client role with your colleagues in the class.

This course focuses on Project Management as a **profession**.

Professional project managers manage project for their clients.

That means no client = no project.

So, while the PM processes we analyze in this course can be used by individuals to manage their own personal projects, that is not the focus in this course.

Lastly, keep in mind that in most of our interactions, I will be interacting with you as your client - but I never stop being your instructor. As your instructor, I am keenly focused on creating a safe learning space for ALL students to advance everyone's knowledge and skills. What makes it a safe space is that while you are being pushed into the role of a PM, you also will have access to tons of help to be successful. You are not expected to know everything at the start of the class. You will learn as you go. Trust yourself. You already have the basic skills and knowledge necessary to succeed in this class! This class will help you organize your knowledge in a new way to allow you to apply your knowledge in new practices. Students who stay engaged in the work and invest the time necessary succeed in this class!

Course Access

Your ASU courses can be accessed by both my.asu.edu [_\(http://my.asu.edu\)](http://my.asu.edu) and asu.instructure.com; bookmark both in the event that one site is down.

Computer Requirements

This is a fully online course; therefore, it requires a computer with internet access and the following technologies:

- Web browsers ([Chrome](https://www.google.com/chrome) [_\(https://www.google.com/chrome\)](https://www.google.com/chrome), [Mozilla Firefox](http://www.mozilla.org/en-US/firefox/new/) [_\(http://www.mozilla.org/en-US/firefox/new/\)](http://www.mozilla.org/en-US/firefox/new/), or [Safari](http://www.apple.com/safari/) [_\(http://www.apple.com/safari/\)](http://www.apple.com/safari/))
- [Adobe Acrobat Reader](http://get.adobe.com/reader/) [_\(http://get.adobe.com/reader/\)](http://get.adobe.com/reader/) (free)
- [Adobe Flash Player](http://get.adobe.com/flashplayer/) [_\(http://get.adobe.com/flashplayer/\)](http://get.adobe.com/flashplayer/) (free)
- Webcam, microphone, headset/earbuds, and speaker
- Microsoft Office ([Microsoft 365 is free](https://myapps.asu.edu/app/microsoft-office-2016-home-usage) [_\(https://myapps.asu.edu/app/microsoft-office-2016-home-usage\)](https://myapps.asu.edu/app/microsoft-office-2016-home-usage) for all currently-enrolled ASU students)
- Reliable broadband internet connection (DSL or cable).

Note: A smartphone, tablet, iPad, or Chromebook, etc. will not be sufficient for completing your work in ASU Online courses. While you will be able to access course content with mobile devices, you must use a computer for this course.

Technical Help

For technical support, use the Help icon in the grey global navigation menu in your Canvas course or call the ASU Help Desk at +1-(855) 278-5080. Representatives are available to assist you 24 hours a day, 7 days a week.

Student Success

To be successful:

- read the announcements
- read and respond to course email messages as needed
- create your project products by adhering to the rubrics
- make use of the help available through [ASU Online Student Resources](http://goto.asuonline.asu.edu/success/online-resources.html)
(<http://goto.asuonline.asu.edu/success/online-resources.html>)

Grading

Your course grade will be determined based on the following grading schema. Points for each product are awarded based on the rubric for each product.

Grade	Percentage
A+	100% - 97%
A	<97-94%
A-	<94-90%
B+	<90-87%
B	<87-84%
B-	<84-80%
C+	<80-76%
C	<76-70%
D	<70-60%
E	<60%

Submitting Assignments

There are several Assignments in this class that students must follow to create the required product, deliver it (submit it), and earn a passing grade on it to pass the class. This is true regardless of the total points earned in the course. Make sure you attend to those. They are clearly marked in the course.

To be graded, all assignments must be submitted to the designated area of Canvas. Do not email any coursework to the instructor unless specifically instructed to do so.

Assignment due dates follow Arizona Standard time. Click the following link to access the [Time Converter](http://www.thetimezoneconverter.com/) (<http://www.thetimezoneconverter.com/>) to ensure you account for the difference in Time Zones. There is also the link in the navigation pane that will always tell you the time in AZ.

Students may work ahead as an effective strategy for dealing with known time constraints in their lives. If that option does not provide enough flexibility, students should discuss their needs and concerns with the instructor. There is generally enough flexibility in the course for students to deal with unpredictable events and special circumstances like accommodations for [religious practices](http://www.asu.edu/aad/manuals/acd/acd304-04.html) [_ \(http://www.asu.edu/aad/manuals/acd/acd304-04.html\)](http://www.asu.edu/aad/manuals/acd/acd304-04.html) or other [University-sanctioned activities](http://www.asu.edu/aad/manuals/acd/acd304-02.html) [_ \(http://www.asu.edu/aad/manuals/acd/acd304-02.html\)](http://www.asu.edu/aad/manuals/acd/acd304-02.html). [Here are just some religious days that may apply.](https://eoss.asu.edu/cora/holidays) [_ \(https://eoss.asu.edu/cora/holidays\)](https://eoss.asu.edu/cora/holidays) Additionally, this structure also provides for active duty US Military personnel who participate in "line-of-duty activities" who are to be provided "make-up assignments, examinations, or other graded coursework missed because of required work performed in the line-of-duty, without penalty." For more details see university policy: ACD304-11; SSM 201–18: Accommodating Active Duty Military <https://www.asu.edu/aad/manuals/ssm/ssm201-18.html> [_ \(https://www.asu.edu/aad/manuals/ssm/ssm201-18.html\)](https://www.asu.edu/aad/manuals/ssm/ssm201-18.html) for details.

There are several software tools linked with Canvas that you will be using in this course - Playposit, Peerceptiv, and Perusall. The interfaces between Canvas and these tools are designed to work seamlessly, but you are well aware that sometimes there can be issues. If you encounter an issue, please contact the ASU Help Desk immediately because they are the ones with the access and ability to deal with whatever it is.

The ASU Help Desk can be reached 24/7 at **(855) 278-5080**

Late Assignments

Typically, no late work is accepted. There are some exceptions and they are explained in the course.

Students may work ahead as an effective strategy for dealing with known time constraints in their lives. If that option does not provide enough flexibility, students should discuss their needs and concerns with the instructor.

There is generally enough flexibility in the course for students to deal with unpredictable events and special circumstances like accommodations for [religious practices](http://www.asu.edu/aad/manuals/acd/acd304-04.html) [_ \(http://www.asu.edu/aad/manuals/acd/acd304-04.html\)](http://www.asu.edu/aad/manuals/acd/acd304-04.html) or other [University-sanctioned activities](http://www.asu.edu/aad/manuals/acd/acd304-02.html) [_ \(http://www.asu.edu/aad/manuals/acd/acd304-02.html\)](http://www.asu.edu/aad/manuals/acd/acd304-02.html). [Here are just some religious days that may apply.](https://eoss.asu.edu/cora/holidays) [_ \(https://eoss.asu.edu/cora/holidays\)](https://eoss.asu.edu/cora/holidays) If an assignment is due on a day that is considered a religious holiday for a student, the student may contact the instructor and request shifting the due date. Typically, there is no problem doing this. Additionally, the flexible structure in this course also provides for active duty US Military personnel who participate in "line-of-duty activities" who are to be provided "make-up assignments, examinations, or other graded coursework missed because of required work performed in the line-of-duty, without penalty." For more details see university policy: ACD304-11; SSM 201–18: Accommodating Active Duty Military <https://www.asu.edu/aad/manuals/ssm/ssm201-18.html> [_ \(https://www.asu.edu/aad/manuals/ssm/ssm201-18.html\)](https://www.asu.edu/aad/manuals/ssm/ssm201-18.html) for details.

Getting the Help you Need

Planning ahead is a very effective strategy for this class. You need to figure out what is expected of you and you need to figure out how to do things before you can start doing them.

Please follow these steps to find the answers to your questions.

1. Read the syllabus, instructions, and course announcements again

The information needed to be successful in this course can be found there.

2. Reach out to your colleagues in the class

This course uses a discussion topic called "Community Forum" for general questions and comments about the course. Prior to posting a question or comment, check the syllabus, announcements, and existing posts to find out if the information you are seeking has already been addressed. You are encouraged to respond to the questions of your classmates.

3. Contact the applicable technical help desk

Unfortunately, instructors have no insider access to any of the systems we use. Not Canvas, not Perusall, etc. If you experience a technical issue, you will get the help you need by calling the applicable technical help desk. Call the ASU Helpdesk for all Canvas issues. Contact the Perusall helpdesk for issues with that system. And remember, you cannot complete the course using a phone - students are required to use a computer. The course is designed for students to use a computer. There may be some functions and processes that operate differently in non- computer platforms.

4. If the above avenues do not resolve the issue, email the instructor.

If you get to this point, be sure to describe your efforts using the above avenues that you completed and what the results were in your email.

Title IX Reporter

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <https://sexualviolenceprevention.asu.edu/faqs>.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, <https://eoss.asu.edu/counseling>, is available if you wish to discuss any concerns confidentially and privately.

ASU Online Course Policies

View the [ASU Online Course Policies](https://asuonline-dev.asu.edu/qm-template/CanvasQM/qm-policies.html) .(<https://asuonline-dev.asu.edu/qm-template/CanvasQM/qm-policies.html>)

Accessibility Statements

View the [Accessibility section](#) to review accessibility statements for common tools and resources used in ASU Online courses.

If any other tools are used in this course, links to the accessibility statements will be listed below this sentence.

Syllabus Disclaimer

The syllabus is a statement of intent and serves as an implicit agreement between the instructor and the student. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. Remember to check your ASU email and the course site often.

Course Summary:

Date	Details	
Tue May 19, 2020	 <u>Module 1/2: Agreement to Adhere to the Academic Integrity Rules</u> (https://canvas.asu.edu/courses/52682/assignments/1249328)	due by 11:59pm
	 <u>Module 1/2: Course Structure Conversation Contributions</u> (https://canvas.asu.edu/courses/52682/assignments/1249329)	due by 11:59pm
Wed May 20, 2020	 <u>Module 1a: Submissions that demonstrate engagement with the concepts in O'Connell (2011) Intro, Ch. 1 & Ch. 2</u> (https://canvas.asu.edu/courses/52682/assignments/1249330)	due by 11:59pm
Thu May 21, 2020	 <u>Module 1a: Submissions that demonstrate engagement with the concepts in Wiefeling (2007) Kickoff, Ch. 1 & Ch. 2</u> (https://canvas.asu.edu/courses/52682/assignments/1249331)	due by 11:59pm
	 <u>Module 1a: Submissions that demonstrate understanding of concepts in Project Management Terminology Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249334)	due by 11:59pm
Fri May 22, 2020	 <u>Module 1a: Submissions that demonstrate understanding of concepts in Conversation with a PM - Part 1 Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249333)	due by 11:59pm
Sat May 23, 2020	 <u>Module 1a: Baseline Assessment *</u> (https://canvas.asu.edu/courses/52682/assignments/1249325)	due by 11:59pm
	 <u>Module 1a: Submissions that demonstrate understanding of concepts in Baseline Assessment Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249332)	due by 11:59pm
Mon May 25, 2020	 <u>Module 1b: Submissions that demonstrate engagement with the concepts in Wiefeling (2007) Chapters 10 and 11</u> (https://canvas.asu.edu/courses/52682/assignments/1249336)	due by 11:59pm
Tue May 26, 2020	 <u>Module 1b: Submissions that demonstrate engagement with the concepts in What is Quality Assurance?</u> (https://canvas.asu.edu/courses/52682/assignments/1249335)	due by 11:59pm
	 <u>Module 1b: Submissions that demonstrate understanding of concepts in Product Specifications and Quality Criteria Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249337)	due by 11:59pm
Wed May 27, 2020	 <u>Module 1b: Submissions that demonstrate understanding of concepts in Rubrics Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249338)	due by 11:59pm

Date	Details	
Thu May 28, 2020	 <u>Module 2: Submissions that demonstrate understanding of concepts in Project Planning Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249344)	due by 11:59pm
	 <u>Module 2: Start the Project Plan</u>	to do: 11:59pm
Fri May 29, 2020	 <u>Module 2: Submissions that demonstrate engagement with the concepts in De Reyck (2010) - Effective Project Planning</u> (https://canvas.asu.edu/courses/52682/assignments/1249341)	due by 11:59pm
Sat May 30, 2020	 <u>Module 2: Submissions that demonstrate understanding of concepts in Planning for Contingencies Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249343)	due by 11:59pm
Mon Jun 1, 2020	 <u>OGL 320 - Open Session Discussion</u> (https://canvas.asu.edu/calendar?event_id=183406&include_contexts=course_52682)	3pm to 4pm
	 <u>Module 7: Planning for Contingencies</u> (https://canvas.asu.edu/courses/52682/assignments/1249365)	due by 11:59pm
	 <u>Module 7: Planning For Contingencies - This is where your points really are!</u> (https://canvas.asu.edu/courses/52682/assignments/1249366)	due by 11:59pm
Tue Jun 2, 2020	 <u>Module 2: Submissions that demonstrate engagement with the concepts in Work Break Down Structure (WBS)</u> (https://canvas.asu.edu/courses/52682/assignments/1249342)	due by 11:59pm
Wed Jun 3, 2020	 <u>Module 2: Products, Tasks, and Subtasks</u> (https://canvas.asu.edu/courses/52682/assignments/1249326)	due by 11:59pm
	 <u>Module 2: Submissions that demonstrate understanding of concepts in the First Open Discussion Session</u> (https://canvas.asu.edu/courses/52682/assignments/1280071)	due by 11:59pm
Thu Jun 4, 2020	 <u>Module 2: Project Plan *</u> (https://canvas.asu.edu/courses/52682/assignments/1249340)	due by 11:59pm
Sat Jun 6, 2020	 <u>Module 2: Peer Reviews of Colleagues' Project Plans *</u> (https://canvas.asu.edu/courses/52682/assignments/1249339)	due by 11:59pm
Mon Jun 8, 2020	 <u>Module 3: Submissions that demonstrate understanding of concepts in Habits Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249347)	due by 11:59pm
	 <u>Module 7: Documentation of Participation in Mar 30th Open Session Discussion</u> (https://canvas.asu.edu/courses/52682/assignments/1249362)	due by 11:59pm
	 <u>Module 7: MORE Peer Feedback on Initial Project Plans</u> (https://canvas.asu.edu/courses/52682/assignments/1249324)	due by 11:59pm
	 <u>Module 2: Submissions that demonstrate understanding of the concepts in the Feedback Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1283280)	due by 11:59pm

Date	Details	
Tue Jun 9, 2020	 Module 3: Submissions that demonstrate engagement with the concepts in Halvorson and Rock (2015) and with Desjardins (2018) (https://canvas.asu.edu/courses/52682/assignments/1249345)	due by 11:59pm
	 Module 3: Submissions that demonstrate understanding of concepts in Biases Video Quiz (https://canvas.asu.edu/courses/52682/assignments/1249346)	due by 11:59pm
Wed Jun 10, 2020	 Module 4: Submissions that demonstrate engagement with the concepts in Cottrell (2011) - Critical Thinking (https://canvas.asu.edu/courses/52682/assignments/1249348)	due by 11:59pm
	 Module 4: Submissions that demonstrate understanding of concepts in Critical Thinking Video Quiz (https://canvas.asu.edu/courses/52682/assignments/1249351)	due by 11:59pm
Thu Jun 11, 2020	 Module 4: Submissions that demonstrate engagement with the concepts in Wiefling (2007) Ch. 7 & 8 (https://canvas.asu.edu/courses/52682/assignments/1249350)	due by 11:59pm
Sat Jun 13, 2020	 Module 4: Submissions that demonstrate engagement with the concepts in PMBOK 6th edition (2017) - PM Overview and PM Processes (https://canvas.asu.edu/courses/52682/assignments/1249349)	due by 11:59pm
Tue Jun 16, 2020	 Module 4: Submissions that demonstrate understanding of concepts in PM Processes in Case Study - 2 Video Quiz (https://canvas.asu.edu/courses/52682/assignments/1249353)	due by 11:59pm
	 Module 4: Submissions that demonstrate understanding of concepts in PM Processes in Case Study - 1 Video Quiz (https://canvas.asu.edu/courses/52682/assignments/1249352)	due by 11:59pm
Wed Jun 17, 2020	 Second Class Open Discussion (https://canvas.asu.edu/calendar?event_id=183405&include_contexts=course_52682)	3pm to 4pm
Thu Jun 18, 2020	 Module 4: Submissions that demonstrate understanding of concepts in PM Processes in Case Study - 3 Video Quiz (https://canvas.asu.edu/courses/52682/assignments/1249354)	due by 11:59pm
	 Module 5: If you haven't yet started Updating the Project Plan - please start that now	to do: 11:59pm
	 Module 2: Submissions that demonstrate understanding of concepts in the Second Open Discussion Session (https://canvas.asu.edu/courses/52682/assignments/1280083)	due by 11:59pm
Sat Jun 20, 2020	 Module 5: Submissions that demonstrate engagement with the concepts in O'Connell (2011) Ch. 4, 5, & 6 (https://canvas.asu.edu/courses/52682/assignments/1249356)	due by 11:59pm
Tue Jun 23, 2020	 Module 7: Pre Peer Feedback on UPDATED Project Plans (https://canvas.asu.edu/courses/52682/assignments/1249322)	due by 11:59pm
Wed Jun 24, 2020	 Module 7: Documentation of Participation in Apr 16th Open Session Discussion (https://canvas.asu.edu/courses/52682/assignments/1249361)	due by 11:59pm

Date	Details	
Thu Jun 25, 2020	 <u>Module 5: Updated and Improved Project Plan *</u> (https://canvas.asu.edu/courses/52682/assignments/1249357)	due by 11:59pm
Sat Jun 27, 2020	 <u>Module 5: Peer Reviews of Colleagues' Updated Project Plans *</u> (https://canvas.asu.edu/courses/52682/assignments/1249355)	due by 11:59pm
Tue Jun 30, 2020	 <u>Module 6: Submissions that demonstrate engagement with the concepts in Why People Fail to Recognize their own Incompetence</u> (https://canvas.asu.edu/courses/52682/assignments/1249358)	due by 11:59pm
Thu Jul 2, 2020	 <u>Module 6: Submissions that demonstrate understanding of concepts in Conversation with a PM - Part 2 Video Quiz</u> (https://canvas.asu.edu/courses/52682/assignments/1249359)	due by 11:59pm
Sat Jul 4, 2020	 <u>Module 6: Culminating Project Management Performance Review *</u> (https://canvas.asu.edu/courses/52682/assignments/1249327)	due by 11:59pm
Wed Jul 8, 2020	 <u>Module 7: Additional Learning from Podcasts</u> (https://canvas.asu.edu/courses/52682/assignments/1249360)	due by 11:59pm
	 <u>Module 7: Locating and Reporting Typos and Mistakes</u> (https://canvas.asu.edu/courses/52682/assignments/1249363)	due by 11:59pm
	 <u>Module 7: Other Extra Credit Opportunities</u> (https://canvas.asu.edu/courses/52682/assignments/1249364)	due by 11:59pm
	 <u>Module 7: PM Proposed Products for Extra Credit</u> (https://canvas.asu.edu/courses/52682/assignments/1249367)	due by 11:59pm