ITEC 850.01 Design and Management of Training Projects (3 units)
Fall 2004 Syllabus

Thursday – 4:10-6:55, Burk Hall 170

Instructor: Dr. Brian Beatty
Office: BH 163C (inside the ITEC department office)
Office Hours: Thursday 2-4 PM
Phone: 338-6833 (alternate – 338-1509)
E-mail: bjbeatty@sfsu.edu
Course URL: http://sfsu.blackboard.com

I. Course Description

From the course catalog:
Project design and management in the context of instructional systems design, as applied to
developing and implementing major training projects in corporate settings: program
development, supervision, group processes, staff and client relations.

Prerequisite:
ITEC 800 and 801 should be completed before enrolling in ITEC 850. Permission to enroll in
this course may be requested from the instructor if a student is able to demonstrate knowledge of
ITEC 800 and 801 content through parallel coursework or life experience.

In Design and Management of Training Projects, you will learn instructional design and project
management approaches necessary to effectively design and implement training solutions for
organizations. You will be introduced to a variety of tools and techniques from the field of
Instructional Design, Business Management, Change Management, Project Management and
Organizational Psychology to help you successfully manage both the instructional and human
aspects of organizational training projects.

There are two major elements in this seminar course:
1. An introduction to various project management concepts and methods, such as forming a
project team, planning a project, evaluating project results, managing a project’s schedule
and resources, etc. We will explore the instructional design considerations in each of
these topics.
2. Practice applying project management skills and knowledge skills for training by
completing a comprehensive project plan for an instructional design project. This project
will be selected by you – working individually in consultation with a small group of your
peers. You will complete a formal project plan as the culminating assignment for the
course. This project plan will be completed in steps through frequent class activities and
assignments.

Readings assigned for each week will provide the foundation for our discussion and class
activities. Readings from the text(s) encompass the majority of these assignments. Supplemental
readings will provide alternative and complimentary views on project management.
II. Accommodation Statement

If you are a student with a disability requiring special accommodation in this course, you must be registered with the Office of Disabled Student Services (DSS). Your counselor will give you a letter that you must deliver to the instructor in person, at which time an appointment will be arranged to discuss appropriate accommodation. This must be accomplished during the first three weeks of class.

III. Readings

Required Texts:


These texts will be used as the primary print resources for our learning about project management. All texts are readily available at the SFSU bookstore.

Additional Readings:
Some weeks I will assign other important readings. Most of these will be available electronically so you may print your own copy, if you wish. Readings for each week will be announced during the previous week’s class and/or online at the course website (http://sfsu.blackboard.com).

If you find interesting, relevant readings on your own in trade journals, magazines, newsletters, etc., please bring them to class to share or post them to the course website.

IV. Course Requirements and Grading

Basic Course Requirements:
Class Participation (10%)
This is a seminar course, implying active engagement in discussions and other class activities. Participation includes completing pre-class readings, in-class exercises, and joining in class discussions.

Written Assignments (60%)
Approximately eight short writing assignments are due during the course of the semester. These assignments require you to apply concepts and tools we have discussed in class; all contribute directly to your final project plan. Specific assignment details will be provided and discussed in class when relevant – usually the week before each assignment is due.

1. Project Definition Document
2. Project Team Write-up
3. Project Overview
4. Work Breakdown Schedule
5. Activity Sequencing Document
6. Critical Path Diagram
7. Cost Matrix
8. Measurement and Financial Analysis Write-up

Project Plan (30%)
A comprehensive project plan will be completed and turned in at the end of the course. This project will be completed individually, but you will be able to consult with a team of 2-3 peers to help you create your plan. This plan will require you to apply the principles of effective project to create the project proposal and part of the subsequent project plan for an original instructional unit delivered in an instructional setting of your choosing. You may choose an actual or simulated setting. More details will be provided in class at the appropriate time.

Project plans will be presented in class during the final class meeting – and then turned in for grading.

Late Assignments
In order to receive full credit for an assignment, it must be turned in at the requested time. Partial credit for assignments may be given if the assignment is less than one week late. No credit will be given for assignments late more than one week.

Grading:
A- to A     90-100 %
B- to B+    80-89 %
C to C+     75-79 %
No Credit   below 75%

Incomplete:
If you do not complete the course requirements by the end of the semester, you may receive a grade of “I” (Incomplete) with prior arrangement with the instructor. 75% of all course assignments must be successfully completed prior to the end of the semester in order to qualify for consideration of an Incomplete. All Incomplete grades will have a pre-arranged deadline for completion, usually no longer than the end of the following university term (spring, summer or fall).

Changes to the Syllabus:
This syllabus is subject to change throughout the semester due to emergent student needs, important new learning opportunities, or other unforeseen situations. In the event a change must be made, the instructor will notify the students as soon as practically possible, and provide an updated syllabus on the course website.
Other Student Resources

### V. Course Calendar (tentative)

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<tr>
<th>#</th>
<th>Date</th>
<th>Topic</th>
<th>Readings and Assignments</th>
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<tbody>
<tr>
<td>1</td>
<td>Aug 26</td>
<td>Introduction to: ITEC 850 Human Performance Improvement (HPI) Project Management</td>
<td>Text: None Additional Readings: Rosenberg, Stolovich Assignment: Brainstorm project ideas</td>
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<tr>
<td>2</td>
<td>Sep 02</td>
<td>The Project Competent Organization</td>
<td>Text: Frame – Ch 3, 11-13; PMBOK – 1-3 Assignment Due: None</td>
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<tr>
<td>3</td>
<td>Sep 09</td>
<td>Project Management Competence – Individuals/Building the Project Team</td>
<td>Text: Frame – Ch 1, 4-7; PMBOK 9.1, 9.2 Additional Readings: Gardner (optional) Assignment Due: Project Ideas (discussed in class)</td>
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<td>4</td>
<td>Sep 16</td>
<td>Project Management Team Building / Project Management Problem-solving</td>
<td>Text: Frame – Ch 9, 10; Weiss – Ch 6-8 PMBOK 9.3 Additional Readings: Wellins &amp; George (Bb) Assignment Due: Project Definition Document</td>
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<td>5</td>
<td>Sep 23</td>
<td>Project Overview – Planning the Project</td>
<td>Text: Weiss – Ch 1, 2; PMBOK – 4 Additional Readings: TBD Assignment Due: Project Team Write-up</td>
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<td>6</td>
<td>Sep 30</td>
<td>Specifying the Project – Work Breakdown Structure</td>
<td>Text: Weiss – Ch 3; PMBOK – 5 Additional Readings: TBD Assignment due: Project Overview</td>
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<td>7</td>
<td>Oct 07</td>
<td>Work Breakdown Structure (cont.)</td>
<td>Text: Weiss – Ch 3 (Review as necessary) Additional Readings: TBD Assignment due: None</td>
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<td>8</td>
<td>Oct 14</td>
<td>Sequencing Project Activities – CPM and Gantt charting</td>
<td>Text: Weiss – Ch 4; PMBOK – 6 Additional Readings: TBD Assignment Due: Work Breakdown Schedule *** Note *** No class meeting the week of October 21st.</td>
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<td>9</td>
<td>Oct 28</td>
<td>Sequencing Project Activities (cont.)</td>
<td>Text: Weiss – Ch 4 (Review as necessary) Additional Readings: TBD Assignment due: None</td>
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<tr>
<td>10</td>
<td>Nov 04</td>
<td>Using MS Project 2000 to Manage Projects</td>
<td>Text: Weiss – 5, 9 Assignment Due: Activity Sequencing Document</td>
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<td>11</td>
<td>Nov 11</td>
<td>Risk Management / Introduction to ROI</td>
<td>Text: PMBOK – 11&lt;br&gt;Additional Readings: Fuller&lt;br&gt;Assignment Due: <em>Critical Path Diagram</em></td>
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**Note**

No class meeting the week of November 25<sup>th</sup>.

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<td>14</td>
<td>Dec 09</td>
<td>Project Plan Presentations</td>
<td>Assignment Due: Project Plan</td>
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<td>15</td>
<td>Dec 16</td>
<td>Project Plan Presentations*</td>
<td>* Only if we require extra time for all groups to complete their presentation.</td>
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**List of changes**

1. **01 Sep 2004 –**
   a. Re-ordered week 3 and week 4 content (readings) so that week 3 focuses on individual project competence and week 4 focuses on team project competence and team building.
   b. Moved Project Definition Document assignment back one week to week 4.
   c. Removed “Reflection” assignments from the Course Schedule – we won’t be doing those in this class this year. They were incorrectly added to the weekly list of Assignments.