OPIM4080/4850 Course Syllabus  
Spring 2010

Course Instructor: Jim Marlatt (For this course I will act more like an executive providing you with expectations and resources that you must use to organize and complete your work)
Office: S450G
Class: Koelbel S340 Wednesdays between 3:30 pm and 6:15 pm
Cell Phone: 720-933-5541 (Don’t be afraid to call with questions 7 days a week anytime between 9 am and 7 pm)
Office Hours:  
Mondays from 10 am to 11:30 am,  
Wednesdays from 2 pm to 3 pm,  
or by appointment

Course Objectives

At the conclusion of this course, you will be expected to be able to:

- Plan and execute a successful business project as part of a student team,
- Communicate effectively with your team, your Hitachi mentor and your client in a timely manner,
- Develop clear roles and responsibilities for your project team members, Hitachi mentor and client,
- Provide constructive feedback to your peers, Hitachi mentor and client which will enable the team to improve its performance during the course of the semester,
- Gain authority from your client so that you can complete the work as planned,
- Produce a high quality deliverable that addresses a specific client need(s),
- Prepare and present your project deliverables to our class, your client and to professionals acting as project mentors for feedback.
Class Authority

Jim
- Determines the grade you earned in the class,
- Calls on you for input during class,
- Provides feedback (in addition to your grades) on your work,
- Provides a different project grade for an individual student than their team receives if appropriate.

Students
- Provide feedback on the class,
- Determine how to communicate with your team, client and Hitachi mentor,
- Provide constructive and timely feedback to team members, Hitachi mentor and your client,
- Fire a teammate who is not contributing as agreed,
- Determine how to allocate work within your team.

Assignments Are Due at the Beginning of Class – No late assignments will be accepted

- First Deliverable (February 10th) 20%
- Midterm Exam (March 3rd) 20%
- Draft Presentations for Feedback (April 7th) Not graded
- Final Deliverable, Presentation (April 21st or 28th) 30%
- Final Exam and Peer Evaluation (May 22nd or 28th) 30%

Class Schedule and Reading Assignments (all reading assignments are to be completed prior to the class period assigned, except for Week 1)

Week 1 – January 13
- Review the course syllabus and class expectations,
- Review the project plans submitted by clients,

Week 2 – January 20
- Read Managing Client Projects - Chapters 1 to 6,
- Sign and return the business meeting code of conduct,
- Review and discuss reading assignments,
- Review project opportunities to determine student interest,
• Prepare for the project fair by identifying questions to ask company representatives,
• Review and discuss peer evaluations.

**Project Fair – Wednesday, January 20th 5 pm to 6 pm
Business Library Lower Level**

Week 3 - January 27  
• Read Managing Client Projects – Chapters 7 to 8,
• Review and update your project plan, identify and break assumptions,
• Develop a work breakdown structure,
• Develop project team roles and responsibilities,
• Research and be prepared to discuss at least 5 examples of other organizations that dealt with a similar problem as your clients,

Week 4 - February 3  
• Perform a stakeholder analysis,
• Develop a cost-benefit analysis,
• Develop a risk management plan,
• Develop a project schedule,
• Research and be prepared to discuss at least 5 additional examples of other organizations that dealt with a similar problem as your clients,

Week 5 - February 10  
• 1st Deliverable due in class
• Read The Seven Slide Solution – Chapters 1 to 12,
• Define your project premise, core conflict and tension.

Week 6 - February 17  
• Read The Seven Slide Solution – Chapters 13 to 22,
• Define your project turning point and resolution,

Week 7 - February 24  
• Review for midterm exam,
• Develop project meeting notes,
• Develop a status report,
• Work on your project.

Week 8 - March 3  
• Midterm exam.
Week 9 – March 10
● Develop a change management plan,
● Update your risk management plan,
● Update your project plan.

Week 10 – March 17
● Develop a quality assurance plan.

Week 11 – March 24
● Spring break.

Week 12 – March 31
● Status reporting,
● Project work.

Week 13 – April 7
● Draft presentations to Hitachi Mentors for feedback.

Week 14 – April 14
● Read Managing Client Projects, Chapter 9
● Develop lessons learned and plan for closing your project
● Project work.

Week 15 – April 21
● Final client presentations and final deliverables due in class (Half of project teams, TBD).

Week 16 – April 28
● Final client presentations and final deliverables due in class (Half of project teams, TBD).

Reading Materials:

2. Managing Client Projects
3. Presentation Evaluation Form
4. Peer Evaluation
5. www.cuaccelerate.com
6. Hitachi Mentoring Background Information
In order to have a chance to get a B or higher in this course, you must do the following (this is the minimum standard):

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
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<tbody>
<tr>
<td>Read all assigned material before class.</td>
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<td>Complete all work assigned to you by the team no later than its due date. Your team will establish a schedule early in the semester and will manage this through the performance review process.</td>
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<td>Participate in the class discussion by asking questions and providing information beyond the reading assignments relevant to what is being covered.</td>
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<td>Do not miss, be late to or leave class or your group project meetings early more than <strong>four</strong> times during the semester.</td>
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<td>Provide hard and soft copies of <strong>all</strong> project files to your client and professor for each of the two deliverables.</td>
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<td>Maintain a web-accessible site where all files are stored during the semester that your client, mentor and all team members can access.</td>
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<td>Document sources of information in your deliverables.</td>
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<td>Speak to and/or meet with your client at least once every other week.</td>
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<td>Make any information requests of your client and other stakeholders at least three business days in advance.</td>
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<td>Respond to your client, mentor, professor or peer requests within three business days.</td>
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<td>Agree on project deliverables, milestones and roles &amp; responsibilities of your team and your client no later than the end of the third week of the semester. This will be documented in your first deliverable.</td>
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<tr>
<td>Provide dates and locations to your client for all meetings and draft/final project presentations at the beginning of the semester. Also provide them with reminders three days in advance and agendas for each meeting.</td>
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</table>
Complete all work assigned to you such that your teammates, client and/or instructor do not have to do much (this means only a few minor changes) rework to make sure it is presentable as of its due date (spelling, grammar, ease of understanding, logical, consistent with project objectives and scope, consistent across all sections, well supported, complete, etc.). It is recommended that you provide drafts to people on the team, your mentor and/or others in advance of the due date for feedback so your work is accurate and complete.

<p>| Break the project into smaller, more manageable pieces with interim milestones. |
| Develop a project risk assessment in enough detail that team progress isn’t adversely affected by some unidentified risk during the semester. |
| Adhere to documentation standards set by the project team and client (and professor where appropriate). |
| Communicate any project issues within 48 hours to your teammates, Hitachi mentor, your professor and/or client (if appropriate). |
| Identify and document 10 sources of relevant information (research, people, etc.) that the team uses to complete the project. These must be included in your deliverables. |
| Provide and document credible support for recommendations made during the project. |
| Identify additional work that needs to be done to achieve the project objectives early enough to allow for this work to be completed. |
| Take on additional work as the need arises without waiting for your team member(s) to delegate work to you. Make sure you communicate what you are doing in advance if this is different than your roles and responsibilities on the project (likely would be if you are taking on additional work) so you don’t duplicate someone else’s work. |
| Work with team/client to make sure that project activities are fairly distributed. |</p>
<table>
<thead>
<tr>
<th>Deliverable Contents</th>
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<tbody>
<tr>
<td>• Cover page with contact info for team members and client (name, e-mail, cell phone #),</td>
</tr>
<tr>
<td>• Table of contents,</td>
</tr>
</tbody>
</table>
All documentation assigned for reading and/or covered during class prior to the deliverable due date,
Any other documentation identified by the team, Hitachi mentor and your client,
Peer evaluations (final exam date),
Electronic copy of all files (deliverables, research, notes, etc.). Burn all files to a CD. Final deliverable only.

All of this should be bound in a three ring binder or spiral bound notebook (3-ring will be easier to add/subtract materials)

CU POLICIES AND RULES OF CONDUCT

• Honor Code. All students of the University of Colorado at Boulder are responsible for knowing and adhering to the academic integrity policy of the university. Violations of this policy may include cheating, plagiarism, aid of academic dishonesty, fabrication, lying, bribery, and threatening behavior. All incidents of academic misconduct shall be reported to the Honor Code Council (http://honor@colorado.edu; 303-725-2273). Students who are found to be in violation of the academic integrity policy will be subject to both academic sanctions from the faculty member and non-academic sanctions (including, but not limited to, university probation, suspension, or expulsion). Other information on the Honor Code can be found at http://www.colorado.edu/policies/honor.html and at http://www.colorado.edu/academics/honorcode/

• Disabilities. If you qualify for accommodations because of a disability, please provide me with a letter from Disability Services in a timely manner so that your needs may be addressed. Disability Services determines accommodations based on documented disabilities. Contact: 303-492-8671, Willard 322, and http://www.Colorado.EDU/disabilityservices.

• Religious Observances. Campus policy regarding religious observances requires that faculty make every effort to reasonably and fairly deal with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or required
attendance. Please let me know at the beginning of
the semester that you will miss class because of
religious observance so that appropriate
accommodations can be made. See full details at
http://www.colorado.edu/policies/fac_relig.html

- **Discrimination and Harassment.** The University of Colorado at Boulder policy on Discrimination and Harassment, the University of Colorado policy on Sexual Harassment and the University of Colorado policy on Amorous Relationships apply to all students, staff and faculty. Any student, staff or faculty member who believes s/he has been the subject of discrimination or harassment based upon race, color, national origin, sex, age, disability, religion, sexual orientation, or veteran status should contact the Office of Discrimination and Harassment (ODH) at 303-492-2127 or the Office of Judicial Affairs at 303-492-5550. Information about the ODH, the above referenced policies and the campus resources available to assist individuals regarding discrimination or harassment can be obtained at http://www.colorado.edu/odh

- **Classroom Behavior.** Students and faculty each have responsibility for maintaining an appropriate learning environment. Those who fail to adhere to such behavioral standards may be subject to discipline. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Class rosters are provided to the instructor with the student's legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. See polices at http://www.colorado.edu/policies/classbehavior.html and at http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code
**Maximum Section GPA Policy.** The faculty of the Leeds School has recently mandated the following maximum grade point average (GPA) for each Leeds course section taught, where

A=4.0, A-=3.7, B+=3.3, B=3.0, B-=2.7, C+=2.4, C=2.0, C-=2.7, D+=1.3, D=1.0, D-=0.7, F=0.0.

<table>
<thead>
<tr>
<th>Course Level</th>
<th>GPA</th>
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<tbody>
<tr>
<td>1000 and 2000</td>
<td>2.5 - C+</td>
</tr>
<tr>
<td>3000</td>
<td>2.8 - B-</td>
</tr>
<tr>
<td>4000</td>
<td>3.0 - B</td>
</tr>
<tr>
<td>5000</td>
<td>3.2 - B/B+</td>
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<tr>
<td>6000 &amp; MBA Core</td>
<td>3.4 - B+</td>
</tr>
<tr>
<td>MBA Electives</td>
<td>3.6 - B+/ A-</td>
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</table>
BUSINESS MEETING CODE OF CONDUCT
(Source Professor Robert Donchez with changes made by Jim Marlatt)

1. You will be in class and to project meetings (these are known as business meetings) on time, as scheduled and prepared to participate. Prepared means you have done the readings, identified other relevant information on your own, prepared your assigned work and identified and completed other work that will help the team do a great job during business meetings.

2. You will complete and submit your assignments on time.

4. Working on anything that is not related to the topic(s) being discussed during business meetings is unprofessional and will not be tolerated.

5. Turn off your cell phone and any other distractions during business meetings.

6. No sleeping will be tolerated during business meetings.

7. You are allowed four absences/early departures/late arrivals (in total) during the semester from business meetings.

8. Inappropriate use of other’s work is an honor code violation and will result in disciplinary action.

9. Refer to people (instructor, peers, clients) using their proper names. For example you can refer to me as
Jim, Professor Marlatt, or Mr. Marlatt; you choose the one you are most comfortable using. It is not acceptable to refer to me as Marlatt, etc. Ask your teammates and client how they would like to be addressed and refer to them in this way.

10. I am happy to meet with you outside of office hours. If you make an appointment with me and are late or miss it, I will not schedule future appointments with you. You will have to meet with me during office hours after that.

**E-MAIL – TELEPHONE CONDUCT**

1. I check e-mail regularly and also answer my cell phone 7 days a week. I respond to e-mails within 72 hours. If you haven’t heard from me by then, don’t hesitate to follow-up with me. I respond to voicemails within 24 hours. If your question is urgent, it is better to call me on my cell phone (720-933-5541).

2. E-mail Requirements:
   a. Subject line
   b. Opening / salutation
   c. Request for action: specifics
   d. Contact info including phone & course
   e. Closing

3. Voicemail Requirements:
   a. Your name and course
   b. Day/time called
   c. Request for action: specifics
   d. Contact info including phone # and times to call
Signature Page

Please complete and return to Jim Marlatt no later than the second class period.

Students are to adhere to the honor code throughout the semester. The code states: "On my honor, as a University of Colorado student, I have neither given nor received unauthorized assistance on this work."

I have read, heard, and understand the presentation on the above syllabus and business meeting code of conduct. I understand that the syllabus and business meeting code of conduct is an agreement made between Professor Marlatt and me (a student in his class). Not adhering to this agreement will negatively impact my grade. Professor Marlatt will make this determination at the end of the semester when calculating final course grades.

Name (printed):______________________________

Signature:______________________________

Student ID:______________________________

Course:__________

Date:__________