

MNGT 3307

Project Management Elements

Section 501, Spring 2020 (1847)

Syllabus



Basic Information

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OFFICE HOURS: Tu: 7:00-9:00pm, We: 2:00pm-3:00pm, Th: 10:00-11:00am, or by appointment
MEETING TIME: TuTh 5:40pm-6:55pm in Mesa Building 2247

Course Description

Course Catalog Description:

This course provides topics that are relevant to different elements of project management using a strategic overview of the essentials in managing a project. Students will analyze various components such as, project selection, planning, organizing, and project control, making use of the theories by developing analytical and interpersonal skills that are useful to project management teams.

Measurable Learning Outcomes:

This course focuses on a holistic approach to project management. Introduction to Project Management will be briefly reviewed. The principle areas of discussion will be aligning the projects with business strategies, managing multiple projects in the form of programs (Program management), and in the form of portfolios (Portfolio Management), and marshalling organizational assets through a project management office (PMO). Primary class emphasis is on the project management process and tools. Project management is becoming more important in today's world. Mastery of key tools and concepts could give students a significant competitive advantage in the marketplace. Objectives of this course include:

- To master key concepts, techniques, and decision tools used by project managers.
- To provide experience in using the concepts, techniques, and decision tools available to project managers.
- To create an awareness of potential conflicts and problems that can occur on projects.
- To identify appropriate behavior for successfully managing a project.
- To understand how to develop and use a computer-based information system for managing projects.

Prerequisites:

This class requires the completion of COSC 1335 (Computers and Problem Solving) or equivalent or consent of instructor.

Competencies and Contact Hours:

Competencies	Contact Hrs.	Cum. Hrs.
To explain why project management is crucial in today's world and use a socio-technical approach to understand projects	1	1
To identify the significant role projects contribute to the strategic direction of the organization and select projects	2	3
To be able to identify different types of project management structures and explain how organizational culture impacts project	2	5
To recognize the importance of a complete scope statement acceptable to your customer as a condition for project success and create a WBS for a project	3	8
To understand estimating project times and costs are the foundation for project planning and control and apply different estimation methods	3	11
To establish the linkage between the WBS and the project network and provide a process for computing early, late, and slack activity times and identify the critical path	3	14
To describe the risk management process and identify different kinds of risks	2	16
To contrast the differences between time and resource constrained projects and explain the implications for managing time and resource constrained projects	3	19
To understand how to use the critical path to reduce project duration and explain alternative methods for crashing activities	3	22
To create an awareness of the network of relationships that need to be managed to be a successful project manager and identify the "currencies" a project manager can use to influence others	2	24
To identify key characteristics of a high-performance project team and develop strategies for developing a high-performance project team	2	26
To appreciate the importance of engaging in project reviews and understand key issues surrounding project closure	2	28
To provide guidance in pursuing a career in project management	2	30
To develop working knowledge and use a computer-based information system for managing projects	10	40

Materials

- Required Text:** Larson, Erik W., and Gray, Clifford F. (2017). Project Management: The Managerial Process, (7th Edition). New York: McGraw-Hill Irwin.
- Optional Book:** Bucki, Lisa A. (2017). ProjectLibre Practice Project: The Step-by-Step Sequence for Success, North Carolina: 1x1 Media.
- Required Software:** ProjectLibre (free to download at: <http://www.projectlibre.com/product/projectlibre-open-source>)
- Other Materials:** Personal computer, calculator
- Class Materials:** PowerPoint slides, class notes, homework/assignment instructions, and other supplemental materials will be posted on an ongoing basis on CANVAS.

Important Academic Dates

UTPB Academic Calendar: <https://www.utpb.edu/calendar/iframe/academic-calendar.pdf>

Course Overview

Exams: There are five online exams in this course. Each exam is worth 9% of your final grade. All exams are mandatory. There will be no make-up exams unless you have a legitimate reason for not being able to take an exam and provide appropriate explanation and documentation. Please contact me in advance or within two (2) calendar days of its occurrence. All exams will take place online via CANVAS during a specified date and regular class time unless specified otherwise. CANVAS will automatically save and submit your exam when time expires.

The exams will test your general substantive understanding of the materials including definitions and concepts. The exams will also test your ability to apply the concepts and solution techniques learned from the course. Each exam will consist of multiple choice questions and/or short-answered/problem solving questions. Short-answered questions will be graded based on completeness and correctness. Students may receive partial credits for short-answered questions for partially correct answer. *You are allowed to use a calculator, class notes, and/or course materials during the exam but you must complete your exam on your own without any help from others.* All exams are non-cumulative.

Quizzes: The quizzes serve to prepare you for the exams. The quizzes will consist of a collection of multiple choice and/or problem solving questions graded by CANVAS. The quizzes are to be taken individually without the help of anyone else. There are 14 online quizzes (one for each chapter). Two quiz scores (the two lowest scores) will be dropped. Each of the 12 quizzes is worth 2% of the final grade. You have up to two attempts for each quiz. The higher of the two scores will be used. The quiz is due by 12:00pm of the day when it is due, which is noon of the next class meeting day.

You must submit your quiz via CANVAS. No quiz will be accepted via email or any other methods. You will be *timed* when you complete the quiz. CANVAS will automatically save and submit your quiz when time expires. Your quiz will be graded automatically and immediately

after you submit it. Solutions to the quizzes will be made available on CANVAS *after* the due date.

Homework Assignments: There are four homework assignments (Chapters 6, 8, 9 and 13). The homework assignments serve to prepare you for the exams. This is an individual work; however, working with others on the homework problems is permissible but you must understand the problem solutions. You will find that "keeping current" on the problems will greatly facilitate their solution. You should work the problems immediately after the material has been covered in class.

All homework assignments are to be submitted on CANVAS. No homework assignments will be accepted in class or via email. There is no time limit on completing the homework assignments but you have to submit your homework before a specified due date. You have only *one attempt* to submit each homework assignment. Solutions to the homework assignments will be made available on CANVAS *after* the due date.

Computer Assignments: The computer assignments (ProjectLibre) will be accomplished in teams of size of two-to-three (absolutely no more than three). You pick your team member(s); all ProjectLibre assignments will be accomplished in teams. The step-by-step ProjectLibre guidebook will help you gain some experience with software tools (ProjectLibre is one of dozens of such tools) used to support project management. Three class sessions will be devoted for you to learn how to use the software. At the beginning of the class when it is due, each team is required to submit a hardcopy (typed) answering the required questions. There are three (3) project parts in total.

In-class Cases and Exercises: In-class cases (there are four of them) will help you comprehend some of the course materials discussed in class. In each case, you will be working with a few other students to discuss cases and present your result to the entire class. In-class exercises (there are four of them) serve to prepare you for the homework assignments. In-class exercises will be guided in the classroom and submitted by the end of the class. These in-class cases and exercises also serve as an indicator of your preparedness for class and will be factored into your course grade.

Late Submissions: All assignments must be completed and submitted according to the instructions provided. Failure to follow instructions may result in a grade of zero. Late assignments will not be accepted and the student will receive a zero on the assignment unless *prior* arrangement (before the due date) has been made.

Attendance: Class attendance will be noted. You should be in your seat and ready to begin class on time. If you must miss class, please give me the reason for the absence within two (2) calendar days of its occurrence and I may excuse it. It is entirely up to me whether an absence is excused. If you miss class, it is your responsibility to get the notes from someone in the class and to catch up. Excessive absences (more than five) are considered adequate cause for major negative towards a student's course grade. Students with problems in this area should discuss them with me at the beginning of the semester.

You need to sign in an attendance sheet in every class. Do not sign in for your classmates. If I call a name that has been signed but that student is not in the class, that student will receive a zero grade for class attendance and participation. Late entrances and early exits to and from the classroom are distractions which disrupt the class. If you arrive later or if you must leave early, please make your entrance or departure as quiet and orderly as possible.

Readings: The reading assignments will enable you to work the problems with understanding and to comprehend the material covered in class. You are well advised to have read each assigned reading for the class period before coming to class.

Grading Policy: Your course grade will be based upon your performance in the following evaluations:

Evaluation Type: * Equally Weighted	Percentage
Exams (5*)	45%
Quizzes (12*)	24%
Homework Assignments (4*)	10%
Computer Assignments (3*)	9%
In-Class Cases and Exercises (7*)	7%
Class Attendance and Participation	5%
Total:	100%

The letter grade breakdowns used in assigning all grades, including the final grade are:

Grade Range	Letter Grade
90 and above	A
80 to 89	B
70 to 79	C
60 to 69	D
Less than 59	F

**Unless otherwise stated, all materials, activities, and assessments are required and are not optional.*

Time Management: A student should expect to spend three hours on preparation and learning assignments for every semester credit hour. If a class is a 3-semester credit hour class, it is expected that a student should spend at least 9 hours out of class on assignments in addition to 3 hours of in-class time for a total of about 12 hours per week. It is important to develop a Time Management Plan to be successful.

Classroom Policies

This course will be conducted in a series of lectures either by the instructor or group of students supplemented by various practical examples. Some lectures will be supplemented by computer/calculator demonstrations. Bringing your calculator and/or laptop computer to lectures

will be helpful. Many illustrations will be taken from the required text, so it will be useful to read the textbook before and/or after class.

Civility in the Classroom: Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class, unless otherwise approved by the instructor, students are prohibited from using cellular phones or audible beepers, making offensive remarks, reading newspapers, sleeping or engaging in any other form of distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class. Please turn your cell phones off, or at the very least put them in silent mode.

Promptness: In business, employees are expected to come to meetings on time. When one is late to a meeting, they are not just wasting their own time but the time of every person in the room. We cannot have students dribbling in throughout the first five to ten minutes of class. Students who have what they consider to be a legitimate reason for being late more than occasionally should discuss this with the instructor at the start of the semester. Students, who are chronically late, after a warning from the instructor, will be marked as absent if they arrive more than five minutes after the class begins. See *Attendance* section above for possible effects to a student's grade that might result.

Class Participation: All students are encouraged to contribute toward the success of the course by sharing their knowledge and opinions in class, including bringing pertinent materials and experience to the attention of the instructor and class.

Electronic Communication: I use email *a lot*. I expect you to email me questions if you cannot come by during office hours. When emailing me, please include your course no. in the subject line followed by your request, i.e., MNGT 3307, request for a meeting. Occasionally, I may communicate outside of class using email "@utpb.edu," it is important to check your email regularly. My suggestion is to check your email at least once per day to stay current on what we are doing in the course.

I check my messages daily Monday through Friday during normal business hours. You can expect a reply from me via email within 24 hours during the work week. You *may* get an email reply during the weekend, but that would be an exception not the rule.

Incomplete Policy: The incomplete policy for this course is that at least 75% of the course must be already completed and an exceptional circumstance (i.e., medical issues) must exist. If you feel you require an incomplete for an exceptional reason, you need to email me and state your reasons for the incomplete in writing. We will then decide on a course of action.

Ethical Behavior/Academic Integrity: Business professionals must be trusted because they may have access to a wide variety of confidential and personal information. Cheating will not be tolerated. People who cheat on an exam risk being failed in the course. Likewise, cheating/plagiarism will not be tolerated on any assignments in the class.

All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. For complete information on UTPB student conduct and discipline procedures consult the university's handbook at:

<https://www.utpb.edu/assets/images/student-code-of-conduct-2019.pdf>

Academic dishonesty includes, but is not limited to cheating, plagiarism, collusion, falsifying academic records, misrepresenting facts, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student such as, but not limited to, submission of essentially the same written assignment for two courses without the prior permission of the instructor, or the attempt to commit such acts.

Plagiarism includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.

Students with Disabilities: The University of Texas of the Permian Basin in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act provides "reasonable accommodations" to students with disabilities. Any student with a disability who is requesting an accommodation for this course must provide the instructor with official documentation in the form of a letter from the ADA Officer for Students. Only those students who have officially documented a need for an accommodation will have their request honored. **Adapted from UTSA ADA syllabus statement.**

ADA Officer for Students: Mr. Paul Leverington

Address: Mesa Building 4243 | 4901 E. University, Odessa, TX 79762

Voice Telephone: 432-552-4696

Email: ada@utpb.edu

For the accessibility and privacy statements of external tools used within courses, go to https://www.utpb.edu/academics/online-learning/reach-center/ada_privacy.

Syllabus Change: This syllabus is a guide and every attempt is made to provide an accurate overview of the course. However, circumstances and events may make it necessary for me to modify the syllabus during the semester and may depend, in part, on the progress, needs, and experiences of the students. Changes to the syllabus will be made with advance notice.