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Sul Ross State University
Department of Business Administration

Project Management

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GBA 5310   Professor: Dr. William C. Green
Fall 2021 IS   Office: ONLINE
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Course Description:
Project Management is the application of skills, knowledge, tools and techniques to various project activities for the successful execution and achievement of project requirements and objectives. Related concepts and principles from the areas of initiating, planning, executing, monitoring, controlling, and closing process groups are also considered. Specific topics and areas covered may include project integration, project scope, project time & cost and project risk assessment. The course may use cases, problems and specific project management processes.

Prerequisite: Graduate Standing or Instructor Permission

Course Material(s): CONNECT & E-Book – ***Project Management***; Larson & Gray 7th Edition; McGraw-Hill 2018; ISBN: NA.

Student Learning Outcomes:
SLO1   Analyze & solve complex business problems across major business functions, using advanced business principles and strategies
SLO 2   Communicate in-depth business information through written, oral and other delivery processes
SLO 3   Identify and discuss the impact of ethical and social responsibility issues in business

Student Learning Objectives – Students will:
Demonstrate understanding of the characteristics, techniques and challenges associated with each of the five process groups relevant to most projects

Understand the knowledge areas of PM and how they are related to the process groups

Examine the potential risks associated with projects and corresponding risk reduction strategies

Appreciate linkage of organizational strategies and goals as drivers for project selection

Identify & appreciate application of Project Management concepts across all business functions

Overall, acquire an advanced yet practical working knowledge of project management as an aid in further study and career pursuits

Course Grades:

Grades are determined on a percentage/points basis. Course requirements follow:

Participation & Engagement; - Ind.	05%	(050)	
CONNECT Learn-Smart – Ind.	15	(150)	
CONNECT - Other – Ind.	15	(150)	
Discussion Forum – BB – Ind.	10	(100)	
Cases/Other (4 @ 50) – Ind.	20	(200)	
Chapter Problem Set - Group	20	(200)	
Problem Set – Peer	05	(050)	
Other Materials (misc.) – Ind.	10	(100)	
TOTAL	100%	(1000)	

Final course grades are assigned as follows:
    A = 90 - 100%
    B = 80 - 89%
    C = 70 - 79%
    D = 60 - 69%
    F = Below 60

Note: It is my expectation that satisfactory work in this course is at the B level or above. Thus, unless you receive notification from me or your grade average reflects lower than this level (80%), you can be assured that you are doing as expected in the course.

Participation & Engagement:

This course is offered as a hybrid that supplements outside materials and readings as deemed appropriate. Thus, reading of materials and preliminary preparation of analyses are necessary to facilitate class progress. Therefore, <u>active preparation</u> is mandatory. In short, you must make a concerted effort to stay up with course pace. Deviations from this can only reflect negatively on your class performance not enabling you to achieve the course objectives. Thus, it will be especially important for you to show up on class days.

One necessary but not sufficient condition is for you to read the materials and stay available for contact if and when necessary. Your diligence to this request is much appreciated. Also, engagement means, in part, that you do not fall behind on assignments or other required elements of the course. This will only hurt your class standing and not enable you to satisfy the course requirements.

Finally, if you are having difficulty with any part of the course, let me know as early as possible. I will work with you on fixing it but I have no way of knowing this unless you tell me.

Connect Learn-Smart - Assignments:

There are actually two Learning Management Systems in this course – CONNECT – C - & Black-Board – BB. There are some assets with C which are valuable learning aids. Some are simply chapter learning aids and others are more involved. BB does NOT offer anything close to

these learning assets. Plus, as there is considerable material to cover, C is an effective way to assist. There are also things associated with BB that will help with the abbreviated format of the course. Most of the C assignments will be individually based which is another reason it (C) is useful. Assignments will be announced in advance but will not be linked to BB as to grading and so forth. One element of this category is the Learn-Smart tool in CONNECT. **Note that some of the chapters are graded and some are not. It is my hope you read ALL chapters assigned for continuity but make sure and complete the graded chapter assignments and by the due date!**

Connect - Other:
As noted in the previous course component, there are actually two Learning Management Systems in this course; CONNECT C & Black-Board BB. There are some assets with C which are valuable learning aids. One learning aid which is easily administered and applied is the exam component based on individual chapter content. Variations on this are review question modules which are also important. As there are some textbook chapters that are more important and require more emphasis than others, some chapters will necessitate more emphasis while others will not. Once again, assignments will be announced in advance but, unlike ***C Assignments*** (per above), you will be expected to complete these assignments within a relatively short window (time span). The C work assigned is intended to be completed on an individual basis and should be completed entirely as such. As there is considerable material to cover, C is an effective way to assist. **Please complete assignments in order but at your own pace but on time!**

Discussion Forums:
This class is conducted on a hybrid basis (combined in-class and online) which changes several things but leaves many things intact. One element that does not change is that proper preparation and class involvement are important. ***These type courses require much higher levels of discipline and self-motivation** than do exclusive in-class offerings*. Therefore, <u>active participation</u> and class contribution are mandatory and deviations from this can only reflect negatively on your performance. So, try hard to stay up and so forth. The Discussion forum (DF) topic will be announced on the announcement page but you may not know the topic until the forum begins.

Discussion forums are a valuable and integral part of the course. You are encouraged to contribute at your own initiative and online discussion grades, for example, will be based upon quality of comments more than on quantity. Once more, it is relatively ***easy to stay up with course progress but more difficult to catch up*** once one falls behind. Finally, if you have difficulty with any aspect of the course, please let me know as early as possible. I will work on fixing whatever may be broken but I have no way of knowing this unless you let me know! **Remember that 10% is a still a "good chunk" of your grade.**

Cases/Other Analysis:
You will be asked to complete four (4) case assignments. The purpose of these is to provide a practical vehicle for tying things together and thinking like a project manager! Also, this helps ensure that you appreciate the various linkages and nuances among all business functions. Finally, these are a primary component in helping us achieve the course objectives. "Cases" should be single spaced. Length will be depend on adequacy to address the issues of the case. However, typical length falls somewhere from 1 to 2 pages. Avoid mechanical errors (typos, etc.). Cases will be evaluated on thoroughness of analysis of area(s), creativity and practicality

revealed in your responses and the quality of organization, writing and clarity. Remember that a case is written to inform in a professional, succinct and efficient way. Thus, verbosity should be avoided. I would urge you to work in groups of two when working on the case assignments to maximize synergy. **However, the case analysis you submit must be an individual submission via the BB assignment tool.** As noted, you must prepare adequately for the case. I would think at a minimum, this would require an initial reading of the case for general content and then at least two more readings for fine tuning the detail and formulating your assessment of the case. Avoid any attempt to "Google" for case information. This is, in effect, tantamount to cheating and/or plagiarism and should be avoided! Once again, this will be submitted via the BB assignment tool in a word document format.

Chapter Problem Set(s):

For many of the chapters, there are concepts which require more emphasis and/or understanding than reading, etc. provide. There are end of chapter problems and applications which provide a direct way to enhance understanding and simultaneously enhance your appreciation for the practical types of things project managers must address. The problems are not excessively time consuming and, for the most part, not difficult. However, you will need to apply concepts from the reading and or other materials to answer the questions. I am making this a group assignment but expect each member of a group (team) to have a thorough understanding of every problem or question assigned.

The *questions or problems* assigned will provide an opportunity to link chapter content to a specific situation much as a project manager might face. This enables a broader and more in-depth coverage of the topic than would otherwise be the case. These are quite appropriate for a graduate course in project management. One comment on responding to chapter related questions/problems is: please make sure you answer the question as you think a working manager would answer rather than what you think I might be after or how I might think about the situation. I do like to see practicality revealed in your responses but there is only a modest deduction without this element and for various problems, this becomes a moot point. We will only have one chapter question/problem set that will represent a relatively large portion of the course grade. The "set" will also be submitted via the assignment tool in Black-Board and only a word document (or Excel – when necessary) is acceptable. *Only one submission per team with all team members clearly identified is necessary. Single spaced required!* **You may work in groups of ???? and submit these as a team/group rather than as individual assignments. Please know that is the grade for all individuals in the group so make sure all work is high quality and of graduate caliber.** **Please make certain that each group member appreciates what they did not do as well as what they did do for the team. I will designate team membership and from 5% up to 10% will be designated as a peer grade.**

For problems, please show your work unless approach is obvious. Any question set with excessive mechanical errors (misspellings, typos, etc.) will be penalized. These will be evaluated on the thoroughness of analysis of area(s), creativity and practicality revealed in responses (where pertinent), quality of organization, etc. **Outside sources (CHEGG, GOOGLE, etc.) are to be avoided - severe consequences will accrue if you do not heed this caveat!**

Other Material(s) – Misc.

There are a number of videos and online lectures which I will expect you to consider. For evaluative purposes, there is not much to do other than ensure you have indeed looked at the material(s). In short, you will rarely be queried directly on these and few deliverables will be expected but failure to watch and learn from this material may have an indirect effect on your course performance. So, you are urged to take full advantage of the material.

Also, a fully developed project might be a typical metric for this course. Given the number of other elements and the time constraints of summer, an abbreviated and/or condensed version of such a metric may be a component. For clarification, a complete project includes several components. A statement of purpose; statement of scope; a work breakdown structure; risk assessment; a detailed schedule with accompanying critical path and so forth. So, you may be assigned a project(s) which address one or two of the more important components of a fully developed project with the objective being to provide exposure to project layout and narrow the gap between theory and practice.

If assigned, this will underscore and enforce many of the concepts covered in the text and so forth. As noted above, this would not be a project with all of the accompanying "bells and whistles" but rather one which provides a realistic perspective on what a project entails and the areas which require careful and thorough assessment in developing project platforms and/or foundations. This part may be accomplished with the question set and will depend on pace of the course. The completed assignment(s) – no matter what they turn out to be - will be submitted via the assignment tool in BB in either a WORD/EXCEL document format or both.

Final Points

PLEASE READ THE FOLLOWING STATEMENTS CAREFULLY:
This syllabus represents the plan of action for the course. It is, in many ways, a contract between us. Should you lose this document, not understand any part of it, or not agree with some component contained in it, please let me know. Finally, modify the schedule as needed.
Students with Disabilities - Qualified students with disabilities needing academic or other accommodations to ensure full participation in the programs, services and activities at Sul Ross State University should contact the Office of Student Support Services, Ferguson Hall Room 112, Box C-117, Alpine, Texas 79832 (915) 837-8203.

Distance Education Statement: Students enrolled in distance education courses have equal access to the university's academic support services, such as Smart-thinking, library resources, such as online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login information to verify students' identities and to protect students' information. As noted below, we will be using both CONNECT (which includes an E-Book) and Black-Board. The procedures for filing a student complaint are included in the student handbook. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook.

Note: Many assignments will be (in part) a function of class progress – The assignments will be assigned on BB and/or CONNECT - you will need to do several assignments directly through CONNECT as they will not all be linked via BB. Plus, even if linked, this only means one accesses CONNECT through BB and does not mean CONNECT is bypassed!

Other: My personal position on dishonesty is as follows: if I suspect that there is even a hint or any probability (greater than 0.0), that anyone is violating the policy on academic honesty (plagiarism, copying without appropriate credit, using the work of other students, cheating) I will take the following steps. I will use every means possible to ensure that such individual does not pass the class; I will apprise the Head of Student Affairs; College Dean; Provost and others in an attempt to have the individual dropped from the MBA program. If this is not clear, let me know and I will be happy to clarify it. Very simply, this is graduate school and your conduct should be consistent with all that entails. That is, you get out of graduate school in large part based on what you put into it (sort of like life). That is what I think is the graduate school "mindset." Finally, do not take this personally – this is only to make certain that my position is clear and there is no confusion as to what it is!

<u>**Tentative Course Outline** – *For Purposes of Pace Only*</u>

*<u>Do not look to this outline for dates</u>***! Only provided as to pace – SUMMER is not the same!
There will be a MASTER schedule posted on BB which will be firm!**

<u>Week</u>   <u>Topic</u>   <u>Assignment *</u>

<u>Please turn in assignments on time</u>
<u>Do NOT email assignments and/or Do NOT use the BB drop box or other like devices</u>
<u>Some assignments will remain in CONNECT and grades will be transferred per % weight</u>
<u>You may choose to write some assignments directly in the assignment submission area in</u>
<u>BB</u> but my preference is a word document
<u>Please do NOT submit documents in formats other than word.doc or excel… (if needed)</u>
<u>When submitting group work, only one person per group needs to submit.</u>
<u>But all group members must be identified so everyone receives credit.</u>
<u>Do not use outside source materials for any purpose(s) unless directed to do so!!</u>

<u>Note we do NOT cover all chapters – only those the authors and I feel are the most critical to</u>
<u>a solid foundation in Project Management. But, I strongly encourage you to read everything!!</u>

Tentative Course Schedule – For You

<u>Week</u>   <u>Topic</u>   <u>Assignment</u>   <u>Due</u>

June   29

July   06

July   13

July   20

July   27

Aug.   03 - August 07 is the last class day and/or the end of the term!