



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

**MGMT 4372 Project Communication Management and
Stakeholder Engagement
Spring Term 2022, Online
January 18 – May 13, 2022**

Instructor: Angela Patrick, Ph.D, PMP

Cell Phone: 254-681-1416

Department Phone: 254-501-5944

Email: abpatrick@tamuct.edu (please use the course messaging system to send messages about the class).

Office: FH 217B

Office Hours: I will be available through the Canvas Classroom at least 5 days per week. I will answer all questions within 24-36 hours of the posting time.

Course Modality: This course uses a completely asynchronous online modality (see course requirements for more information for this modality).

Access to the [Canvas classroom](https://tamuct.instructure.com/) is at: <https://tamuct.instructure.com/>

SAFEZONE

Emergency Warning System for Texas A&M University-Central Texas: SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

1. Download the SafeZone App from your phone store using the link below:
 - [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [<https://apps.apple.com/app/safezone/id533054756>]
 - [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp)
[<https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp>]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
3. Complete your profile and accept the terms of service

General Guidance

There are no dumb questions.

I really believe and practice this, both online and in the classroom. **If you have a question, ask!**

1.0 Course Overview and Description: Students will explore the behavioral aspects of working effectively in the project domain. Students will examine current philosophies of work around enhanced leadership, communication, conflict management, and negotiation skills. Additionally, students will examine the application of those philosophies to organize, manage, and to produce efficient delivery from teams. Students will identify project stakeholders and apply leadership philosophies to engage them in all aspects of the project to ensure successful project completion. Finally, students will examine more contemporary issues

in project management, including resolving ambiguity and complexity, the use of improvised working styles, and issues around power and politics within the project.

To succeed in project management, you must be a strong leader and an effective communicator. This course examines the current philosophies of leadership as applied to project management and identifies various styles of communication, communication planning and conflict resolution. You will, through use of case studies and various exercises, develop or enhance your leadership, communication, and conflict management negotiation skills. This course also addresses a wide range of other topics within the scope of project management theory and practice, including the Project Management Institute's (PMI's) view of a project manager's Social and Professional Responsibility.

2.0 Course Objectives: Students will become proficient in, the concepts, theories, practices, applied techniques and wide variety of tools available to assist with the principle elements of the course. Through readings, lectures, research and hands-on exercises students will develop an understanding of the blend and fit of leadership, team management, communication, the issues of ambiguity and complexity, improvising within PM, ethics, and elements of human resources tasks and responsibilities within general program and project management.

This course will:

- Provide experience in using the concepts, techniques, and tools available as they relate to general project management.
- Help develop an appreciation for the managerial, cultural, and social aspects of PM.
- Raise awareness of the importance in recognizing the different roles required in a successful project team.
- Provide an understanding regarding the various leadership, team, communication, complexity, stakeholder engagement, ethical, and human resource models, and recognize the practical applications in business situations.
- Create an awareness of potential conflicts and scheduling problems that occur on projects.

2.1 Course Learning Objectives (CLOs): After successfully completing this course, the student should achieve the following objectives:

- 2.1.1. Comprehend basic tools and techniques to plan, organize and manage a project
- 2.1.2. Manage stakeholder communications
- 2.1.3. Describe the principles of Team Leadership
- 2.1.4. Understand conflict management and potential communication problems that occur during a project
- 2.1.5. Describe the career paths in the PM Profession

2.2 Student Learning Outcomes (SLOs): After successfully completing this course, the student should be able to:

Technical Knowledge Module (T-XX)

- 2.2.1. Select and describe an appropriate project management strategy for a new project that can meet stakeholder expectations in a given organizational context.
- 2.2.2. Develop a sequence of categorized PM processes and activities that will meet stakeholder expectations.

- 2.2.3. Develop a PM stakeholder plan that documents the actions necessary to define and coordinate activities, assess project deliverables, and ensure control and management of costs, schedule, and changes to the project.
- 2.2.4. Describe the interaction of the various components of the PM system, and give examples of how changes impact projects and how project managers adjust activities, coordinate responses, and communicate the results to stakeholders.
- 2.2.5. Describe career paths in self-selected industries. (CLO 2.1.7)

3.0 Required Textbooks/Software

3.1 Required Textbook: Bourne, Lynda. *Making Projects Work*. Available from: VitalSource Bookshelf, Taylor & Francis, 2015. ISBN-13: 978-1482206661; ISBN-10: 1482206668

3.3 MS Excel.

4.0 Course Requirements

4.1 Online Course: This course is completely online and will be conducted in an asynchronous mode. The asynchronous mode does not require the students or the instructor to be online at any specified day or time. Daily work is completed by the student according to the weekly schedule in this syllabus, but at a time that is convenient to the student. This mode does require the instructor to be available (online), at least 5 days a week, to answer questions. Students are responsible for ensuring constant access to the Internet and operability of their personal computers. The week is counted as Monday – Sunday (with Sunday as the last day of the learning week). ***Please Note:*** The order of work should be: Read any instructor note(s) regarding the relevant topics, read, study, and understand the topics in the Project Management textbook, review the related topics in the PMBOK Guide, participate in the appropriate discussion threads, research and respond to the discussion questions, research and complete all written assignments, following the identified formatting requirements.

4.2 Online Course Classroom: The classroom will be in Canvas under this course's name and section number. Access to Canvas is through the Texas A&M – Central Texas website: [Canvas Instructure](#). The course homepage provides a link for using Canvas. Please refer all technical problems to the Canvas help desk; contact information is on the Canvas login page.

4.3 Assignments

4.3.1 Class Discussions & Participation (6 total at 25%): Select Discussions from the menu found on the left side of the Canvas course home page or Modules. All discussions and questions will be placed in its respective topics for ease of understanding by all class members and the instructor. All entries are threaded so that you may easily see a question and the respective responses to that question. The instructor will always read each question and the respective answers to ensure correctness and accuracy.

You are required to post three messages per discussion to receive credit for each forum: one opening point of 150 to 200 words that needs to be posted by Wednesday and two counterpoints of 100 to 200 words each that are due by Monday. Both quantity and quality are important considerations when posting substantive messages. For example, "I agree" or "I see your point" are not considered quality participation because neither adds substance to the discussion. Effective responses might share personal experience, ask

for clarification, or add additional information, so feel free to analyze, interpret, critique, and suggest. **Do not use any attachments**, instead, cut and paste your questions/responses directly into a forum message. Be sure to restate the question you are answering and address your classmates by their names.

Your postings/insights on the discussion topic should be based on the following:

- Application of text concepts; theories; etc.
- Ability to articulate assigned analysis clearly; and
- Integration of student colleagues' contributions and insights leading the discussion to a deeper level of understanding.

IMPORTANT!!! To allow for a discussion, which is an ongoing process that cannot be achieved by submitting all three required posts on the last day of the week, ***your first post should be submitted by Wednesday***. This will allow for your classmates to read your opening post and reply to you and for you to reply to them in turn. The remaining two posts can be completed between Wednesday and Monday. Remember, for full participation points you need to post at least three substantive posts throughout the week!

I do not require your discussion question responses to adhere to specific formatting requirements (**NOTE:** references and citations must be formatted according to APA). However, please make sure to proofread carefully. Grammar and spelling errors may impact other students' understanding. References may include the course's current textbooks and articles from the Texas A&M University – Central Texas online library.

4.3.2 Stakeholder Analysis and Communications (25%): Create a communications plan for a real-life project that will be assigned and explain the actions needed to be taken in the development plan and explain the overall needed results of the stakeholder analysis.

4.3.3 Research Project (25%): You will research and analyze a real project. The project requires you to examine a communication, stakeholder, or leadership problem or issue of concern within a real project. The purpose of the project is to give you an opportunity to apply what has been learned in the course as well, as your own independent research, to problems for a project manager.

4.3.4 Case Study (4 total at 25%): Case study assignments in this course are qualitative assessments of this course's learning objectives, which are designed to help you practice applying course concepts to solve project communication and leadership problems. Case study assignments will typically involve reading a case and writing a report of 2-3 pages providing a solution to the case, or responses to instructor questions.

5.0 Grading Criteria

5.1 Grade Computation: Students earn their course grades by completing scheduled assignments; no extra credit assignments are given. To pass this course satisfactorily, students must complete each of the graded items listed below. Failure to complete appropriate assignments and exams may result in a failing grade. Refusal to complete homework assignments will result in a failing grade.

5.2 Grading Scale:

Letter Grade	Percentage
A	90% - 100%
B	80% - 89.99%
C	70% - 79.99%
D	60% - 69.99%
F	59.99 & below

Final grades will be calculated as follows:

Assignments	Percentage
Participation & Discussion Questions (6)	25%
Stakeholder Analysis & Communications Plan	25%
Research Project	25%
Case Studies (4)	25%
TOTAL	100%

6.0 Course Calendar

Weeks/Dates	Reading / Subject	Assignments
1 Jan 17 - 23	Chapter 1: Making Project Work	Syllabus review, Student Course Agreement, Introductions due by Jan 24.
2 Jan 24 - 30	Reading: Managing stakeholders for PM success.	DQ 1 due by Jan 31
3 Jan 31 – Feb 6	Chapter 2: Stakeholder and Organizational Value	
4 Feb 7 - 13	Reading: Project leadership and the art of managing relationships	DQ 2 due by Feb 14
5 Feb 14 - 20	Chapter 3: Focus on Leadership: Theories for Leading and Managing	Case Study #1 due by Feb 21
6 Feb 21 - 27	Reading: Transformational leadership in context; the emotional intelligence of leaders	DQ 3 due by Feb 28
7 Feb 28 – Mar 6	Chapter 4: Focus on Downwards: The Practicalities of Leading the Project Team	Case Study #2 due by Mar 7
8 Mar 7 - 13	Reading: The changing bias of PM	DQ4 due by Mar 21
Spring Break (Mar 14 – 18)		

Weeks/Dates	Reading / Subject	Assignments
9 Mar 21 - 27	Chapter 5: Focus on Managing Upwards	Case Study #3 due by Mar 28
10 Mar 28 – Apr 3	Reading: Ensuring Project Success-A change management perspective	DQ5 due by Mar 28
11 Apr 4 - 10	Chapter 6: Focus on Sideways and Outwards Stakeholders	Stakeholder Analysis & Communications Assignment due by Apr 11
12 Apr 11 - 17	Reading: Improvisation within the project management of strategic change	
13 Apr 18 - 24	Chapter 7: Culture and Other Factors that Influence Communication	Case Study #4 due by Apr 25
14 Apr 25 – May 1	Reading: Managing complex change	DQ 6 due by May 2
15 May 2 - 8	Chapter 8: Communication	
16 May 9 - 13	Reading: PMI Code of Ethics and Professional Conduct	Research Project due by May 10

INSTRUCTOR POLICIES

Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues should be kept professional, including Discussion Board postings and email correspondence. For written assignments, all work should be proofread, free of grammatical errors, include proper citations, and be in accordance with American Psychological Association (APA) standards.

What You Can Expect of Me: You can expect that I will be an active participant in the online course room. I will be prepared and ready to engage in active learning. I will work to create a respectful learning environment where all of us can express our thoughts and ask questions. While we do not have to agree with each other, we will do so in respectful ways. I expect to learn from you as we spend the next 16 weeks together! I will be available to answer your questions and help you be successful in this course.

I reserve the right to make reasonable alterations to the course calendar and syllabus. It is a guide, not a hard and fast rule. Changes will only be made that benefit the class as a whole. Online attendance is essential in a class of this nature. Make sure to check Canvas daily. In order to successfully pass this course a student must engage in the online course room and complete all assignments.

NOTE #1: There is NO EXTRA CREDIT assignments available for this course.

NOTE #2: Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances. Any request for an incomplete grade in this course must be approved by the professor prior to the last week of classes. Where possible, requests should be submitted in written form and must include an address and/or telephone number where you may be contacted throughout the following semester. For a request of an incomplete grade to be considered, at least two-thirds of the course work have to be completed. Finally approval of an incomplete is up to the department chair.

NOTE #3: Questions concerning one's grade on a particular task (e.g., test, case) This should be resolved within one week after receiving the graded material. There will not be reviewing of previously graded material at the end of the semester.

NOTE #4: Late Submissions/Resubmissions

You have a period of 7 days each week to complete and submit the weekly assignments. Make sure to plan your time wisely and avoid last minute submissions since no late assignments will be accepted. All assignments must be turned in by the due date unless an extension has been granted. EXTENSIONS ON ASSIGNMENTS WILL BE CONSIDERED ONLY IF THEY ARE REQUESTED AT LEAST 48 HOURS BEFORE THE DUE DATE OF THE ASSIGNMENT UNDER QUESTION. After the fact extensions will not be granted, so if you are sick and you know you will not be able to take a test or submit an assignment on the set due date, make sure to contact me as soon as possible.

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other Technology Support

For data protection and information privacy TAMUCT uses Single Sign On through TAMUS. To update your password select [Texas A&M University System Single Sign On](#).

For log-in problems, students should contact Help Desk Central
24 hours a day, 7 days a week

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

University Resources, Procedures, and Guidelines

General University Resources

Please select the following link: [University Resources](#),

URL: <https://www.tamuct.edu/University%20Resources.html>

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2FForm%2FStar%2F53b8369e-0502-4f36-be43-f02a4202f612>].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](#), [<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may [submit a report](#), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations, please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information, please visit our [Access & Inclusion](#) Canvas page (log-in required) [<https://tamuct.instructure.com/courses/717>]

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](#) [<https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html>]. Students may also contact the institution's Title IX

Coordinator. If you would like to read more about these [requirements and guidelines](#) online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing WarriorCenter@tamuct.edu.

To schedule tutoring sessions and view tutor availability, please visit [Tutor Matching Services](#) [<https://tutormatchingservice.com/TAMUCT>] or visit the Tutoring Center in 111 Warrior Hall. Chat live with a remote tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University—Central Texas (A&M—Central Texas) is a free service open to all A&M—Central Texas students. For the Spring 2022 semester, the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WOnline](#) [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor by making an appointment via [WOnline](#) [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

University Library

The University Library provides many services in support of research across campus and at a distance. We

offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams or in-person at the library. [Schedule an appointment here](https://tamuct.libcal.com/appointments/?g=6956) [https://tamuct.libcal.com/appointments/?g=6956]. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/bit) website for more information [https://www.tamuct.edu/bit]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Important University Dates:

Please use the following link to download the current Academic Calendar and Registration Schedule:

<https://www.tamuct.edu/registrar/academic-calendar.html>