Course Syllabus
January 18 – May 13, 2022
Online Section

Instructor: Dr. Rick Simmons, PMP
Department Phone: 254-501-5944
Office: FH 217B
Email: simmrick@tamuct.edu
Office Hours: I do not hold virtual or F2F office hours for fully online courses. However, I am available throughout the week as stated in Instructor Access.
Course Modality: This course uses a completely asynchronous online modality (see course requirements for more information for this modality).
Access to the Canvas classroom **is at**: https://tamuct.instructure.com/

i. 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 website [www.safezoneapp.com].

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

iii. Instructor Access: 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. For all content related questions, please post in the provided Module Discussion threads so that all class members may benefit from the question and the response. For private discussions, please use the Canvas messaging system (Inbox). Please do not use my work email for content related or personal questions regarding the course as I also receive many other emails and will not be able to ensure a timely response (also, it is better to keep all course related correspondence centrally located and Canvas provides us that ability). Finally, for any type of emergency, contact me using any method available to you, i.e. F2F, work email, telephone, or Canvas private message.

NOTE: _Let there be no doubt. This IS NOT a weekend only course and you WILL be working in teams. YOU AND YOUR team members must schedule your project tasks throughout each learning week so that you can be successful in submitting the required deliverables on time. Practice the project management skills you will be learning with your team members. I can assist initially to get you all going. YOU all have chosen to take this course; NOW you must choose to ensure you schedule time throughout the week to complete required work. Since this is an online course, you will remain responsible for all requirements even when travelling. Please adjust accordingly._

1.0   Course Overview and Description: Project Management (PM) is increasingly important in today's world. This course covers the fundamental concepts and applied techniques for cost effective management of both long-term development programs and short-term projects. The curriculum follows the Project Management Institute's (PMI) curriculum guidance using recommended skills contained in the Technical Knowledge (T-XX) and Behavioral Knowledge Modules (B-XX). The content includes planning, scheduling, organizing, and controlling projects. The course may use cases from a wide variety of industries, including construction, information systems, non-profit organizations, the government, and the military.

Project management principles and methodology are provided with special focus on planning, controlling, and managing projects to successful completion. The topics are divided into two categories: the technical components that make up the project and the behavioral aspects of a project. The technical issues include the relation between the performing organization and the project; determining strategy and project selection; developing the project plan; estimating costs, schedules, and the critical path; methods for determining project status; and risks, quality, and procurement. Behavioral issues include management, leadership, and teams, organizational structures, communications, stakeholder engagement, and ethics and professionalism.

Computer tools will be introduced to provide hands-on practical skills with the above topics and a simulation will be used to reinforce the learning of the above topics.

1.1   Prerequisites: Graduate student status.

2.0   Course Objectives: This course provides an integrated introduction to PM. By "integrated", it is meant that the student will learn the fundamental aspects of modern PM, both managerial and technical. Students will also become familiar with PM software tools. Finally, in discussions and cases students will learn how to apply the skills required of a project manager.

This course will:
- Provide experience in using the concepts, techniques, and tools available to project managers for organizing, planning, and controlling projects.
- Help develop an appreciation for the managerial, cultural, and social aspects of PM.
- Raise awareness of the importance of the organization's strategy during project selection.
- Provide an understanding of the critical role of work breakdown structures and networks in planning, scheduling, and estimating the status of projects.
- Create an awareness of potential conflicts and scheduling problems that occur on projects.
- Demonstrate how to reliably estimate the status of projects.
- Expose the student to MS Excel based PM tools, and demonstrate their usefulness for planning and scheduling projects.

In pursuing these objectives, the course will:
- Use the textbook and cases
- Combine theory and practice
- Combine the strategic with the tactical
- Use relevant concepts to analyze and assess complex project management situations

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

2.1.1. Identify the elements of the PM life cycle, including: Plan, Control, and Organize and Allocate Resources
2.1.2. Understand PM processes
2.1.3. Comprehend basic tools and techniques to plan, organize and manage a project
2.1.4. Optimize results while managing the triple constraints
2.1.5. Manage stakeholder communications
2.1.6. Describe the principles of Team Leadership
2.1.7. Evaluate and assess the importance of ethics and professionalism within project

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. Describe the importance of PM in the context of various organizational cultures and strategies; and summarize the typical components of the PM system and the processes that are considered essential to any project (T-PM) (CLO 2.1.1).
2.2.2. Evaluate factors important to project selection and prioritization as evidenced by organizational capability and available resource capacity (T-PM) (CLO 2.1.2, 2.1.3).
2.2.3. Select and describe an appropriate project management strategy for a new project that can meet stakeholder expectations in a given organizational context (T-PM) (CLO 2.1.2 - 2.1.5).
2.2.4. List and describe the project phases that make up a typical project; and summarize the PM processes that occur within each. Explain the relationships between subject areas, process groups, and processes (T-PP) (CLO 2.1.1, 2.1.2).
2.2.5. Describe the typical PM process documentation and the PM deliverables that are produced by project managers in each project phase (T-PP) (CLO 2.1.2 - 2.1.4).
2.2.6. Develop a sequence of categorized PM processes and activities that will meet stakeholder expectations (T-PP) (CLO 2.1.1 - 2.1.5).
2.2.7. Compose a life cycle for a specific project in a specific industry (T-PP) (CLO 2.1.1 – 2.1.5).
2.2.8. Develop a project charter and a preliminary scope that document high-level project strategy, milestones, deliverables, and estimates for stakeholder, customer, and sponsor approval (T-PI) (CLO 2.1.1 – 2.1.5).
2.2.9. Develop a PM 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 (T-PI) (CLO 2.1.1 – 2.1.5).
2.2.10. 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 (T-PI) (CLO 2.1.1 – 2.1.5).

Behavioral Knowledge Module (B-XX):

2.2.11. Given an organizational context and project objectives, construct a communication-management plan that defines the participants, communication processes, tools, and methods required for appropriate project communication (B-DC) (CLO 2.1.1 – 2.1.3, 2.1.5).

2.2.12. Demonstrate how teams are assigned and formed and describe the stages of team development (B-TB) (CLO 2.1.6).

2.2.13. Given a specific project context, create a stakeholder engagement plan that includes approaches to issues such as communication ethics, and leadership (B-SE) (CLO 2.1.1 – 2.1.3, 2.1.5).

2.2.14. Evaluate and assess the importance of ethics and professionalism in every aspect of the project's operation; and examine the factors that influence moral conduct (B-EP) (CLO 2.1.7).

2.3 Meeting the Course Objectives and Student Learning Outcomes. In meeting the course objective and learning outcomes, students must familiarize themselves with the course textbooks, including the PMBOK Guide, the project simulation location/files, and the given MS Excel files. Students then must understand the requirements for each assignment, as written in the course syllabus and as described in the Canvas classroom; and read and study all required readings prior to completing assignments.

2.4   Module Goals

2.41   Module 1 (Initiating): (SLOs: 2.2.1 – 2.2.4, 2.2.14) **(Chapters 1-3, 10-11; PMBOK Chapters I-1:I-3, I-9.4-9.5, II-1, II-2, II-4.5-4.6)**. Demonstrate understanding of projects, organizational strategy, structure and culture in project selection and initiation with a minimum of 80% mastery by: Identifying and describing projects, their drivers and governance. Additionally, identify and describe the relation between projects and organizational strategy, structure, and culture. Finally, identify, describe, and apply the team development model as well as building, managing, and leading virtual project teams.

2.42   Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) **(Chapters 4-8; PMBOK Chapters I4:I6, II3)**. Demonstrate understanding of project planning with a minimum of 80% mastery by: Defining and refining project requirements, assumptions, and constraints; and developing complete project scope documents, and comprehensive project plans including, objectives, work breakdown structures, schedules, resources, budgets, communications, procurement, risk management, quality assurance, and organizational structure.

2.43   Module 3 (Executing, Monitoring, Controlling): (SLOs: 2.2.9, 2.2.11, 2.2.14) **(Chapter 9, 12, 13; PMBOK Chapters I-6: I-13, II-4, II5)**. Demonstrate understanding of project execution and control with a minimum of 80% mastery by: Identifying and describing methods managing, resources, budgets, and schedules, and stakeholders; identifying and describing methods of measuring project performance, assessing and implementing project changes, and managing changes in the project scope; and identifying and describing methods of developing and implementing project controls and risk management.

2.44   Module 4 (Closing & Agile PM): (SLOs: 2.2.10, 2.2.14) **(Chapters 14-15; PMBOK Chapters I-6:I-13, II6)**. Demonstrate understanding of project closure with a minimum of 80% mastery by identifying and describing methods of obtaining acceptance of deliverables, documenting lessons learned, releasing resources, transitioning from project to operations, and preserving essential project documents. Additionally, demonstrate understanding of the concepts of Agile project management by describing the differences between traditional and Agile project management and by describing the concepts and methods of Agile project management.

2.45 Module 5 (Project Simulation): (SLOs: 2.2.1 – 2.2.14). **(Chapters 1-14, PMBOK Chapters I-1:I-13, II-1:II-6).** Demonstrate mastery of project management concepts through the successful completion of the project simulation.

3.0 Required Textbooks and Software:

3.1 Required Textbook: Larson, E. W., & Gray, C. F. (2021). *Project management, the managerial process* (8th Ed.). New York, NY: McGraw-Hill Irwin. ISBN: 9781260238860 (with Connect).

3.2 Required Textbook: Project Management Institute (PMI) (2017). *A guide to the project management body of knowledge (PMBOK Guide)* (6th Ed.). Newtown Square, PA: Author. ISBN: 978-1-62825-184-5.

NOTE: This edition has been divided into two parts, both of which will be used throughout this course:
- Part I: A Guide to the Project Management Body of Knowledge (this part will contain your theories/concepts).
- Part II: The Standard for Project Management (this part contains the ANSI approved practices in PM).
- References to any chapter, in this syllabus, will be preceded by the part number (i.e. I or II).

3.3 Required Simulation: SimProject: ISBN information: ISBN – 10: 0615341977, ISBN – 13: 9780615341972

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 Technology Support: 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

4.2.1 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.

4.2.2 Plagiarism: Plagiarism will not be tolerated in this course. Read, understand, and acknowledge the "Let's Talk Plagiarism" discussion in the Canvas classroom.

4.2.3 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:](Web Chat) [http://hdc.tamu.edu]
> *Please let the support technician know you are an A&M-Central Texas student.*

4.3   Class Discussions: Select Discussions from the menu found on the left side of the Canvas class home page. All discussions and questions will be placed in their 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. All class members are invited to fully participate in the discussions, assisting their class members when they are able. This means class members may answer questions if they know (or think they know) the answers. The instructor will always read each question and the respective answers to ensure correctness and accuracy.

4.4   Discussion Questions (DQs): Answer the given discussion questions, in each learning week. Discussion question responses should be at between 150-300 words. Post discussion question responses, in the **Discussion Questions** forum in the threads provided. To respond, highlight the appropriate thread, click on **Reply**, type your response, and send. Please do not start a new thread for the weekly discussion questions. ***Please Note:*** DQs may be turned in prior to the due date (don't procrastinate).

Unlike your formal written assignments, 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. Each correctly answered and substantive discussion question is worth 20 points. I expect your discussion question responses to reflect critical thought; therefore, for each discussion question, **cite at least one reference supporting your answer**. References may include the course's current textbooks and articles from the Texas A&M University – Central Texas online library.

Please note: Some discussion questions will ask you to conduct certain types of calculations based on the weeks' or previous weeks' learning. Ensure you provide your MS Word, MS Excel, or MS PowerPoint files along with your response. For these DQs, you will not have to cite a reference as you are conducting actual calculations.

The DQs will not allow you to see other students' posts until you have posted your response. Review (by comparing and contrasting) at least two other students' responses. Your substantive responses should be between 50 - 75 words.

4.5   Project Teams:

4.5.1 Team Selection / Requirements: Project managers manage team requirements and lead teams. Therefore, it is essential that class members are able to effectively and successfully submit high quality deliverables while working as a member of a project team. All class members will be required to work in teams and will be required to work in the provided "team break-out rooms" in our Canvas classroom. Working through text messages or any other outside "group meeting" is **not** authorized. Additionally, you are not authorized to meet face-to-face (F2F). You will be able to upload files accessible by each team member. You

will need to practice good version control. I recommend developing version numbers and date as part of the file name: i.e. ***Team Essay v1 (01-03-19).docx*** for the first version of the hypothetical team essay file.

Class members will self-select into the team of their choice. There will be a limit on the number of students (3-4 depending on the class size). If a team of your choice is full, you must choose another team. In Canvas, select People and then Project Teams. The first person in a team will automatically be assigned as the team lead for the initial assignment. As the term progresses the team lead will change to each of the team members.

Your first assignment, as a team will be to develop a team charter and a team schedule for each team assignment (team discussion questions and team research project), as listed in the Assignments section in the Canvas classroom. This schedule will include the name of the assignment, the team lead for the assignment (you must rotate leads for each assignment), due dates for the following: 1st Review, 2nd Review, and Final Review. The final review is the ***only*** review that may be scheduled on the assignment due date.

All assignments must have a separate and clearly identifiable discussion thread in the team break-out room. Additionally, each review in each assignment discussion thread must also be clearly identifiable.

Each team members' participation will be ***individually and subjectively*** graded based on the number of substantive team posts, in the appropriate discussion thread in the team break-out room ***AND*** based on the given Learning Team (LT) Evaluations. See the grading rubric in the Team Participation assignment.

NOTE: *You will receive a 0 for any team deliverable, for participation, if you do not substantively post in the team discussion thread for that assignment. Remember: Team Participation and LT Evaluations (as described below) represent 13% of your overall grade; by not participating and by not being an effective team member, your grade can drop an entire letter grade. Past teams did not learn this lesson soon enough and were "surprised" when they saw their lower grades. I will apply this to either single team members and/or the whole team as is needed.*

4.5.2 Learning Team (LT) Evaluations: After the completion of each team assignment, each member will individually complete a LT Evaluation. These evaluations will be used to subjectively judge how well team members performed/participated for the given assignment. Please be thoughtful in your evaluations and provide a truthful assessment of each team member. Do not score team members based on your emotions of a particular person at a particular time. Score team members based on their actual contribution to the particular assignment (Even this "exercise" will provide you experience with management and leadership skills required of a project manager; look at this from that standpoint).

4.6   Assignments:

4.6.1 Connect Assignments: For specified assigned chapters you will complete the associated Connect individual assignment. Ensure you have thoroughly read and understood the chapter before attempting the Connect assignment. You will have a Connect assignment for each chapter covered in this course. However, the order of the chapter assignments may be changed (Connect assignment chapters: Chapters 1 – 15). Access Connect through the assignments given in the Canvas assignments link. If you have technical issues with assignments in Connect, contact Connect Technical Support by accessing the Connect course, then select the "Question Mark (?)" on the left side (black & white) menu.

4.6.2   Project Management Concepts and Applications Paper (Individual Assignment): Conduct research on Project Management using the current textbook, PMBOK, PMI website, and databases found in

TAMUCT's digital library as your sources of information. Write an essay of no more than 1,050-word that includes the following elements (SLOs: 2.2.1, 2.2.2, 2.2.4, 2.2.14):

- Review the materials in the Writing Guidelines (found in PM Tools).
- Describe the importance of PM in various organizational cultures and in various strategies.
- Describe the typical phases and processes used in projects and explain the relationship between subject areas, process groups, and processes.
- Describe and evaluate important factors to project selection and prioritization, in terms of organizational capability and resource capacity and availability.
- Evaluate and assess the importance of ethics and professionalism throughout a project's life cycle; include factors that influence moral conduct.
- **You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**
- Format your paper according to APA guidelines.

- This will be a similarity checked assignment. You must achieve **_less_** than 10% similarity on the Similarity Index. If your similarity is greater than or equal to 10%, then you must contact the instructor for guidance. Be prepared to revise the paper until you have achieved less than 10% similarity (Please note: You may revise on your own). Penalties will be applied to the total points earned.

  o Penalties for greater than 10% similarity:

    ▪ 11-20%: 10% of your final report grade
    ▪ 21-25%: 15% of your final report grade
    ▪ 26-30%: 20% of your final report grade
    ▪ < 30%: 50% of your final report grade (your paper will fail).

Project Planning and Execution

In this course, all students will be self-selected into teams. In your Canvas team "rooms" you will take part in the planning of a project that will be executed as a simulation in the last two weeks of class. You each will "wear the PM hat" and act as the project manager during project execution (simulation): planning as a team, individual execution. You will be provided with enough information to conduct all the planning required for the project, do not attempt to read into the scenario; accept the information as complete. Each phase of the project planning will be completed as team assignments, as identified in the following paragraphs. At the completion of Module 2 (Planning), you will be provided access to the simulation, so that you may complete the planning portion of the simulation. You will not be given permission to complete the rest of the simulation until after Module 4 (Closing & Agile PM). You are required to use the provided plan template (MS Word document). Do not change the formatting unless you are adding or deleting. It is already in an "adjusted" APA format. The APA formatting you need to worry about are the citations within the text, and the formatting of the references on the references page.

NOTE: *In addition to my note regarding team participation and learning team evaluations, I will grade the team deliverables, on their own merits. I will assign the overall grade of the deliverable to all team members, as long as they have been substantively participating with the team. If a team member did not participate (and that is counted ONLY in the team rooms), then I will provide a separate grade to that member. Please know that I reserve the option to assign a 0 grade for any deliverable in which a team member **_did not_** participate.*

4.6.3   Project Plan: Project Charter and Scope (Team Assignment): Develop a project charter according to the PMBOK Guide and a project scope according to CH 4 of Project Management. The background information for the simulation will be used as the basis for both your charter and scope. Use the project scope checklist as paragraph headings for that section; do not include "6. Reviews with customers". Include as part of the project scope a stakeholder analysis and a communications plan. The work breakdown structure (WBS) will be created in the CPM Pro Spreadsheet (MS Excel) and transferred to a table in the assignment. For all planning, use the simulation Help Documentation, the Orientation Guide, and the Project (Alliance Prototype) Reference Guide. The MS Excel file will be turned in with the MS Word document. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLOs 2.2.1 – 2.2.8, 2.2.11 – 2.2.14). After submitting the assignment complete and submit the peer-review (Individual).

NOTES:
1. **You are required to cite any paraphrases, quotations, or support for your opinions/assertions, providing appropriate references on the references page.**
2. **You are required to use the Project Plan Template found in the Project Tools in the Canvas Classroom. You will begin using the template (do not change any of the paragraph headings as these show you what you are required to submit) with each project plan assignment. You will continuously submit and update the same template until you have completed your project plan at the end of the term. After a section has been graded, you will update/correct that section based on the instructor's grading comments, then you will work the next section, per the course schedule.**
3. **Ensure you follow the grading rubrics found in the course assignments.**

4.6.4   Project Plan: Project Schedule and Budget (Team Assignment): Develop a realistic project schedule taking in account non-workdays and holidays and a realistic budget (including foreign countries if applicable). The background information for the simulation will be used as the basis for the schedule and budget. Please note: Your budget is $50,000. You may _**NOT**_ exceed that amount. For all planning, use the simulation Help Documentation, the Orientation Guide, and the Project (Alliance Prototype) Reference Guide. Create the schedule (CPM Pro spreadsheet) and the budget (overall for each task, in Earned Value Management spreadsheet) in MS Excel and transfer to the MS Word document. The MS Excel files will be turned in with the MS Word document. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLO 2.2.5 – 2.2.8, 2.2.12 – 2.2.13). After submitting the assignment complete and submit the peer-review (Individual). **You are required to cite any paraphrases, quotations, or support for your opinions/assertions, providing appropriate references on the references page.**

4.6.5   Project Plan: Risk Analysis and Change Control Management (Team Assignment): Using given templates, develop a risk management plan identifying at least five primary risks that are relevant to the chosen project. Create a risk assessment matrix table in MS Word and quantify the likelihood and probability of the risk occurring, identify the effect of the risk, provide an overall risk assessment score, estimate when the risk could occur, and provide a risk control matrix, also in MS Word, explaining how each risk will be controlled. Then, develop the change control management plan describing how changes to the project scope, timeline, and budget for the chosen project will be requested, reviewed, approved, reported, and communicated. Additionally, identify who will be responsible for managing the change control process, reviewing and approving the change requests, and communicating the approved changes to project stakeholders and explain the role of change control management and discuss how changes to the project schedule and project budget will be managed. The background information for the simulation will be used as the basis for your risk analysis and the CCM. For all planning, use the simulation Help Documentation, the

Orientation Guide, and the Project (Alliance Prototype) Reference Guide. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLOs 2.2.9, 2.2.11, 2.2.14). After submitting the assignment complete and submit the peer-review (Individual). **You are required to cite any paraphrases, quotations, or support for your opinions/assertions, providing appropriate references on the references page.**

4.6.6   Project Plan: Execution, Monitoring and Control (Team ESSAY Assignment): In an *essay*, between 1,000 and 1,500 words, identify the steps taken to assemble, develop, and manage the project team and explain how the project execution will be managed and monitored. Explain the importance of project sponsorship and project leadership during project execution; identify the method and explain the rationale of measuring and reporting project progress and performance. The background information for the simulation will be used as the basis for **this essay.** Format the paper (in MS Word) according to APA in terms of citations and references (SLO 2.2.9 – 2.2.12, 2.2.14). This will be a similarity assignment. You must achieve less than 10% similarity on the Similarity Index. After submitting the assignment complete and submit the peer-review (Individual). Previously noted penalties will apply if greater than 10% similar.

> **NOTE:**
> 1. **This is a separate document from your project plan template. Write as an academic essay. The information contained will be later summarized in your project plan.**
> 2. **You are required to cite any paraphrases, quotations, or support for your opinions/assertions, providing appropriate references on the references page.**

4.6.7   Project Plan: Final (Team Assignment): The final project plan will incorporate the previous project management deliverables into a comprehensive and coherent project plan. The final plan will include additional sections describing the project retrospective process and the project closedown process that was followed for the project. Additionally, determine how the project retrospective process and the project closedown steps relate to each other and to the overall project structure. Submit comprehensive project management plan as a Microsoft® Word document. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLOs 2.2.1 – 2.2.14).

This will be a similarity checked assignment. You must achieve less than 10% similarity on the Similarity Index. If your similarity is greater than 10%, then you must contact the instructor for guidance. Be prepared to revise the paper until the 10% or less similarity is achieved (Please note: You may revise on your own). After submitting the assignment complete and submit the peer-review (Individual). **You are required to cite any paraphrases, quotations, or support for your opinions/assertions, providing appropriate references on the references page.** Previously noted penalties will apply if greater than 10% similar.

You may **_NOT_** copy and paste your team essay or parts of your team essay into the final report. The similarity check will pick this up and you will automatically be greater than the 10% index.

4.6.8   Project Plan: Retrospective (Team Assignment): The final team assignment will be the development of the team retrospective. This will be a presentation created in MS PowerPoint and will cover the entire project planning process. Each team member must include a minimum of one slide with his or her self-disclosed areas strengths and areas requiring his or her improvement as a team member. The notes sections in MS PowerPoint must be used for all (required) script pertaining to each slide. It will be difficult to cover the entire semester. *My recommendation (which means you do it) is for each team to conduct an internal retrospective in your team sites (in Canvas) after each team deliverable.* The instructor will reserve the right to award extra credit points based on the detail of those internal retrospectives. Each teams' final retrospective

PPT will be posted in the Retrospective discussion thread, where all teams will review and discuss each other's retrospective during the final week of class (SLOs: 2.2.10, 2.2.14).

4.7   Project Management Simulation (Individual Assignment): The required simulation is provided by Simulation Powered Learning (SPL), who is a Project Management Institute approved Registered Education Provider. The simulation (SIMPROJECT) is based on the PMBOK Guide and covers the area of Project Integration Management:

- Develop Project Management Plan
- Direct and Manage Project Work
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

These processes will appear throughout the simulation as they occur within the project. In practice, these processes overlap and interact in ways that cannot be completely detailed in this simulation.

You are a project manager at the Uniworld company and have been given the task to plan and execute the Alliance Prototype Project (which is an internal web page project for the Marketing Department at Uniworld).

The simulation consists of actions taken in both planning and execution. You will use the plan you developed as a team for the basis for your planning in the simulation. Once you have completed your planning and submitted your plan for approval (approval is obtained within the simulation), report in the Discussions Threads your approval receipt, including a baseline report (budget baseline using our associated Excel Spreadsheets). You'll create this separate from the simulation, as there is no established report format. Please note: You may have to adjust the plan you created as a team for requirements in the simulation. For all planning and execution, remember to use the Help Documentation, the Orientation Guide, and the Project (Alliance Prototype) Reference Guide.

Once you are able to begin the execution phase of the simulation, enter the SIMPROJECT simulation and begin. Do not attempt to rush through the simulation. Take your time and work through the requirements as presented to you by the simulation. You will be receiving and sending communications using the simulation email system, you will be making decisions on staffing and interactions as the simulation progresses. The simulation is based on the work week and the project will run for eleven weeks. All decisions, then must be based on what has happened in the previous week, and what is planned in the coming weeks.

Each student will work individually as the project manager. You have the opportunity to run the simulation 3 times. You will not be able to run subsequent iterations until the previous iteration has been completed. The best of the three runs will be used for grading. Scoring will be based on three areas: Schedule, Cost, and Quality. As a PM (and in this simulation) you will have to weigh the needs for these areas to ensure you successfully complete the project on time, within budget, and at the required quality for your customer. To receive 100% of the points, you must be within a 90% confidence interval of the mean for completion (of each constraint: Schedule, Cost, and Quality). To receive 80% of the points, you must be within a 75% confidence interval, and 70% is within a 60% confidence interval. Anything lower will be marked as a 0.

See the simulation link (when available) in the Canvas class for further simulation details and for the link to the actual simulation (SLOs: All).

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	Point Range
A	90% - 100%	1453.5 - 1615
B	80% - 89.99%	1292 – 1453.4
C	70% - 79.99%	1130.5 – 1291
D	60% - 69.99%	969 – 1130.4
F	59.99 & below	0 – 968

Final grades will be calculated as follows:

Assignments	Points	Percentage
Connect Assignments (Chapters 1 – 15) (25 points per chapter)	375	23%
Project Management Concepts and Applications Paper (Individual)	30	2%
Team Charter / Team Schedule	50	3%
Project Plan: Project Charter and Scope (Team)	50	3%
Project Plan: Project Schedule and Budget (Team)	50	3%
Project Plan: Risk Analysis and Change Control Management (Team)	50	3%
Project Plan: Execution, Monitoring, and Control (Team)	50	3%
Project Plan: Final (Team)	100	6%
Retrospective (Team)	75	5%
Learning Team Evaluation (Individual) (10 pts per @ 6 PRs)	60	4%
Team Participation (Individual) (Rubric)	150	9%
Discussion Questions (Individual) (20 pts. per DQ @ 25 DQs)	500	31%
PM Simulation (Individual)	75	5%
TOTAL	1615	100%

6.0   Course Calendar

COURSE OUTLINE AND ASSIGNMENTS (16 Week)			
WK	**Class/Activity**	**Subject**	**Assignment Due Dates**
1 Jan 17 - 23	Module 1 (Initiating): (SLOs: 2.2.1 – 2.2.4, 2.2.14) (Chapters 1-3, 10-11; PMBOK Chapters I-1:I-3, II-1, II-2). Lecture 1	Chapter 1: Modern Project Management Meet and Greet	Connect Ch 1: 23 Jan 23 Jan
2 Jan 24 - 30	Module 1 (Initiating): (SLOs: 2.2.1 – 2.2.4, 2.2.14) (Chapters 1-3, 14; PMBOK Chapters I-1:I-3, II-1, II-2). Lecture 2	Chapter 10 – 11: Effective Project Manager and Managing Project Teams	Connect Chs 10 – 11: 30 Jan DQ1: 27 Jan
3 Jan 31 – Feb 6	Module 1 (Initiating): (SLOs: 2.2.1 – 2.2.4, 2.2.14) (Chapters 1-3, 14; PMBOK Chapters I-1:I-3, II-1, II-2). Lecture 2	Chapter 2-3: Project selection, initiation, and organizational structure Project Management Concepts and Applications Paper (Essay)	Connect Chs 2 -3: 6 Feb DQ 2: 3 Feb 6 Feb
4 Feb 7 - 13	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) (Chapters 4-8; PMBOK Chapters I4:I6, II3). Lecture 3	Chapter 4: Defining the project Team Charter / Team Schedule LT Evaluation 1	Connect Ch 4: 13 Feb DQ 3: 10 Feb DQ 4: 11 Feb 13 Feb 13 Feb
5 Feb 14 - 20	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) (Chapters 4-8; PMBOK Chapters I4:I6, II3). Lecture 4	Chapter 5: Estimating Project Times and Costs Project Plan: Project Charter and Scope LT Evaluation 2	Connect Ch 5: 20 Feb DQ 5: 17 Feb DQ 6: 18 Feb 20 Feb 20 Feb
6 Feb 21 - 27	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) (Chapters 4-8; PMBOK Chapters I4:I6,	Chapter 6: Developing a Project Plan Project Quality (PMBOK) Project Charter Internal Retrospective	Connect Ch 6: 27 Feb DQ 7: 24 Feb DQ 8: 23 Feb 21-27 Feb

		II3). Lectures 5-6	
7 Feb 28 – Mar 6	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) (Chapters 4-8; PMBOK Chapters I4:I6, II3). Lectures 6-7	Chapter 8: Scheduling Resources and Costs	Connect Ch 8: 6 Mar DQ 9: 3 Mar DQ 10: 4 Mar
8 Mar 7 - 13	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) (Chapters 4-8; PMBOK Chapters I4:I6, II3). Lecture 8	Chapter 7: Managing Risk Project Plan: Project Schedule and Budget LT Evaluation 3	Connect Ch 7: 13 Mar DQ 11: 10 Mar DQ 12: 11 Mar 13 Mar 13 Mar
<td colspan="3" align="center">**Spring Break (14 – 18 March 2022)**</td>
9 Mar 21 - 27	Module 3 (Executing, Monitoring, Controlling): (SLOs: 2.2.9, 2.2.11, 2.2.14) (Chapter 9, 12, 13; PMBOK Chapters I-6:I-13, II-4, II5). Lecture 9	Chapter 9: Reducing Project Duration Project Schedule/Budget Internal Retrospective	Connect Ch 9: 27 Mar DQ 13: 24 Mar DQ 14: 25 Mar 21-27 Mar
10 Mar 28 – Apr 3	Module 3 (Executing, Monitoring, Controlling): (SLOs: 2.2.9, 2.2.11, 2.2.14) (Chapter 9, 12, 13; PMBOK Chapters I-6:I-13, II-4, II5). Lecture 10	Chapter 13: Progress and Performance Measurement and Evaluation Project Plan: Risk Analysis and Change Control Management LT Evaluation 4	Connect Ch 13: 3 Apr DQ 15: 31 Mar DQ 16: 1 Apr 3 Apr 3 Apr
11 Apr 4 - 10	Module 3 (Executing, Monitoring, Controlling): (SLOs: 2.2.9, 2.2.11, 2.2.14) (Chapter 9, 12, 13; PMBOK Chapters I-6:I-13, II-4, II5). Lecture 12	Chapter 12: Outsourcing: Managing Inter-organizational Relations Project Risk Analysis / CCM Internal Retrospective Simulation Planning (Enter Plan/Approval) / Discuss	Connect Ch 12: 10 Apr DQ 17: 7 Apr DQ 18: 8 Apr 4-10 Apr 10 Apr

12 Apr 11 - 17	Module 4 (Closing): (SLO: 2.2.10, 2.2.14) (Chapters 14-15; PMBOK Chapters I-6:I-13, II6) Lecture 13	Chapter 14: Types of closures, evaluations, retrospectives	Connect Ch 14: 17 Apr DQ 19: 14 Apr DQ 20: 15 Apr
		Project Plan: Execution, Monitoring, and Control	17 Apr
		LT Evaluation 5	17 Apr
13 Apr 18 - 24	Module 4 (Closing): (SLO: 2.2.10, 2.2.14) (Chapters 14-15; PMBOK Chapters I-6:I-13, II6)	Chapter 15: Introduction to Agile PM	Connect Ch 15: 24 Apr DQ 21: 21 Apr DQ 22: 22 Apr
		Project Execution / Monitoring / Control Internal Retrospective	18-24 Apr
14 Apr 25 – May 1	Module 4 (Closing): (SLO: 2.2.10, 2.2.14) (Chapter 14; PMBOK Chapters I-6:I-13, II6) Project Plan Lecture 14		DQ 23: 28 Apr DQ 24: 29 Apr
		Project Plan Final (SLOs: 1.1-4.6)	1 May
		LT Evaluation 6	1 May
15 May 2 - 8	Module 5 (Project Simulation): (SLOs: 2.2.1 – 2.2.14). (Chapters 1-14, PMBOK Chapters I-1:I-13, II-1:II-6)	PM simulation (Planning update, if needed, and Iteration 1) (SLOs: 1.1-4.6)	DQ 25: 5 May
		Project Plan Final Retrospective	8 May
		Simulation Execution Discussion	8 May
16 May 9 - 13	Module 5 (Project Simulation): (SLOs: 2.2.1 – 2.2.14). (Chapters 1-14, PMBOK Chapters I-1:I-13, II-1:II-6)	PM simulation (Iterations 2 and 3) (SLOs: 1.1-4.6)	12 May Bonus DQ: 12 May
		Final Retrospective Discussion (Participation)	12 May

7.0 University Resources, Procedures, and Guidelines

7.1 General University Resources

Please select the following link: University Resources, URL:
https://www.tamuct.edu/University%20Resources.html

7.2 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%2FStart%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.

7.3 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].

7.4 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.

7.5 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.

7.6 The 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 [WCOnline](https://tamuct.mywconline.com/) [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 [WCOnline](https://tamuct.mywconline.com/) [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.

7.7 Other Academic Support

New Students: If you are new to either TAMUCT, Canvas, or both, please contact Academic Support your new student orientation and the Student Success Workshops in the Academic Support Canvas Community.

English as a Second Language Students: Please contact Academic Support for additional support needed as required.

Academic Support Contact: You may contact Academic Support through their Canvas community at: https://tamuct.instructure.com/courses/714 or by calling their office at 254-519-5836.

7.8 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 250,000 eBooks and 82,000 journals, in addition to the 85,000 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 on Skype or in-person at the library. 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 workspaces, 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].

7.9 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 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].

7.10 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 online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the Behavioral Intervention Team website for more information [https://www.tamuct.edu/student-affairs/bat.html]. 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.

7.11 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.

7.12 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