



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

MGMT 4370 Introduction to Project Management

Course Syllabus August 28 – December 15, 2023 Online Section

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Office Hours: Office hours are online and by appointment only.

Course Modality: This course uses a completely asynchronous online modality

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.

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

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!**

Challenge everything!

The internet has made data accessible to everyone. In fact, there is really way too much of it. The problem is that you don't know how to evaluate it. Where does it come from? Who wrote it and why? What is their agenda? I encourage you to challenge anything and everything. Don't just read the textbook, read with a view to challenging what is being said. This is project management, not math. There is no $2 + 2 = 4$ in project management. However, if you challenge something, be sure to be able to back up your claim with research and correct references.

WARRIOR SHIELD

Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [https://portal.publicsafetycloud.net/Account/Login] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

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). 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.

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.

2.0 Course Objectives: This course provides an integrated introduction to PM. By "integrated", it is meant that the student will learn all of 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 you to MS Project and/or 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. 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. 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).
- 2.2.11. Describe career paths in self-selected industries. (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 / or 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.

3.0 Required Textbooks/Software:

3.1 Required Textbook: Larson, E. & Gray, C. (2021). *Project Management: The Managerial Process* (8th Ed.). McGraw-Hill: New York, NY: ISBN-13: 9781260238860.

3.2 Highly Suggested Textbook: Project Management Institute (PMI) (2021). *A guide to the project management body of knowledge (PMBOK Guide)* (7th Ed.). Newtown Square, PA: Author. ISBN: 13: 978-1628256642.

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 MS Excel.

3.4 Sim Project: Purchase SimProject here: <https://simulationpl.com/product/simproject-2/>.
Make sure you purchase the academic version. 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 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.

Login to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Technology Support: For login 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.

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link.

4.3 Assignments:

4.3.1 Class Discussions & Participation (8 total at 20%): 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 two messages per discussion to receive credit for each forum: one opening point of 150 to 200 words that should be posted by Thursday and one counterpoint of 100 to 200 words that are due by Tuesday. In your initial post, make sure to answer all questions at the end of the case or apply the 3-step problem-solving approach if instructed. 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 unless otherwise stated in the instructions***, 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;
- 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 required posts on the last day of the week, ***your first post should be submitted by Thursday***. 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 post can be completed between Thursday and Monday. Remember, for full participation points you need to post at least two 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.

Please note: Some discussion questions will ask you to conduct certain types of calculations based on the week’s or previous weeks’ learning. Ensure you provide your MS Word, MS Excel, and /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.

4.3.2 Project Management Concepts and Applications Paper (Individual Assignment) (15%): 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):

- 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 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).

4.3.3 Project Selection and Project Charter (10%): Select a personal project (PP). Preferably, the project should be one from your past, present, or future career work situation. If this is not feasible, pick a project you would like to do that is of sufficient magnitude to demonstrate all the tools and principles covered. In some cases, you may take a large project and only operate on a subnet of a major project. Take some time to consider this carefully as you will be developing assignments and using this project for the next several weeks. You are the PM. Your PP can be a work project but be sure that your **personal** contribution is clear. Also, your assignment is from the position of the PM, whether you hold that role at work or not. Do not select a huge project because you will be overwhelmed. Select something you can manage. Don't make it too complicated. On the other hand, make sure there is enough detail to explore some complexity. Develop a project charter according to the PMBOK Guidelines. (SLOs: 2.2.1 – 2.2.4, 2.2.7, 2.2.8).

4.3.4 Project Planning: Stakeholder Analysis and Communications (10%): Conduct an analysis of all stakeholders in your selected project using the Stakeholders-Communication.xlsx spreadsheet. Then, create a communications plan for these stakeholders, using the same spreadsheet. Copy and paste both completed tables into a MS Word document and explain the actions taken/conducted in the development of both tables, including the overall results of the stakeholder analysis (SLOs 2.2.5 – 2.2.8).

4.3.5 Project Planning: Scope Planning – Work Breakdown Structure (WBS) Development: (10%) Develop the scope for your project including all required sections. Make this a stand-alone document. In APA format, write a critical analysis of your scope. (2 pages max) Write no more than a couple of paragraphs to introduce your project. Then provide a critical analysis, e.g., What did you learn? What are the lessons from developing the scope?

Construct a Work Breakdown Structure (WBS) for your PP. Determine the tasks and activities required to conduct and complete your selected project. Develop a WBS, in outline form for each task and activity. Ensure you use a code of accounts, as defined in PMBOK. Additionally, explain the WBS in one or two paragraphs. Provide a critical analysis of your WBS, e.g., What are the lessons from developing the WBS? Did it teach you something about the scope? Use MS Project Professional 2016 to assist in creating the WBS. Please note: *Whether using MS Project, MS Excel, or other spreadsheets, copy and paste the WBS into the MS Word document* Develop the WBS down several levels. Not all levels have to go to the same depth. (SLOs 2.2.6 – 2.2.9).

4.3.6 Project Planning: Project Schedule, Budget, and Resources (10%): Develop a realistic project schedule taking in account non-workdays and holidays and a realistic baseline budget. Conduct research and use selected industry salaries, wages, and costs, etc. Include realistic required resources, which are tied to the salaries, wages, and costs. Identify and include both management and contingency reserves. Create the schedule and budget in MS Project Professional 2016 and transfer to the MS Word document. The MS Project file will be turned in with the MS Word document. In two to five paragraphs, explain how you determined the resources and costs, provide an overview of your overall baseline budget, and identify your critical path. Additionally, provide the rationale for your management and contingency reserves. Please note: You may use the Project Budget Template (Timephased).xlsx spreadsheet to assist in creating your budget, but all costs must be placed in MS Project (**SLOs 2.2.5 – 2.2.9**).

4.3.7 Project Planning: Risk Analysis and Control (10%): Develop a risk management plan identifying at least five primary risks that are relevant to the chosen project (use the provided template or Risk Priority-Response.xlsx spreadsheet). (**SLOs 2.2.5 – 2.2.9**).

4.3.8 Project Management Simulation (15%): The required simulation is provided by Simulation Powered Learning (SPL), who is a Project Management Institute approved Registered Education Provider. The simulation is based on the PMBOK Guide and covers the various areas of Project Management (SLOs: 2.2.1 – 2.2.10).

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
Project Management Concepts and Applications Paper	15%
Project Selection and Project Charter	10%
Stakeholder Analysis & Communications	10%
WBS Development	10%
Project Schedule, Budget, & Resources	10%
Project Risk Analysis and Control	10%
Participation & Discussion Questions (8)	20%
PM Simulation	15%
TOTAL	100%

6.0 Course Calendar

Weeks	Dates	Reading / Subject	Assignments
1	28 Aug -3 Sep	Chapter 1: Modern Project Management PMBOK Ch. 1	Syllabus review, Student Course Agreement, DQ 0: Introductions due by 9/5
2	4-10 Sep	Chapter 2: Organization Strategy and Project Selection	DQ 1 due by 9/12
3	11-17 Sep	Chapter 3: Organizational Structure and Culture PMBOK Ch. 2	DQ 2 due by 9/19
4	18-24 Sep	Chapter 4: Defining the Project PMBOK Ch. 4	Project Selection and Project Charter due by 9/26
5	25 Sep-1 Oct	Chapter 5: Estimating Project Times and Costs PMBOK Ch. 7	DQ 3 due by 10/3
6	2-8 Oct	Chapter 6: Developing a Project Schedule PMBOK Ch. 5 & 6	WBS Development due by 10/10
7	9-15 Oct	Chapter 7: Managing Risk PMBOK Ch. 11	DQ 4 due by 10/17
8	16-22 Oct	Chapter 8: Scheduling Resources and Costs PMBOK Ch. 9	Project Risk Analysis and Control due by 10/24
9	23-29 Oct	Chapter 9: Reducing Project Duration PMBOK Ch. 8	DQ 5 due by 10/31
10	30 Oct-5 Nov	Chapter 10: Being an Effective Project Manager PMBOK Ch. 3	Project Schedule, Budget, & Resources due by 11/7
11	6-12 Nov	Chapter 11: Managing Project Teams PMBOK Ch. 10 & 13	DQ 6 due by 11/14
12	13-19 Nov	Chapter 12: Outsourcing Managing Interorganizational Relations	Stakeholder Analysis & Communications Assignment due by 11/21
13	20-26 Nov Thanksgiving 23-24 Nov	Chapter 13: Progress and Performance Measurement and Evaluation	DQ 7 due by 11/28
14	27 Nov-3 Dec	Chapter 14: Project Closure	Project Management Concepts and Applications Paper due by 12/5

Weeks	Dates	Reading / Subject	Assignments
15	4-10 Dec	Chapter 15: Agile Project Management	DQ 8 due by 12/12
16	11-14 Dec	PM Simulation	PM Simulation due by 12/14

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>

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.

Technology Usage: Students will only be allowed to use technology in the classroom that is in line with the subject-area of the course.

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.

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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 AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. 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 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

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors 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, signed and returned. Once you return the signed 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. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. 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://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel),
[https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel].
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),
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

COBA Learner Access and Success

This web site has been specially designed to provide "one stop shopping" for the University and College resources that College of Business Administration students are likely to need throughout the semester. This includes setting up an appointment with an advisor, tutoring, career and professional development, among other services and many helpful videos. **Check it out and bookmark it, it will be very useful:** [COBA Learner Access and Success](https://www.tamuct.edu/coba/coba-learners.html) (https://www.tamuct.edu/coba/coba-learners.html)

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 at (254) 519-5797. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

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 the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX

Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), 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 on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a 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 FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

University Writing Center.

The University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free service open to all TAMUCT students. For the Fall 2020 semester, all services will be online as a result of the COVID-19 pandemic. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours online Monday thru Thursday from 6:00-9:00 p.m. The UWC is also offering hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. 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. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. 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/) [<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 and/or need any assistance with scheduling.

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 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].

For Fall 2020, all reference service will be conducted virtually. Please go to our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index] to access our virtual reference help and our current hours.

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/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

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/student-affairs/bat.html) 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.