



Course Syllabus
January 17 – March 10, 2023
Online Section

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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](https://tamuct.instructure.com/) 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](http://www.safezoneapp.com) 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): [https://apps.apple.com/app/safezone/id533054756]
- [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp) [https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
- 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. 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 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 (Specifically in MS Excel). 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

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

- 2.2.1 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 (CLO 2.1.1, 2.1.2).
- 2.2.2 Describe the typical PM process documentation and the PM deliverables that are produced by project managers in each project phase (CLO 2.1.2 - 2.1.4).
- 2.2.3 Develop a sequence of categorized PM processes and activities that will meet stakeholder expectations (CLO 2.1.1 - 2.1.5).
- 2.2.4 Compose a life cycle for a specific project in a simulated environment (CLO 2.1.1 – 2.1.5).
- 2.2.5 Develop a project charter and a preliminary scope that document high-level project strategy, milestones, deliverables, and estimates for stakeholder, customer, and sponsor approval (CLO 2.1.1 – 2.1.5).
- 2.2.6 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 (CLO 2.1.1 – 2.1.5).
- 2.2.7 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 (CLO 2.1.1 – 2.1.3, 2.1.5).
- 2.2.8 Given a specific project context, create a stakeholder engagement plan that includes approaches to issues such as communication ethics, and leadership (CLO 2.1.1 – 2.1.3, 2.1.5).

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**). 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**). 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 & 13).**

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 the Project): (SLOs: 2.2.10, 2.2.14) **(Chapter 14).** 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.

2.45 Module 5 (Project Simulation): (SLOs: 2.2.1 – 2.2.14). **(Chapters 1-9, 13, 14).** 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 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](http://hdc.tamu.edu): [<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 Assignments:

4.5.1 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 – 9, 13 & 14). 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.

Project Planning and Execution

In this course, students are not required to work in teams; although as a project manager (PM), you will always work in a team environment. You will each think of yourself as a separate PM, and you will each, individually, plan a project that will be executed as a simulation in the last week of class. The project you will plan will be the actual simulation project for which materials is provided to you in Canvas. You will execute your project plan in the simulation in the last week of class.

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 individual assignments, as identified in the following paragraphs. However, I encourage you to cross-talk and help each other if or when you have questions. Think of your instructor as the Program Manager, and don't discount asking him or her questions when needed.

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 the Project). 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.

4.5.2 Project Plan: Project Charter and Scope: Develop a project charter according and a project scope according to CH 4 of Project Management and given lecture presentations. 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 the project management “Code of Accounts” numbering system for the paragraphs (SLOs 2.2.1 – 2.2.8, 2.2.11 – 2.2.14).

NOTES:

- 1. You are required to cite any paraphrases, facts/stats, or support for your opinions/assertions, providing appropriate references on the references page (No quotations).**
- 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.**

4.5.3 Project Plan: Project Schedule and Budget: 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 the project management “Code of Accounts” numbering system for the paragraphs (SLO 2.2.5 – 2.2.8, 2.2.12 – 2.2.13).

NOTES:

- 1. You are required to cite any paraphrases, facts/stats, or support for your opinions/assertions, providing appropriate references on the references page (No quotations).**
- 2. You are required to continue using 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.**

4.5.4 Project Plan: Risk Analysis and Change Control Management: 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.

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 the project management “Code of Accounts” numbering system for the paragraphs (SLOs 2.2.9, 2.2.11, 2.2.14).

NOTES:

1. You are required to cite any paraphrases, facts/stats, or support for your opinions/assertions, providing appropriate references on the references page (No quotations).
2. You are required to continue using 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.

4.5.5 Project Plan: Final: 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 execution plan, methods of monitoring and controlling the project, as well as the project retrospective process and the project closedown process. 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).

NOTES:

1. You are required to cite any paraphrases, facts, stats, or support for your opinions/assertions; providing appropriate references on the references page.
2. Assertions are the opinions you insert in the paper. You need to find a minimum of two journal articles that agree with your assertion and then cite them.
3. Quotations are NOT allowed in ANY of the papers in this course. You will need to develop appropriate paraphrasing for the information given (see APA, 7th Ed. Chapter 8).

4.6 Project Management Simulation: 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 Project Management Book of Knowledge (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.

NOTE: You have been planning this project throughout this term. Your plan, however, may not be able to be used in its entirety due to simulation constraints. Be flexible with what you have planned and what you must now do in the actual 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 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 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. Scoring of the simulation, then, will be based on your final achievements in your overall cost, the number of weeks took to complete, and the number of defects received. You will be scored on the best of the 3 iterations you run. If you achieve the maximum allowable in schedule (11 weeks), cost (\$50K), and quality (12 defects), you will obtain the desired score of 1.000, as shown in the figure below.



A	B	C	D	E	F	G	H
Fill in the final defect number (total number of defects at the end of the project)					Total # of Days:	55	
Schedule		Weighting Factor		Final Number		Weighted Result	
11 weeks					Number Days Early		
55 days		0.018182	1 day	55	0	0	
Cost					Number \$ Under		
50000 dollars		0.000020	1 \$	50000	0	0	
Quality					Number of Defects Under		
12 defects		0.083333	1 defect	12	0	0	
Total						0	
Project Cost / Day	\$909.09				Overall Score (Desire ≥ 1)	1	(Score + 1)
% Allowable							

If any of the constraints are greater than the maximum allowable, your overall score will decrease (decimal), and if any of the constraints are less than the maximum allowable, your overall score will increase (greater than one). A score of 1.000 or above is the desired and goal for you to achieve.

To earn the maximum points for your grade, you must obtain an overall score of 0.850 or above. To earn 80% of the points for your grade, you must obtain an overall score between 0.700 and 0.849. To earn 70% of the points for your grade, you must obtain an overall score between 0.600 and 0.669. To earn 60% of the points for your grade, you must obtain an overall score between 0.500 and 0.599. Any score less than 0.500 will earn 50% of the grade. If you do not complete at least one iteration, you will receive a 0 for your grade.

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%	688-765
B	80% - 89.99%	612-687
C	70% - 79.99%	535-611
D	60% - 69.99%	459-534
F	59.99 & below	0-458



Final grades will be calculated as follows:

Assignments	Points	Percentage
Connect Assignments (Chapters 1 – 9, 13, 14) (25 points per chapter)	275	36%
Project Plan: Project Charter and Scope	50	7%
Project Plan: Project Schedule and Budget	50	7%
Project Plan: Risk Analysis and Change Control Management	50	7%
Project Plan: Final	100	13%
Discussion Questions (Individual) (20 pts. per DQ @ 7 DQs)	140	18%
PM Simulation (Individual)	100	13%
TOTAL	765	100%

6.0 Course Calendar

COURSE OUTLINE AND ASSIGNMENTS (8 Weeks)			
WK	Class/Activity	Subject	Assignment Due Dates
1 Jan 15 – 22	Module 1 (Initiating): (SLOs: 2.2.1 – 2.2.4, 2.2.14) Chapters 1-3, 10-1; Lecture 1	Chapter 1: Modern Project Management Meet and Greet	Connect Ch 1: 22 Jan 22 Jan
2 Jan 23 - 29	Module 1 (Initiating): (SLOs: 2.2.1 – 2.2.4, 2.2.14) Chapters 1-3; Lecture 2	Chapter 2-3: Project selection, initiation, and organizational structure	Connect Chs 2 – 3: 29 Jan DQ1: 29 Jan
3 Jan 30 – Feb 5	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) Chapters 4-8; Lecture 3	Chapter 4: Defining the project Chapter 5: Estimating Project Times and Costs Project Plan: Project Charter and Scope	Connect Chs 4 – 5: 5 Feb DQ 2: 5 Feb 5 Feb
4 Feb 6 – 12	Module 2 (Planning):	Chapter 6: Developing a Project Plan Chapter 8: Scheduling Resources and	Connect Chs 6, 8: 12 Feb



	(SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) Chapters 4-8; Lecture 4	Costs Extra Lecture: Lecture 7 (Project Quality)	DQ 3: 12 Feb
5 Feb 13 – 19	Module 2 (Planning): (SLOs: 2.2.5 – 2.2.8, 2.2.12 – 2.2.13) Chapters 4-8; Lectures 5, 6	Chapter 7: Managing Risk (Lecture 6) (On your own) Chapter 8 (Continued): Scheduling Resources and Costs (Integrating Activities, Costs, and Schedules) (Lecture 5) Project Plan: Project Schedule and Budget	Connect Ch 7: 19 Feb DQ 4: 19 Feb 19 Feb
6 Feb 20 – 26	Module 3 (Executing, Monitoring, Controlling): (SLOs: 2.2.9, 2.2.11, 2.2.14) Chapter 9, 12, 13; Lectures, 8, 9	Chapter 9: Reducing Project Duration Chapter 13: Progress and Performance Measurement and Evaluation Project Plan: Risk Analysis and Change Control Management	Connect Chs 9, 13: 26 Feb DQ 5: 26 Feb 26 Feb
7 Feb 27 – Mar 5	Module 4 (Closing): (SLO: 2.2.10, 2.2.14) Chapter 14; Lectures 10, 11.	Chapter 14: Types of closures, evaluations, retrospectives Extra Lecture: Agile; CAPM/PMP Cert (Lecture 11) Project Plan Final (SLOs: 1.1-4.6)	Connect Ch 14: 5 Mar DQ 6: 5 Mar 5 Mar
8 Mar 6 - 10	Module 5 (Project Simulation): (SLOs: 2.2.1 – 2.2.14).	PM simulation (Iterations 1 – 3) (SLOs: 1.1-4.6)	10 Mar DQ 7: 10 Mar

7.0 University Resources, Procedures, and Guidelines

7.1 General University Resources

Please select the following link: [University Resources](https://www.tamuct.edu/University%20Resources.html), 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%2FSart%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) [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](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) 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) [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 [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, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor by making an appointment via [WOnline](https://tamuct.mywconline.com/) [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) [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](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.

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>