**Wayland Mission Statement**

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

**Contact Information**

**Course**

: MGMT 5340 VC01 – Fundamentals of Project Management

**Campus**

: WBUonline

**Term/Session**

**:** External Campus, Fall 1, 2025 (August 11 to October 4)

**Instructor**

**:** Dr. Dave Rambow, Professor Emeritus of Management, School of Business

**Office Phone Number/Cell #**

**:** (907) 242-4261, please no calls after 9:00 pm (Eastern Time Zone)

**WBU Email Address**

**:** david.rambow@wayland.wbu.edu

**Office Hours, Building, and Location**

**:** Online via email or by scheduled teleconference

**Class Meeting Time and Location**

**:** BlackBoard, WBUonline

**Catalog Description**

**:**

A comprehensive study of the concepts, procedures, and fundamental processes of project management for profit and not-for-profit businesses. The primary objective of this course is to examine the role of a project manager and develop skills of problem solving, project definition, and environmental considerations. Course also focuses on identifying and quantifying problems and developing appropriate solutions.

**Prerequisite:**

None

**Textbook Information**

**Required Textbook(s) and/or Required Materials**

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Project Management | Kerzner | 13th | 2022 | Wiley | 9781-11980-5373 |

*This course is part of the* ***Pioneer Academic Access Program****. You will have access to an eBook, access code, and interactive learning material on the first day of class through your Blackboard course site. You will be notified via email with access instructions and additional information. If the course requires a physical book you can order at bookstore.wbu.edu. You can choose to opt-out, however if you do you will lose access to* ***EVERY******class/material*** *and have to source through third party vendors.*

**Optional Materials**

**:**

1. American Psychological Association. (2019). *Publication manual of the American Psychological Association* (7th ed.). Washington DC: American Psychological Association
2. Learning Resource Center: The Wayland Library (Learning Resource Center) is available to all Wayland students at: [http://library.wbu.edu](https://webmail.wbu.edu/owa/redir.aspx?C=47gYOUv0XkCt_AMdzEWj6fdPe8FxTNAIOH59kNHmy9xsb1bBKilrMNvOUYx_O3uZE9hNOV4SEOs.&URL=http%3a%2f%2flibrary.wbu.edu) . Tutorials for accessing library resources are linked from the homepage.

**Course Outcome Competencies**

**:**

* Describe the differences between management and leadership and list the activities of each stage in a project life cycle.
* Analyze the characteristics of effective project teams and apply critical chain to resolve project resource conflicts.
* Identify various constraints that cause difficulties in planning project and recommend methods of risk management.
* Apply common forms of cost estimation for project work, and perform activity duration estimation based on probabilistic estimating techniques.
* Discuss the nature of the control cycle and describe four key steps in a general product control model.
* Classify the main forms of project termination.

**Attendance Requirements**

WBUonline Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy.

**University Policies**

**Academic Integrity**

**:**

[Link to Statement on Academic Integrity](https://www.wbu.edu/academics/writing-center/Academic%20Integrity%20Statement%20Pol%208.4.1%20Attch%20Oct%2020222.pdf)

**Artificial Intelligence:** .**Generative AI tools permitted in specific context and with proper citations.**

* + 1. Students are allowed to use, reference, or incorporate generative AI tools into specific assignments for this course. When used, students must properly cite the generative AI tool in their submitted work.
		2. While there is no true substitute for direct help and instruction for your instructor, students may be allowed to use generative AI tools to provide further explanations of course content, readings, and other assignments. Any use of generative AI tools to help further explain or translate content must be properly referenced and cited.
		3. Specific parameters for generative AI usage are provided by the instructor.
		4. Any use of generative AI tools outside of the approved instructor parameters will be considered a form of plagiarism and academic dishonesty.

**Disability Statement:** In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests. Office: (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

**Course Requirements and Grading Criteria**

1. **Course Assignments:** All course assignments are due by mid-night for the time zone a class member resides. Course work submitted late may be subject to a reduced of 1.5% for each day an assignment is late. The due dates for assignments are found in the *Tentative Schedule*. All course work must be a class member’s “original work.” This means that the student authored all assignments and when the ideas, concepts, theories, and/or principles from another author are used, the class member properly credited the source in the correct APA format.
2. **WBU Email Accounts:** By Wednesday, August 13, all class members will have an active WBU email account. Additionally, throughout this course, class members will check their respective WBU email accounts as a minimum once a week, beginning the first week of Fall 1 term.
3. **READ THIS: Preparation, Participation, and Engagement**: The learning process mandates that a Class member:
	1. **Prepare** for each online session by (1) reading assigned chapter(s) (2) viewing and listening to video lectures in WEEK folders #1 through #7, and (3) after listening each week’s video lectures, sending an email response to the instructor with that week’s designated word.
	2. P**articipate** by (1) reading the feedback provided in weekly for individual and group assignments and (2) after reading the group assignment feedback documents, class members will send an email response to the instructor with that group assignment feedback document’s designated word.
	3. **Engage** applying feedback to future assignments.
	4. **Preparation, Participation, and Engagement represent 10% of the course total grade.**
	5. The rubric below will be used to evaluate preparation, participation, and engagement. (PPE)

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| --- | --- |
|  | **Online Class Sessions Missed** |
| **Criteria used to determine level of** **Preparation, Participation, and Engagement** | **0** | **1** | **2** | **3** | **4** |
| **Class member demonstrated preparation** by viewing all PPT video presentaitons. **Class member demonstrated participation and engagement** by responding in email to the instructor on session video lectures and group feedback documents. Class member further demonstrated engagement by appling corrections to assignments from prior feedback documents. | **100%** | **90%** | **80%** | **70%** | **00%** |
| **Class member demonstrated preparation** by viewing 80% of all PPT video presentaitons. **Class member demonstrated occassional participation and engagement** by occassionally responding in email to the instructor on session video lectures and group feedback documents. Class member further demonstrated some preparedness by occassionally appling some corrections to assignments from prior feedback documents. | **90%** | **80%** | **70%** | **60%** | **00%** |
| **Class member demonstrated preparation** by viewing 70% of all PPT video presentaitons. **Class member demonstrated infrequently participation and engagement** by seldom responding in email to the instructor on session video lectures and group feedback documents. Class member seldom demonstrated preparedness by seldom appling corrections to assignments from prior feedback documents. | **70%** | **60%** | **50%** | **40%** | **00%** |
| **Class member demonstrated preparation** by viewing less than 70% of all PPT video presentaitons.  **Class member demonstrated little to no participation and engagement** by not responding in email to the instructor on session video lectures and group feedback documents. Class member did not demonstratde preparedness in appling corrections to assignments from prior feedback documents. | **50%** | **40%** | **30%** | **20%** | **00%** |

1. **Weekly Assignments (WA):** Class members will complete a total of eight Weekly Assignments (WA). Class members will craft a *scholarly response* for WAs #2 through WA #7 prompts. One WA is placed in Week Folders 1 through 8, BlackBoard.
	1. In Week 1 Folder, WA #1, Parts A & B will be assessed for a maximum point value of 4.0 points.
	2. WAs #2 through #6 are in Week 2 through 6 Folders and will be assessed for a maximum point value of 11.0 points.
	3. WA #7 is in Week 7 Folder is optional and is for **extra credit** and will be assessed for a maximum point value of 4.0 points.
	4. WA #8 will be assessed for a maximum point value of 5.0 points.
	5. **The total point value of WAs 1, 2, 3, 4, 5, 6, and 8 represents 64% of the total grade.**
2. **Project Management (PM) Case Study Analysis Paper:** Class members will respond to a PM Case Study and writes a PM Case Study analysis paper. The due date for PM Case Study analysis paper is found in paragraph 18, *Tentative Schedule*. **The PM Case Study analysis paper is worth 23% of the total course grade.**
3. **Means for assessing outcome competencies and computing final course grade:**
	1. Preparation, Participation, and Engagement **10%**
	2. First Required Assignment **03%**
	3. WA #1, Parts A & B **04%**
	4. Five (5) BlackBoard Weekly Assignments (WA) (5 x 11 points each) **55%**
	5. Weekly Assignment #8 **05%**
	6. PM Case Study Exam **23%**

 **100%**

1. **Technology Requirements:**

Class members are expected to perform basic computer hardware and software proficiency with commonly used software programs and maintain current software updates. Additionally, class members are responsible to maintain their respective ISP service. To view and listen to video PowerPoint lectures and to enter schedule Collaborate Ultra session, class members will use the Google Chrome browser. If a class member’s PC does not have the Google Chrome browser, then the browser software can be downloaded for free at the Google Chrome website

**Student Grade Appeals**

**:** Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

**Tentative Schedule**

| **Homework & by Week Requirements** | **Activities and Assignments** |
| --- | --- |
| **FIRST ASSIGNMENT** | **On or before Thursday, August 14,** complete **Required First Assignment** |
| **Week 1- HOMEWORK** August 11 to August 17 | **Prior to first class session** **🕮** Print and read course syllabus.☞ Establish a WBU email account and send an email message to the instructor at david.rambow@wayland.wbu.edu from WBU email account by **August 13.** Review for key points: Chapters 1, 2, & 3 – (Kerzner, 2023) |
| **Week 1 Folder** | **🖳 In Week 1 Folder:** View video presentations found in Week 1 Folder**Assignment:** Complete Weekly Assignment (WA) #1 Part A and Part B prompt by **Sunday, August 17.** |
| **August 18** | Last day to drop or withdraw without record/Census Date |
| **Week 2 - HOMEWORK** August 18 to August 24 | Review for detail Chapters 4, 5, 6, & 7 – (Kerzner, 2023)**Assignment:** Complete Weekly Assignment (WA) #2. |
| **Week 2 Folder** | **🖳 In Week 2 Folder:** View video presentations found in Week 2 Folder**Assignment:** Post a response to Weekly Assignment (WTA) #2 by **Sunday, August 24**  |
| **Week 3- HOMEWORK** August 25 to August 31 | Review for key points: Chapters 8, 9, & 10 – (Kerzner, 2023)**Assignment:** Complete Weekly Assignment (WA) #3 |
| **First Live Collaborate meeting**, **Monday, August 25, beginning at 8:00 p.m. Eastern Standard Time.** * For class members NOT familiar with BlackBoard Collaborative Ultra, I produced a brief voice PPT video discussion which is available within Week 3 Folder.
* Use only Google Chrome to access this live Collaborate Session.
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| **Week 3 Folder** | **🖳 In Week 3 Folder:** View the video presentations found in Week 3 Folder**Assignment:** Post response to WA #3 by **Sunday, August 31**  |
| **Week 4 - HOMEWORK** September 1 to September 7 | **Read FOR DETAIL** -Chapters 11 & 12 – (Kerzner, 2023) **Assignment:** Complete Weekly Assignment (WA) #4 |
| **Week 4 Folder** | **🖳 In Week 4 Folder:** View the video presentations found in Week 4 Folder**Assignment:** Post response to WA #4 by **Sunday, September 7**  |
| **Week 5 - HOMEWORK** September 8 to September 14 | **Read FOR DETAIL** -Chapters 13 & 14 – (Kerzner, 2023) **Assignment:** Complete Weekly Assignment (WA) #5 |
| **Week 5 Folder** | **🖳 In Week 5 Folder:** View the video presentations found in Week 5 Folder**Assignment:** Post response to WA #5 by **Sunday, September 14** |
| **September 12** | **Last date to drop with a “W”** |
| **Week 6 - HOMEWORK** September 15 to September 21 | **Read FOR DETAIL** -Chapters 15 & 16 – (Kerzner, 2023) **Assignment:** Complete Weekly Assignment (WA) #6 |
| **Week #6** | **🖳 In Week 5 Folder:** View video presentations found in Week 6 Folder**Assignment:** Post response to WA #6 by **Sunday, September 21** |
| **Week 7 - HOMEWORK** September 22 to September 28 | **Read FOR DETAIL** -Chapters 17 & 18 – (Kerzner, 2023) **Assignment:** for EXTRA CREDIT,post response to WA #7 prompt **PM Case Study Paper**: In Week 7 Folder - download and read the PM Case Study analysis requirements, download and use the Case Study Word Template, and the Case Study Rubric.The PM Case Study Paper is **due Friday, October 3.**   |
| **Second Live Collaborate meeting**, **Monday, September 22, beginning at 8:00 p.m. Eastern Standard Time.** * For class members NOT familiar with BlackBoard Collaborative Ultra, I produced a brief voice PPT video discussion which is available within Week 3 Folder.
* Use only Google Chrome to access this live Collaborate Session.
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| **September 26** | **Last date to drop with a “WP or WF”** |
| **Week 7 Folder** | **In Week 7 Folder:** View the video lectures found in Week 7 Folder* **In Week 7 Folder - download and read the PM Case Study Requirements.**
* **EXTRA CREDIT Assignment**: Post response to(WA) #7 by **Sunday, September 28**
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| **Week 8 - HOMEWORK** September 29 to October 4  | * Complete WTA #8 prompt.
* Complete PM Case Study Paper
 |
| **Week 8 Folder** | Post a response to WA #8 prompt by **Friday, October 3****🖳** **In Week 8 Folder**, **UPLOAD PM Case Study analysis paper** through the “Assignment” link by mid-night, **Friday, October 3** |
| **Final Course Grades** | Final course grades will be posted **within Student Services** NLT noon (Central Time Zone) **Tuesday, October 7** |
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| **NOTE:** The professor reserves the right to alter this schedule as needed. Any revisions to this study plan will be announced through email to class members’ WBU email account.  |

**Additional Information**

* 1. **Class members’ WBU Email Accounts:** By week 1 of theterm, class members will establish a WBU email account, and send an email to the instructor using the student’s WBU email account. This is a mandatory requirement. If a class member experiences difficulty establishing a WBU email account, then contact the instructor via the telephone number provided in this syllabus**. NOTE:** My email address is david.rambow@wayland.wbu.edu
	2. **Class members will check their respective WBU email accounts every week.**
	3. **Course/Assignment Information:**
		1. Class members will need Internet to access BlackBoard. Additionally, students will need a computer with speakers or headsets to listen to voice embedded video PowerPoint lectures.
		2. All assignments are due is NLT 11:59 p.m. for the time zone the student resides. Late assignments are subject to score reduction.
		3. All written assignments will be assessed based on 1) content, 2) grammar and punctuation, and 3) proper application of APA writing style (7th ed.).
		4. Questions concerning grades (scores) received on assignments will be resolved within one week after the assignment has been assessed.
		5. All work will be the original work of the individual student. Academic honesty is expected of all students. Plagiarism, cheating, and other acts that lack academic honesty will result in a zero (0) for an assignment, and additional actions as outlined within online WBU Academic Catalog 2025-2026, may be taken by the instructor.
		6. A class member’s first point-of-contact for this course is the professor. If the professor cannot provide a satisfactory response, then the graduate students will next contact the student’s respective campus dean.
	4. **Expectations and Responsibilities:**
1. **Instructor**: As the instructor, I am responsible to communicate and instruct the course standards by presenting clear, meaningful video lectures, providing students timely and useful feedback on assignments, and responding back to students in a timely manner.
2. **Here are my expectations for class member enrolled in this online course:**
3. Class members will read this syllabus completely and understand your responsibilities.
4. Class members will enter each on-line class session having read the assigned chapter(s) and having listened to the corresponding chapter lectures posted within BlackBoard.
5. Class members will complete and turn assignment at the due date.
6. Class members will present questions when text and /or lectured material are unclear.
7. Class members will commit yourself to the learning process.
8. **Class members will communicate with the professor.**