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**WAYLAND BAPTIST UNIVERSITY**

**VIRTUAL CAMPUS**

**SCHOOL OF BUSINESS**

**SYLLABUS**

1. 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.

2. Course: **MGMT 5340** – VC01: *Fundamentals of Project Management*

3. Term: Summer – 2017 (May 29, 2017 thru August 12, 2017}

4. Instructor: Knute Sorenson, Ph.D.

5. Office Phone and Wayland Email Address: Phone: (505) 710-4641 (C )

Email: knute.sorenson@wbu.edu

6. Office Hours, Building, and Location: (Phone or e-mail for an appointment time)

7. Class Meeting Time and Location: On-line through BlackBoard.

8. 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.

9. Prerequisites: None

10. Required Textbook and Resources:

a. Harold Kerzner. (2013). *Project management: A systems approach to planning, scheduling, and controlling.* (11th ed.). New York, NY: Wiley & Sons. ISBN: 9781-11802-2276.

b. Internet access

c. Active WBU Student email account.

11. Optional Materials: *Publication manual of the American Psychological Association* (APA) (6th ed.) Washington, DC: American Psychological Association.

12. Course Outcome Competencies: Upon completion of this course the student should be able to:

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

13. Attendance Requirements, Class Attendance – Online: I quote the Wayland Baptist University 2015-2016 online Academic Catalog:

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 3 or more weeks of an 11week term, 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 term is considered a “no-show” and will be administratively withdrawn from the class without record. The Census Date for summer term is June 2, 2016. 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 (online WBU Academic Catalog, 2015-2016).

**Undergraduate academics**

14. Statement of Plagiarism and Academic Dishonesty: Wayland Baptist University observes a zero tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

15. 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 Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291- 3765. Documentation of a disability must accompany any request for accommodations” (online WBU Academic Catalog, 2015-2016).

16. Course Requirements and Grading Criteria: It is expected that the graduate student will spend approximately two hours of study time for each class hour. All college-level work well be typed. Course work submitted late will have the grade reduced by 1.5% for each day the assignment is late. For the sake of time management, see paragraph 17, Tentative Schedule. I list below a breakout of course requirements with grading criteria.

1. **Discussion Board:** Beginning with Session 1 through Session 10, a weekly discussion board prompt will be posted within Discussion Board for students interactions. The student will respond to a weekly discussion board prompt. Additionally, the student will respond to a minimum of one other class member’s response posting. The quality of students’ responses within these weekly discussion board sessions will be assessed. The criteria listed below will be used to assess weekly responses. **Discussion Board represents 20% of the total grade.**

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| **Discussion Board Response Assessment Criteria** | **Points** |
| ***Excellent discussion and peer interactions*:** The student provided a scholarly response that contained critical analysis and thinking, clear connection to topic, cited creditable sources, and used proper English conventions. Response to peer showed critical analysis and thinking, contained a respectful dialoque, and contributed to peer’s view or position on the weekly topic. | **2.00 – 1.80** |
| ***Proficient discussion and peer interactions*:** The student provided a response that contained some critical analysis and thinking; connectioned to topic; some citation were used from creditable sources and other places within the response citations were missing where required, or sources cited were NOT creditable; and response contaned few English convention errors. Response to peer showed some critical analysis and thinking, contained a respectful dialoque, and contributed to peer’s view or position on the weekly topic. | **1.79 - 1.60** |
| ***Adequate discussion and peer interactions*:** The student provided a response that contained little critical analysis and thinking; connectioned to topic; some citation used were NOT from creditable sources, and other places within the response citations were missing where required; and response contained several English convention errors. Response to peer showed no critical analysis and thinking, and/or lacked a respectful dialoque, and/or provided some contribution to peer’s view or position on the weekly topic. | **1.59 – 1.40** |
| ***Inadequate discussion and peer interactoins*:** The student provided a weekly response within discussion board. The response lack critical analysis and thinking, and/or lacked a connection to the topic, and/or no citations were used to support claims, and/or response contained too many English convention errors. However, the student did provie an adequate response to a peer’s discussion board posting. The response was respectful and/or provided some contribution to the peer’s view or position on the weekly topic. | **1.39 – 1.20** |
| ***No dsicussion, only peer interactions*:** The student failed to provide a weekly response within discussion board. However, the student did provie a adequate response to a peer’s discussion board posting. Thwe response to peer showed did not show critical analysis and thinking, and/or lacked a respectful dialoque, and/or provided some contribution to peer’s view or position on the weekly topic. | **1.19 – 0.01** |
| ***No discussion and no peer interaction*:** The student failed to provide a weekly response within discussion board, and failed to respond to a peer’s weekly discussion board posting. | **0.00** |

1. Nine Assignments: From course textbook readings there are nine written assignments. The specific assignments are listed in the course Tentative Schedule, item 17 below. **The nine assignments represent 65% of the total course grade.**
2. Final Exam: **Final Exam represents 15% of the total course grade.**
3. Means for Assessing Outcome Competencies:
4. Procedures Used to Compute Final Course Grade:

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| **Evaluated Area** | **Percentage** |
| 1. Discussion Board | **20%** |
| 2. Nine assignments | **65%** |
| 3. Final Exams | **15%** |

1. Grading Criteria:Letter grades from "A" to "F" will be issued to student based on individual work. The grading criteria are listed below:

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| --- | --- | --- |
| **Grade** | **Points** | **Percentage** |
| **A** | 100.0 to 89.5 points | 100% to 90% |
| **B** | 89.4 to 79.5 points | 89% to 80% |
| **C** | 79.4 to 69.5 points | 79% to 70% |
| **D** | 69.4 to 59.5points | 69% to 60% |
| **F** | 59.4 points or below | 59% and below |
| **I** |  | Incomplete: See important grading information below |

**WBU Additional Grading Policy:** 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 Executive Vice President/Provost 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.

1. Letter Grade Criteria Defined:

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| **Grade** | **Definition** |
| **A** | At this level, the adult learner demonstrates insightful mastery of the course subject material and has achieved exceptional quality in precise understanding, and use of interdisciplinary courses and course key terms and theories in both written and oral communications format. |
| **B** | At this grade level, the adult learner exhibits professional competency and proper use of interdisciplinary courses and course subject material and demonstrates the skills to effectively use the key terms and theories of the course in both written and oral communications format. |
| **C** | At this grade level, the adult learner achieves a general understanding of the course subject material and demonstrates an adequate competency in the correct use of key terms and theories in both written and oral communications format. |
| **D** | At this grade level, the adult learner achieves a vague and minimally adequate understanding of the course subject material and demonstrates a marginal competency in the correct use of key terms and theories in both written and oral communications format. |
| **F** | At this grade level, the adult learner is unable to present a general understanding of the course subject material and demonstrates an inadequate competency in the correct use of key terms and theories in both written and oral communications format. |

17. Tentative Schedule: (Calendar, Topics, & Assignments) For the purpose of time management, the course schedule is provided below:

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| **Homework &**  **Date & Session #** | **Activities and Assignments** | | |
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| 🕮HOME WORK for Session 1: | Prior to first class session  🕮 Print and read course syllabus  🕮 **Read Chapters 1 and 2** in Chapter 2, you may skim sections 2-0 to 2-5.  ☞ Send an email to instructor at [rambowd@wbu.edu](mailto:rambowd@wbu.edu) from WBU email  account. | | |
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| May 29 – June 4  **Session #1** | **✇Listen to four PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Course* *Introduction*, 2) *Course Road Map,* 3) *Chapter 1: Overview,* and 4) *Chapter 2: Project Management Growth: Concepts and Definitions.*  🕮 **Week 1 Assignments:**   * Discussion Board: Complete week 1 Discussion Board prompt. * Homework Assignment 1: From Chapter 1, work problems: 1-5 (p. 43), 1-7 (p. 43), & 1-9 (p. 43). From Chapter 2, work problems: 2-1 (p. 107), 2-6 (p. 107) & 2-10 (p. 108). * Use “Assignment Template” located within BlackBoard Session 1 Tab. Submit assignment 1 through the “Assignment” link within Session 1 Tab. * **Assignment 1** is due **May 29** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 2: | **Session #2**  🕮Read **Chapters 3 and 4**. | | |
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| June 5 – June 11  **Session #2** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 3: Organizational Structure* and 2) *Chapter 4: Organizing and Staffing the Project Office and Team*  🕮 **Week 2 Assignments:**   * Discussion Board: Complete week 2 Discussion Board prompt. * Homework Assignment 2: From Chapter 3, work problems: 3-1 (p. 161), 3-10 (p. 162), & 3-33(p. 165) CORRECTION to problem 3-3: The definition of Project Management is found in Section 1.1, page 4. From Chapter 4, work problems: 4-14 (p. 218), 4-24 (p. 219) & 4-42 (p. 221). * Use “Assignment Template” located within BlackBoard Session 2 Tab. Submit assignment 2 through the “Assignment” link within Session 2 Tab. * **Assignment 2** is due **June 5 by** midnight (Central Time Zone). | | |
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| 🕮HOME WORK for Session 3: | **Session #3**  🕮Read **Chapters 5 and 6** | | |
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| June 12 – June 18  **Session #3** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 5: Management Functions* and 2) *Chapter 6: Management of Your Time and Stress*  🕮 **Week 3 Assignments:**   * Discussion Board: Complete week 3 Discussion Board prompt. * Homework Assignment 3: From Chapter 5: Read and respond to questions in case study *The Team Meeting* (pp. 335-336). From Chapter 6, work problems: 6-1 (p. 363) & 6-2 (p. 363). * Use “Assignment Template” located within BlackBoard Session 3 Tab. Submit assignment 3 through the “Assignment” link within Session 3 Tab. * **Assignment 3** is due **June 12 by** midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 4: | **Session #4:**  🕮**Read Chapters 7, 8, 9 & 10** | | |
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| June 19 – June 25  **Session #4** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 7: Conflicts* and *Chapter 8: Special Topic*, and 2) *Chapter 9: The Variables for Success* and *Chapter 10: Working with Executives.*  🕮 **Week 4 Assignments:**   * Discussion Board: Complete week 4 Discussion Board prompt. * Homework Assignment 4: From Chapter 7, work problem: 7-2 (p. 379), Chapter 8, work problems: 8-1 (p. 437) & 8-17 (p. 440). Chapter 9, work problem: 9-3 (p. 460), and Chapter 10, work problems: 10-2 (p. 488) & 10-9 (p. 488). * Use “Assignment Template” located within BlackBoard Session 4 Tab. Submit assignment 4 through the “Assignment” link within Session 4 Tab. * **Assignment 4** is due **June 19** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 5: | **Session #5**:  🕮**Read Chapter 11** | | |
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| June 26 – July 2  **Session #5** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 11a* and *Chapter 11b: Planning*  🕮 **Week 5 Assignments:**   * Discussion Board: Complete week 5 Discussion Board prompt. * Homework Assignment 5: From Chapter 11, work problems: 11-3 (p. 586), 11-17 (p. 587) & 11-26 (p. 587). * Use “Assignment Template” located within BlackBoard Session 5 Tab. Submit assignment 5 through the “Assignment” link within Session 5 Tab. * **Assignment 5** is due **June 26** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 6: | **Session #6:**  🕮**Read Chapters 12 and 13** | | |
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| July 3 – July 9  **Session #6** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 12: Network Scheduling Techniques* and *Chapter 13: Project Graphics*  🕮 **Week 6 Assignments:**   * Discussion Board: Complete week 6 Discussion Board prompt. * Homework Assignment 6: From Chapter 12, work problems: 12-13 (p. 644), 12-15 (pp. 644-645), 12-24 (p. 651) & 12-27 (pp. 652-653). From Chapter 13, work problem: 13-3 (p. 675). * Use “Assignment Template” located within BlackBoard Session 6 Tab. Submit assignment 6 through the “Assignment” link within Session 6 Tab. * **Assignment 6** is due **July 3** by midnight (Central Time Zone). | | |
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|  | | To you and your family a joyous Fourth of July Celebration | |
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| 🕮HOME WORK for Session 7: | **Session #7:**  🕮**Read Chapter 14** | | |
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| July 10 – July 16  **Session #7** | **✇Listen to one PPT lecture** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 14:Pricing and Estimating*  🕮 **Week 7 Assignments:**   * Discussion Board: Complete week 7 Discussion Board prompt. * Homework Assignment 7: From Chapter 14, work problem: 14-8 (p. 732), 14-13 (p. 733), 14-16 (p. 734) & 14-17 (p. 743). * Use “Assignment Template” located within BlackBoard Session 7 Tab. Submit assignment 7 through the “Assignment” link within Session 7 Tab. * **Assignment 7** is due **July 10** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 8: | **Session #8:**  **🕮Read Chapters 15 and 16** | | |
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| July 17 – July 23  **Session #8** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 15: Cost Control* and *Chapter 16: Trade-off Analysis in a Project Environment.*  🕮 **Week 8 Assignments:**   * Discussion Board: Complete week 8 Discussion Board prompt. * Homework Assignment 8: From Chapter 15, work problems: 15-15 (p. 822), 15-17 (pp. 824-825), 15-20 (p. 828) & 15-24 (p. 832). There are no problems assigned for Chapter 16. * Use “Assignment Template” located within BlackBoard Session 7 Tab. Submit assignment 8 through the “Assignment” link within Session 8 Tab. * **Assignment 8** is due **July 17** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 9: | **Session #9:**  🕮 **Read Chapters 17 and 18** | | |
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| July 24 – July 30  **Session #9** | **✇Listen to two PPT lectures** (located within BlackBoard, Course Content Tab) titled: 1) *Chapter 17: Risk Management* and *Chapter 18: Learning Curve.*  🕮 **Week 9 Assignments:**   * Discussion Board: Complete week 9 Discussion Board prompt. * Homework Assignment 9: From Chapter 17, work problems: 17-2 (p. 941) & 17-3 (p. 941). From Chapter 18, work problems: 18-1 (p. 972) & 18-3 (p. 972). * Use “Assignment Template” located within BlackBoard Session 9 Tab. Submit assignment 9 through the “Assignment” link within Session 9 Tab. * **Assignment 9** is due **July 24** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 10: | **Session #10:**  **Work Final Exam** | | |
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| July 31 – August 6  **Session #10** | **✇Listen to one PPT lectures** (located within BlackBoard, Course Content Tab) titled: *Guidelines for Final Exam*  🕮 **Week 10 Assignment:**   * Discussion Board: Complete week 10 Discussion Board prompt. * **Final Exam:** Within the Session 10 Tab, download the Final Exam. Submit Final Exam through the “Assignment” link within Session 11. * **Final Exam** is due **Thursday, August 4** by midnight (Central Time Zone). | | |
| 🕮HOME WORK for Session 11: | **Session #11:**  **Complete Final Exam** | | |
| August 7 – August 12  **Session #11** | 🕮 **Final Exam:** Submit Final Exam through the “Assignment” link within Session 11. **Final exam** is due **Thursday, August 4** by midnight (Central Time Zone). | | |
| **Note: The professor reserves the right to alter this schedule as needed. Any revisions to this study plan will be announced through email to student’s WBU email account.** | | | |

18. Additional information as desired by the faculty member.

1. **Students’ WBU Email Accounts:** By week 1 of theterm, graduate students 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, as I will communicate with the students enrolled within this course through BlackBoard email. If a graduate student experiences difficulty establishing a WBU email account, then the graduate student needs to contact the instructor via the telephone number provided.
2. **Course/Assignment Information:**
3. Students will need to use the Internet to access assignments on BlackBoard. Additionally, students will need computer speakers or headsets in order to listen to voice embedded PowerPoint lectures posted within BlackBoard.
4. Time all assignments are due is NLT 11:59 p.m. (Central Time Zone-Plainview time). Late assignments are subject to one letter grade reduction.
5. All written assignments will be in the APA Publication Manual (6th edition) writing style, 12-point Times New Roman and double-spaced. Additionally, all written assignments will be assessed on the basis of content, as well as, quality of grammar and punctuation, and proper application of APA writing style.
6. Questions concerning grades (scores) received on assignments will be resolved within one week after the assignment has been assessed.
7. 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 2014-2015.
8. The student’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.
9. If the student sends the professor an email and does not receive an “acknowledge” reply from the professor with 24 hours, the student will retransmit the original email. If the student still does not receive a reply within the next 24-hour period, then call the professor.
10. **Expectations and Responsibilities:**
11. Instructor: As the instructor, I am responsible to communicate and instruct the course standards through identifying specific chapter learning objectives (CLOs); present clear, meaningful lectures focused on chapter learning objectives; and give useful feedback.
12. Student: As member of this course, my expectations are as follows:
    1. You will read this syllabus completely and understand your responsibilities.
    2. You will enter each on-line class session having read the assigned chapter(s) and having listened to the corresponding chapter lectures posted within BlackBoard.
    3. You will complete and turn assignment at the due date.
    4. You will present questions when text and /or lectured material are unclear.
    5. You will commit yourself to the learning process.
    6. **You will communicate with the professor.**