# Wayland Logo

WBUonline

**School of Business**

# 2. UNIVERSITY 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.

# 3. COURSE NUMBER & NAME:

MGMT 5341-VC01, *Managing Complex Projects*

4. TERM:

Summer, 2022 (May 30 to July 23, 2022)

# **5. INSTRUCTOR**:

Dr. Dave Rambow, Emeritus Professor of Business

# **6. CONTACT INFORMATION**:

Contact phone: cell & text (907) 242-4261

WBU Email: [david.rambow@wayland.wbu.edu](http://david.rambow@wayland.wbu.edu)

Cell phone: Same as contact phone number

# **7. OFFICE HOURS, BUILDING & LOCATION**:

No office hours: Contact professor by email or cell phone

# **8. COURSE MEETING TIME & LOCATION**:

Meeting day & time: Course meets online beginning Monday, May 30 through WBUonline, BlackBoard. For those students not familiar with BlackBoard, at the log-in page for BlackBoard, in the upper-left hand corner, is a link titled: *Blackboard Tutorial*. This link opens to brief a video that provides instructions on how to access and use BlackBoard.

# **9. CATALOG DESCRIPTION**:

# Comprehensive study of the project management process and the complexities of project management from a systems perspective. Includes the systematic approach to project planning activities, controlling and closing project integration management, project scope management, project time management, project cost management, project quality management, project communication management, project risk management, and project human resource management.

# 10. PREREQUISITE:

**MGMT 5340:** *Fundamentals of Project Management*

# **11. REQUIRED TEXTBOOK AND RESOURCE MATERIAL**:

# The course textbook is an eBook. Within the course BlackBoard site is a tab titled “Automatic eBook.”

Hass, K. (2009). *Managing complex projects: A new model.* Management Concepts. ISBN 9781567262339

**NOTE:** The cost of the eBook is included at registration. If some class members do not want to accept the eBook but prefers a hard copy of the text, then those students class members may purchase a hard copy of the course textbook. HOWEVER, for those class members who elect to buy a hardcopy MUST take action to OPT-OUT of the eBook No-Later-Than June 6. If OPT-OUT action is not completed by June 6, then a student will be charged for the eBook.

# 12. OPTIONAL MATERIALS:

1. *Publication Manual of the American Psychological Association* (APA), 7th Edition.
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.
3. Supplemental reading material will be distributed through BlackBoard.

# **13. COURSE OUTCOMES AND COMPETENCIES**:

1. Develop and employ the concepts of Systems and Complexity Theories and Thinking.
2. Identify the roles and responsibilities of a program manager and a project manager.
3. Describe the content of the various sections of a complex project plan.
4. Create a network diagram, using the Precedence Diagramming Method (PDM), in developing a complex project plan.
5. Apply the project management “complexity model” in determining the complexity of a given project.
6. Classify and apply processes and techniques of monitoring project execution and change control.
7. Describe the processes of leading a project team engaged in a complex project.
8. Apply the biblical framework of ideas and beliefs that guides a project manager leadership behavior.

# 14. ONLINE ATTENDANCE REQUIREMENTS:

As stated in the 2021-2022 Wayland Baptist University Academic Catalog, graduate 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. The instructor in online courses is responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, the instructor is responsible for incorporating specific instructional activities within the 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 term, may receive an F for that course. The 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. 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 online attendance policy (2021-2022 WBU Academic Catalog).

# **15. STATEMENT ON PLAGIARISM & ACADEMIC DISHONESTY**:

1. 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 (2021-2022 WBU Academic Catalog).
2. In the *University Statement on Plagiarism and Academic Honesty* is located in the Course Info/Syllabus tab. Class members who are not aware what constitutes plagiarism should read the University policy to avoid plagiarism, and the consequences for submitting course work that has been found to have been plagiarized. Additionally, in the “Course Info/Syllabus” tab is a video PowerPoint presentation on what constitutes Plagiarism, how to avoid plagiarism, and the consequences for submitting course work that has been found to have been plagiarized.

# **16. 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 (2021-2022 WBU Academic Catalog).

# **17. COURSE REQUIREMENTS and GRADING CRITERIA**:

1. **Course Assignments:** All course assignments are due by mid-night in the time zone a student resides. The due dates for various assignments are found in paragraph 18: *Tentative Schedule*. All course work must be a student’s “original work.” This means that the student authored all assignments. Original work further means that when a student applies ideas, concepts, theories, and/or principles from another author, then the student properly credits the source.
2. All college-level work well be typed. Course work submitted late may be subject to a reduced by 1.5% for each day an assignment is late. For the sake of time management, see paragraph 18, Tentative Schedule. I list below a breakout of course requirements with grading criteria.
3. **WBU Email Accounts:** By May 30, all students enrolled in this course will have an active WBU email account. Additionally, throughout this course, students will check their respective WBU email accounts as a minimum once a week, beginning the first day of Summer term, Monday, May 30, 2022.
4. **Preparation, Participation, and Engagement**: The learning process mandates that a student **prepare** for each online session by (1) reading the assigned chapter(s) (2 listing to session specific video PPT lectures, and (3) providing the appropriate response back to the instructor after listing each video lecture; **participate** by 1) reading individual and group assignment feedback documents and providing the appropriate response back to the instructor after reading feedback documents, and **engage** by asking meaningful questions when course material or feedback is not clear. The rubric below will be used to evaluate preparation, participation, and engagement. **Preparation, Participation, and Engagement represent 10% of the course total grade.**

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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. **Six Weekly Topic Assignment (WTA) Papers:** Six weekly topics assignments are placed within the Weekly Topic Assignment tab, BlackBoard. Each WTA is worth 9 points. Graduate students will write a scholarly response for WTA #2, #4, #5, and #7. **The WTA papers represent 54% of the total grade.**
2. **Two Journal Article Critiques**: The graduate student will prepare two Journal Article Critique Papers. The journal article paper will NOT summarize the article. Rather, the graduate student will critique the article using information from the text and other scholarly reference material. The journal article critique paper will be written using an APA style and will not exceed seven full pages of text. Within session tab 3 and session tab 6, graduate students will find a folder containing a list of journal articles for critique. The graduate student will select one journal article and conduct a journal article critique. The two Journal Article Critique papers will be uploaded within the “Journal Article” Tab in session tab 3 and session tab 6, BlackBoard. **Each journal article paper critique is worth 9 points for a total of 18 points. The two journal article critique papers represent 18% of the total course grade.**
3. **Project Management Case Study Analysis Paper:** In session tab 2, the graduate student will download and read the Project Management Case Study NARRATIVE. In session tab 6, the graduate student will download the Project Management Case Study requirements. The case study paper is designed to assess the graduate student’s proficiency in complexity thinking by analyzing a project case study narrative. **The Project Management Case Study paper represents 18% of the total course grade.**
4. **Technology Requirements:**

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

1. **Means for Assessing Outcome Competencies:**
2. Procedures used to compute final course grade:
   1. Preparation, Participation, and Engagement……………………………………………………. **10%**
   2. Six (6) BlackBoard Weekly Topic Assignment (6 x 9 points each) ..…………………… **54%**
   3. Two Journal Article critiques……………………………………………………………………………. **18%**
   4. PM Case Study Analysis Paper………………………………………………………………………….. **18%**
3. 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 89.50 points | 100% to 90% |
| **B** | 89.49 to 79.50 points | 89% to 80% |
| **C** | 79.49 to 69.50 points | 79% to 70% |
| **D** | 69.49 to 59.50points | 69% to 60% |
| **F** | 59.49 points and below | 59% and below |

**17.1 Include Grade Appeal Statement:** “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/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.”

# 18. TENTATIVE SCHEDULE

The tentative schedule provided below indicates specific course activities, assignments, and due dates. This schedule is provided to assist student’s in time management. Make time to review the schedule and note activities and due dates of assignments.

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| Date & Session # | Homework, Activities and Assignments |
| **FIRST ASSIGNMENT** | **By Wednesday, June 2, post a response in the Weekly Topic Assignment tab that states “I reviewed the course syllabus.”** |
| 🕮 HOMEWORK for  Session 1 | **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](mailto:david.rambow@wayland.wbu.edu) from WBU email account. (Instructions for establishing a WBU email account is located within the course BlackBoard site.  🕮 Read Chapters 1, 2 & 3 - Hass |
| **Session #1**  **May 30 – June 5** | **🖳 Using only Google Chrome, listen to video lectures** found within BlackBoard, Session tab 1: (1) Course Introduction and Overview, (2) Systems Thinking, (3) Chapter 1, (4) Chapter 2, (5) Chapter 3.  🕮 **Session 1 Assignment:** Complete Weekly Topic Assignment (WTA) #1 prompt by Sunday, June 5. |
| 🕮 HOMEWORK for Session 2: | **Session 2:** Read Chapters 4 & 5 - Hass  🕮 **Session 2 Homework:**   * Complete Weekly Topic Assignment (WTA) #2 prompt assignment. * In Session 2 Tab - download and read **PM Case Study** **Narrative** |
| **Session #2**  **June 6 – June 12** | **🖳 Using only Google Chrome, listen to video lectures** found within BlackBoard, Session 2 tab: (1) Chapter 4, (2) Chapter 5, and (3) Scholarly Thinking and Writing  🕮 **Session 2 Assignment:** Complete Weekly Topic Assignment (WTA) #2 prompt and provided feedback to one peer by Sunday, June 12. |
| 🕮 HOMEWORK for Session 3: | **Session 3:** Read Chapters 6, 7, & 8 – Hass  **Session 3 Homework:**   * Complete the assignment – Journal Article Critique #1 |

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| Date & Session # | Homework, Activities and Assignments | |
| **Session #3**  **June 13 – June 19** | 🖳  **First live Collaborative Ultra session, Monday, June 13. For students NOT familiar with BlackBoard Collaborative Ultra, I produced a brief voice PPT video discussion which is available within the tab titled: Collaborate Sessions. Use only Google Chrome to access this live Collaborate Session.**  **🖳 Using Google Chrome, listen to video lectures** found within BlackBoard, Session 3 tab: (1) Chapter 6, (2) Chapter 7 and (3) Chapter 8.  🕮 **Session 3 Assignments:** Complete and upload Journal Article Critique assignment by Sunday, June 19. | |
| 🕮HOMEWORK for Session 4: | **Session 4**: Read Chapters 9 & 10 – Hass  **Session 4 Homework:**   * Complete Weekly Topic Assignment (WTA) #4 prompt. | |
| **Session #4**  **June 20 – June 26** | **🖳 Using Google Chrome,** **listen to video lectures** found within BlackBoard, Session 4 tab: (1) Chapter 9 and (2) Chapter 10.  🕮 **Session 4:** Complete Weekly Topic Assignment (WTA) #4 prompt by Sunday, June 26. | |
| 🕮HOMEWORK for Session 5: | **Session 5:** Read Chapters 11, 12, and 13 - Hass  **Session 5 Homework:** Complete Weekly Topic Response (WTA) #5 prompt assignment. | |
| **Session #5**  **June 27 – July 3** | **🖳 Using Google Chrome**, **listen to session 5 voice embedded video lectures** found within BlackBoard, Session 5 tab: (1) Chapter 11, (2) Chapter 12, and (3) Chapter 13.  🕮 **Session 5 Assignments:** Complete Weekly Topic Assignment (WTA) #5 prompt and provided feedback to one peer by Sunday, July 3. | |
| 4th of July Activities for Campers | Sun RV Resorts | | To you and your loved one have a safe and enjoyable 4th of July as our Nation celebrates its 246th birthday |

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| Date & Session # | Homework, Activities and Assignments |
| 🕮 HOMEWORK for Session 6: | **Session 6:** Read Chapters 14 & 15 – Hass  **Session 6 Homework:**   * Complete the assignment – Journal Article Critique #2 * In Session 6 Tab - download and read **Project Management Case Study** **Requirements** and download the Project Management Case Study paper template and rubric. |
| **Session #6**  **July 4 to July 10** | 🖳 **Using Google Chrome, listen to 2 voice embedded video lectures** found within BlackBoard, Session 6 tab: (1) Chapter 14 and (2) Chapter 15.  🕮 **Session 6 Assignments:** Complete and upload Journal Article Critique #2 by Sunday, July 10. |
| 🕮HOMEWORK for Session 7: | **Session 7:** Read Chapters 16 & 17 – Hass  **Session 7 Homework:**   * Assignment - Complete Weekly Topic Assignment (WTA) #7 prompt. * Work Project Management Case Study analysis paper – due Friday, July 22 by midnight (Central Time Zone). |
| **Session #7**  **July 11 to July 17** | 🖳  **Final live Collaborative Ultra session, Monday, July 11. Use ONLY Google Chrome to access Collaborate session.**  **🖳 Using only Google Chrome, listen to video lecture** found within BlackBoard, Session 7 tab: Chapter 16 and Chapter 17.  🕮 **Session 7 Assignments:** Complete Weekly Topic Assignment (WTA) #7 prompt by Sunday, July 17. |
| 🕮HOMEWORK for Session 8: | 🕮 Assignment - Complete Weekly Topic Assignment (WTA) #8 prompt.  🕮 Work Project Management Case Study analysis paper – due Friday, July 22. |
| **Session #8**  **July 18 to July 23** | 🕮 **Session 8 Assignments:** Complete Weekly Topic Assignment (WTA) #8 prompt by Friday, July 22.  🗐 **UPLOAD** Project Management Case Study analysis paper through the “Assignment” link in Session 8 Tab by mid-night, Friday, July 22. |

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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 student’s WBU email account. |

# 19. ADDITIONAL INFORMATION

* 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. If a graduate student 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](mailto:david.rambow@wayland.wbu.edu)
  2. **Students will check their respective WBU email accounts every week.**
  3. **Course/Assignment Information:**
     1. Students will need Internet to access BlackBoard. Additionally, students will need a computer with speakers or headsets in order 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 on the basis of 1) content, 2) grammar and punctuation, and 3) proper application of APA writing style (7th edition).
     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 2020-2021, may be taken by the instructor.
     6. 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.

1. **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. Student: As member of this course, my expectations are that you:
   1. will read this syllabus completely and understand your responsibilities.
   2. 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. will complete and turn assignment at the due date.
   4. will present questions when text and /or lectured material are unclear.
   5. will commit yourself to the learning process.
   6. **will communicate with the professor.**