**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 5341 - VC01 – Managing Complex Projects

**Campus**

: WBUOnline

**Term/Session**

**:** Summer (May 29 -July 22, 2023)

**Instructor**

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

**Office Phone Number/Cell #**

**:** (907) 242-4261, (Please, no calls after 9:00 p.m. Eastern Standard Time)

**WBU Email Address**

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

**Office Hours, Building, and Location**

**:** No Office Hours

**Class Meeting Time and Location**

**:** WBUOnline BlackBoard

**Textbook Information**

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

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Managing Complex Projects: A New Mode | Hass | 1st | 2008 | Management Concepts | 9781-56726-2339 |

*The textbook for this course is part of the* ***Wayland’s Automatic eBook*** *program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore* [*Automatic eBook FAQ*](https://bookstore.wbu.edu/site_inclusive.asp) *page.*

**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.
3. c. Recommend Grammarly at

<https://www.grammarly.com>

**Course Information**

**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.

**Prerequisite:**MGMT 5340

**Course Outcome Competencies**

**:**

* Develop and employ the concepts of Systems and Complexity Theories and Thinking.
* Discuss the roles and responsibilities of a program manager and of a project manager.
* Create a network diagram using precedence diagramming method (PDM), in developing a complex project plan.
* Assess the complexity of a project using the complexity model.
* Classify and apply processes and techniques of monitoring project execution and change control.

**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**

**Statement on 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.

**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 Director of Counseling, Career and Disability Services serves as the coordinator of students with disability and should be contacted concerning accommodation request at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Rick Hammer, [hammerr@wbu.edu](mailto:hammerr@wbu.edu) or call 1-866-547-9192 for

24/7 Blackboard Support.

**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.

**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:** The first day of the Summer term is Monday, May 29, 2022. By **Wednesday, May 31**, 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.
4. **READ THIS: Preparation, Participation, and Engagement**: The learning process mandates that a student **prepare** for each online session by (1) reading assigned chapter(s) (2) viewing and listening to video lectures in session tabs #1 through session #7, and (3) after listening each session’s video lectures, by sending an email response to the instructor with that session’s designated word; **participate** and **engage** by (1) reading individual and group assignment feedback documents 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. 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 Weekly Folders 1, 2, 4, 5, 7, and 8. Graduate students will write a **scholarly response** for WTA #2, #4, #5, and #7. **The WTA papers represent 52% 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 Week Folder 3 and Week Folder 6, graduate students will find folders that contain 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” link in Week Folder 3 and Week Folder 6, BlackBoard. **Each journal article paper critique is worth 9 points. The two journal article critique papers represent 18% of the total course grade.**
3. **Project Management Case Study Analysis Paper:** In Week Folder 2, the graduate student will download and read the Project Management Case Study **NARRATIVE**. In Week Folder 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. First Required Assignment**……………………………………………………………………………...02%**
   3. WTA #1A & 1B **…………………………………………………………………………………………….…08%**
   4. Four (4) BlackBoard Weekly Topic Assignments (2, 4, 5, & 7) (4 x 9 points each) **36%**
   5. Weekly Topic Assignment #8**………………………………….……………………………………….08%**
   6. Two Journal Article critiques……………………………………………………….…………………….**18%**
   7. PM Case Study Analysis Paper…………………………………………………………………………..**18%**

**100%**

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 89.50 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 |
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**The University has a standard grade scale:**

A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student’s control. A grade of “incomplete” is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor designates an earlier date for completion.  If the work is not completed by the appropriate date, the I is converted to an F.

**Tentative Schedule**

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| Date & Session # | Homework, Activities and Assignments |
| **FIRST ASSIGNMENT** | **On or before Wednesday, May 29,** complete the **Required First Assignment** |
| **HOMEWORK - Week 1**  May 29 – June 4 | 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, 2008) |
| **Week 1 Folder** | **🖳 In Week 1 Folder:** View and listen to 5 voice embedded video lectures (1) Course Introduction and Overview, (2) Systems Thinking, (3) Chapter 1, (4) Chapter 2, and (5) Chapter 3.  **Assignment:** Post response toWeekly Topic Assignment (WTA) #1A and send an email response to WTA #1B by **Sunday, June 4.** |
| **HOMEWORK - Week 2**  June 5 – June 11 | Read Chapters 4 & 5 - (Hass, 2008)  **Assignments:**   * Complete Weekly Topic Assignment (WTA) #2 prompt assignment. * **In Week Folder 2** - download and read **PM Case Study** **Narrative** |
| **Week 2 Folder** | **🖳** View and listen to 3 voice embedded video lectures: (1) Chapter 4, (2) Chapter 5, and (3) Scholarly Thinking and Writing  **Assignment:** Complete Weekly Topic Assignment (WTA) #2 prompt and provided feedback to one peer by **Sunday, June 12**. |
| **HOMEWORK - Week 3**  June 12 – June 18 | Read Chapters 6, 7, & 8 – (Hass, 2008)  **Assignment:** Select journal, read, andcomplete– Journal Article Critique #1 |

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| Date & Session # | Homework, Activities and Assignments |
| **Monday, June 12**  **First live Collaborative Meeting** | **For students 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.** |
| **Week 3 Folder** | **🖳** View and listen to 3 voice embedded video lectures: (1) Chapter 6, (2) Chapter 7 and (3) Chapter 8.  **Assignment:**  Complete and upload Journal Article Critique #1 by **Sunday, June 19.** |
| **HOMEWORK - Week 4**  June 19 – June 25 | Read Chapters 9 & 10 – (Hass, 2008)  **Assignment:** Complete Weekly Topic Assignment (WTA) #4 prompt. |
| **Week 4 Folder** | **🖳** View and listen to 2 voice embedded video lectures: (1) Chapter 9 and (2) Chapter 10.  **Assignment:** Complete Weekly Topic Assignment (WTA) #4 prompt by **Sunday, June 25.** |
| **HOMEWORK - Week 5**  June 26 – July 2 | Read Chapters 11, 12, and 13 – (Hass, 2008)  **Assignment:** Complete Weekly Topic Response (WTA) #5 prompt assignment. |
| **Week 5 Folder** | **🖳** View and listen to 3 voice embedded video lectures: (1) Chapter 11, (2) Chapter 12, and (3) Chapter 13.  **Assignments:** Complete Weekly Topic Assignment (WTA) #5 prompt and provided feedback to one peer by **Sunday, July 2.** |
| **HOMEWORK - Week 6**  July 3 – July 9 | Read Chapters 14 & 15 – (Hass, 2008)  **Assignments:**   * Select journal, read, andcomplete– Journal Article Critique #2 * **In Week 6 Folder** - download and read **Project Management Case Study** **Requirements** and download the Project Management Case Study paper template and rubric. |

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| Date & Session # | Homework, Activities and Assignments |
| 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 247th birthday |
| **Week 6 Folder** | **🖳** View and listen to 2 voice embedded video lectures: (1) Chapter 14 and (2) Chapter 15.  **Assignments:** Complete and upload Journal Article Critique #2 by **Sunday, July 9.** |
| **HOMEWORK - Week 7**  July 10 – July 16 | Read Chapters 16 & 17 – (Hass, 2008)  **Assignments:**   * Assignment - Complete Weekly Topic Assignment (WTA) #7 prompt. * Work Project Management Case Study analysis paper – due **Friday, July 21** by midnight (Central Time Zone). |
| **Monday, July 10**  **Final live Collaborative meeting** | **This Final Collaborate Meeting will cover the Project Management Case Study**  **Use ONLY Google Chrome to access Collaborate session.** |
| **Week 7 Folder** | **🖳** View and listen to 2 voice embedded video lectures: Chapter 16 and Chapter 17.  **Assignment:** Complete Weekly Topic Assignment (WTA) #7 prompt by **Sunday, July 16.** |
| **HOMEWORK - Week 8**  July 17 – July 22 | **Assignment** - Complete Weekly Topic Assignment (WTA) #8 prompt.  🕮 Work Project Management Case Study analysis paper – due **Friday, July 21.** |
| **Week 8 Folder** | **Assignments:** Complete Weekly Topic Assignment (WTA) #8 prompt by **Friday, July 21.**  🗐 **UPLOAD** Project Management Case Study analysis paper through the “Assignment” link in Session 8 Tab by mid-night, **Friday, July 21**. |

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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. |

**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 2022-2023, 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.**