

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 2024 (June 2 to July 26)

Instructor: Dr. Richard A. Warren

Office Phone Number/Cell #: (940) 642-4525, ([Please, no calls after 9:00 p.m. Eastern Standard Time](#))

WBU Email Address: richard.warren@wayland.wbu.edu

Office Hours, Building, and Location: Virtual Office – 4:30 pm – 8:00 pm Office Hours

Class Meeting Time and Location: WBUOnline

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

Textbook Information

Required Textbook(s) and/or Required Materials:

BOOK	AUTHOR	ED	YEAR	PUBLISHER	ISBN#
<u>Thriving at the Edge of Chaos: Managing Projects as Complex Adaptive Systems</u>	Sapir	1st	2020	Routledge Taylor & Francis Group	9781-00073-2474

*If this is an UNDERGRAD class the textbook for this course is part of the **Pioneer Academic Access Program**. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. If the course requires a physical book you can order at bookstore.wbu.edu. The cost of all your materials are billed to your student account at \$26.00 per credit hour. You can choose to opt-out, however if you do you will lose*

access to ***all classes/materials*** and have to source through third party vendors You will be notified via email with access instructions and additional information. If you are in a ***GRADUATE*** class you will have an Automatic eBook which is billed directly to your student account or a physical book that can be purchased at bookstore.wbu.edu. If you do not wish to participate in the Automatic eBook program, you will have the first week of class to opt-out of the program (additional details will be outlined in your email instructions).

Optional Materials:

- a. American Psychological Association. (2019). *Publication manual of the American Psychological Association* (7th ed.). Washington DC: American Psychological Association
- b. Learning Resource Center: The Wayland Library (Learning Resource Center) is available to all Wayland students at: <http://library.wbu.edu> . Tutorials for accessing library resources are linked from the homepage.
- c. Recommend Grammarly at <https://www.grammarly.com>

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

Academic Integrity:

[Link to Statement on Academic Integrity](#)

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

- a. 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.
- b. 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.
- c. Specific parameters for generative AI usage are provided by the instructor.
- d. 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

- a. **Course Assignments:** All course assignments are due by mid-night in the time zone a class member resides. Course work submitted late may be subject to a reduced by 1.5% for each day an assignment is late. The due dates for assignments are found in paragraph 18: *Tentative Schedule*. All course work must be a class member's "original work." Original work 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.
- b. **WBU Email Accounts:** By **Wednesday, June 4**, all class members 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 the term.
- c. **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 to 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.**

Criteria used to determine level of Preparation, Participation, and Engagement	Online Class Sessions Missed				
	0	1	2	3	4
Class member demonstrated preparation by viewing all PPT video presentations. 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 applying corrections to assignments from prior feedback documents.	100%	90%	80%	70%	00%
Class member demonstrated preparation by viewing 80% of all PPT video presentations. Class member demonstrated occasional participation and engagement by occasionally responding in email to the instructor on session video lectures and group feedback documents. Class member further demonstrated some preparedness by occasionally applying some corrections to assignments from prior feedback documents.	90%	80%	70%	60%	00%
Class member demonstrated preparation by viewing 70% of all PPT video presentations. 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 applying 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 presentations. 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 demonstrate preparedness in applying corrections to assignments from prior feedback documents.	50%	40%	30%	20%	00%

- d. **Six Weekly Topic Assignment (WTA) Papers:** Class members will write a scholarly response for WTA #2, #4, #5, and #7. Six weekly topics assignments are placed within Weekly Folders 1, 2, 4, 5, 7, and 8. **The WTA papers represent 48% of the total grade.**
- e. **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.**

- f. **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 22% of the total course grade.**
- g. **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.
- h. **Means for Assessing Outcome Competencies:**
1. **Procedures used to compute final course grade:**
 - a. Preparation, Participation, and Engagement**10%**
 - b. First Required Assignment.....**02%**
 - c. WTA #1, Parts 1 & 2**04%**
 - d. Four (4) BlackBoard Weekly Topic Assignments (2, 4, 5, & 7) (4 x 10 points each) **40%**
 - e. Weekly Topic Assignment #8.....**04%**
 - f. Two Journal Article critiques.....**18%**
 - g. PM Case Study Analysis Paper.....**22%**

100%
 2. Grading Criteria: Letter grades from "A" to "F" will be issued to student based on individual work. The grading criteria are listed below:



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

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

Date & Session #	Homework, Activities and Assignments
FIRST ASSIGNMENT	On or before June 4 , complete the Required First Assignment
Week 1- HOMEWORK June 2 to June 8	<p>Print and read course syllabus.</p> <p>Establish a WBU email account and send an email message to the instructor at richard.warren@wayland.wbu.edu from WBU email account. (Instructions for establishing a WBU email account is located within the course BlackBoard site.</p> <p>Read Chapters 1 & 2 - (Sapir, 2020)</p>
Week 1 Folder	<p> In Week 1 Folder: View 4 video lectures (1) Course Introduction and Overview, (2) Systems Thinking, (3) Chapter 1, and (4) Chapter 2</p> <p>Assignment: Post response to Weekly Topic Assignment (WTA) #1, Part 1 and send an email response to WTA #1, Part 2 by Sunday, June 8.</p>
Week 2 - HOMEWORK June 9 to June 15	<p>Read Chapters 3 & 4 - (Sapir, 2020)</p> <p>Assignments:</p> <ul style="list-style-type: none"> Complete Weekly Topic Assignment (WTA) #2 prompt assignment. In Week Folder 2 - download and read PM Case Study Narrative
Week 2 Folder	<p> View 3 video lectures: (1) Chapter 3, (2) Chapter 4, and (3) Scholarly Thinking and Writing</p> <p>Assignment: Complete Weekly Topic Assignment (WTA) #2 prompt and provided feedback to one peer by Sunday, June 15</p>
Week 3 - HOMEWORK June 16 to June 22	<p>Read Chapters 5 & 6 - (Sapir, 2020)</p> <p>Assignment: Select journal, read, and complete— Journal Article Critique #1</p>
<p>Monday, June 16 - First Live Collaborative Meeting, beginning at 8:00 p.m. Central Standard Time.</p> <ul style="list-style-type: none"> For students NOT familiar with BlackBoard Collaborative, review the brief voice PPT video discussion which is available within Week 3 Folder. Use only Google Chrome to access this live Collaborate Session. 	

Date & Session #	Homework, Activities and Assignments
Week 3 Folder	 View 2 video lectures: (1) Chapter 5 and (2) Chapter 6. Assignment: Complete and upload Journal Article Critique #1 by Sunday, June 22.
Week 4 - HOMEWORK June 23 to June 29	Read Chapters 7 & 8 – (Sapir, 2020) Assignment: Complete Weekly Topic Assignment (WTA) #4 prompt.
Week 4 Folder	 View 2 video lectures: (1) Chapter 7 and (2) Chapter 8. Assignment: Complete Weekly Topic Assignment (WTA) #4 prompt by Sunday, June 29.
Week 5 - HOMEWORK June 30 to July 6	Read Chapters 9 & 10 – (Sapir, 2020) Assignment: Complete Weekly Topic Response (WTA) #5 prompt assignment.
Week 5 Folder	 View 3 video lectures: (1) Chapter 9 and (2) Chapter 10. Assignments: Complete Weekly Topic Assignment (WTA) #5 prompt and provided feedback to one peer by Sunday, July 6
Week 6 - HOMEWORK July 7 to July 13	Read Chapters 11 & 12 – (Sapir, 2020) Assignments: Select journal, read, and complete– Journal Article Critique #2
Week 6 Folder	 View 2 video lectures: (1) Chapter 11 and (2) Chapter 12. Assignments: Complete and upload Journal Article Critique #2 by Sunday, July 13.
Week 7 - HOMEWORK July 14 to July 20	Read Chapters 13 & 14 – (Sapir, 2020) Assignments: <ul style="list-style-type: none"> • Assignment - Complete Weekly Topic Assignment (WTA) #7 prompt. • Download and read Project Management Case Study Requirements and download the Project Management Case Study paper template and rubric. Work Project Management Case Study analysis paper – due Friday, July 18
Monday, July 21 - Second Live Collaborative meeting beginning at 8:00 p.m. Central Standard Time. <ul style="list-style-type: none"> • This Second Collaborate Meeting will cover the Project Management Case Study • Use ONLY Google Chrome to access Collaborate session. 	
Week 7 Folder	 View 2 voice video lectures: Chapter 13 and Chapter 14.

	Assignment: Complete Weekly Topic Assignment (WTA) #7 prompt by Sunday, July 20.
Week 8 - HOMEWORK July 21 to July 26	Assignment - Complete Weekly Topic Assignment (WTA) #8 prompt.  Work Project Management Case Study analysis paper – due Friday, July 25
Week 8 Folder	Assignments: Complete Weekly Topic Assignment (WTA) #8 prompt by Friday, July 25.  UPLOAD Project Management Case Study analysis paper through the “Assignment” link in Session 8 Tab by mid-night, Friday, July 25.
Final course grades	Final course grades will be posted within Student Services NLT noon (Central Time Zone) Tuesday, July 29

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

- a. **Students’ WBU Email Accounts:** By week 1 of the term, 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 richard.warren@wayland.wbu.edu
- b. **Students will check their respective WBU email accounts every week.**
- c. **Course/Assignment Information:**
 1. Students 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 on 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 2024-2025, 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.

b. 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: My expectations for members of this course: Class members
 - a. Class members will read this syllabus completely and understand your responsibilities.
 - b. 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.
 - c. Class members will complete and turn assignment at the due date.
 - d. Class members will present questions when text and /or lectured material are unclear.
 - e. Class members will commit yourself to the learning process.
 - f. Class members **will communicate with the professor.**