



Spring 2022 BUSN 5330 Project Management Syllabus

Who is responsible for the design & delivery of this course?

Instructor

Bill Conwell

CRN

25175

Office:

CoBA Room 258

Class Location:

GBC Room 110C

Office Hours:

M & F: 9 to 12 & 2 to 5; W: 1 to 4; and by appointment

Class Days:

Wednesday

Class Hours:

6:00 pm to 8:50 pm

E-Mail:

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Phone:

915 342 4131

Semester:

Spring 2022

What course is this again?



Business 5330: Project Management

Catalog Course Description:

Here is what the catalog says: This course spans the academic areas of Operations and Organizational Management covering both theory and practice of completing projects efficiently. This course introduces students to the conceptual framework and applied aspects of successful project management implementation.

Course Expectations



I have four values that I hope will make clear the culture and expectations of this class and this course.

- Enlightenment
- Engagement
- Enjoyment
- Excellence

What am I going to learn?



Learning Outcomes:

Here is what we are going to learn:

- Understand organizational structures, staffing, and management functions associated with project management
- Expectations of, identifiable elements of, and best practices associated with successful projects
- Planning, scheduling, and cost estimation and control techniques critical to successful project management
- Understanding the role and value of key metrics in determining project status
- Successfully organizing, planning, and managing a project in a professional manner
- The concept of process and its management in support of successful project management
- Develop and enhance professional business communication oral and written skills
- Utilize creative thinking skills to develop innovative solutions to project challenges

NOTE: The focus of this class will be on project management *management*, not preparation for Project Management Professional (PMP) certification. However, the text authors do state that "the text is well

structured to meet the needs of those wishing to prepare for PMP or CAPM (Certified Associate in Project Management) certification exams.

What textbook will be required?



Project Management The Managerial Process

Author: Erik W. Larson & Clifford F. Gray

Edition: 8th

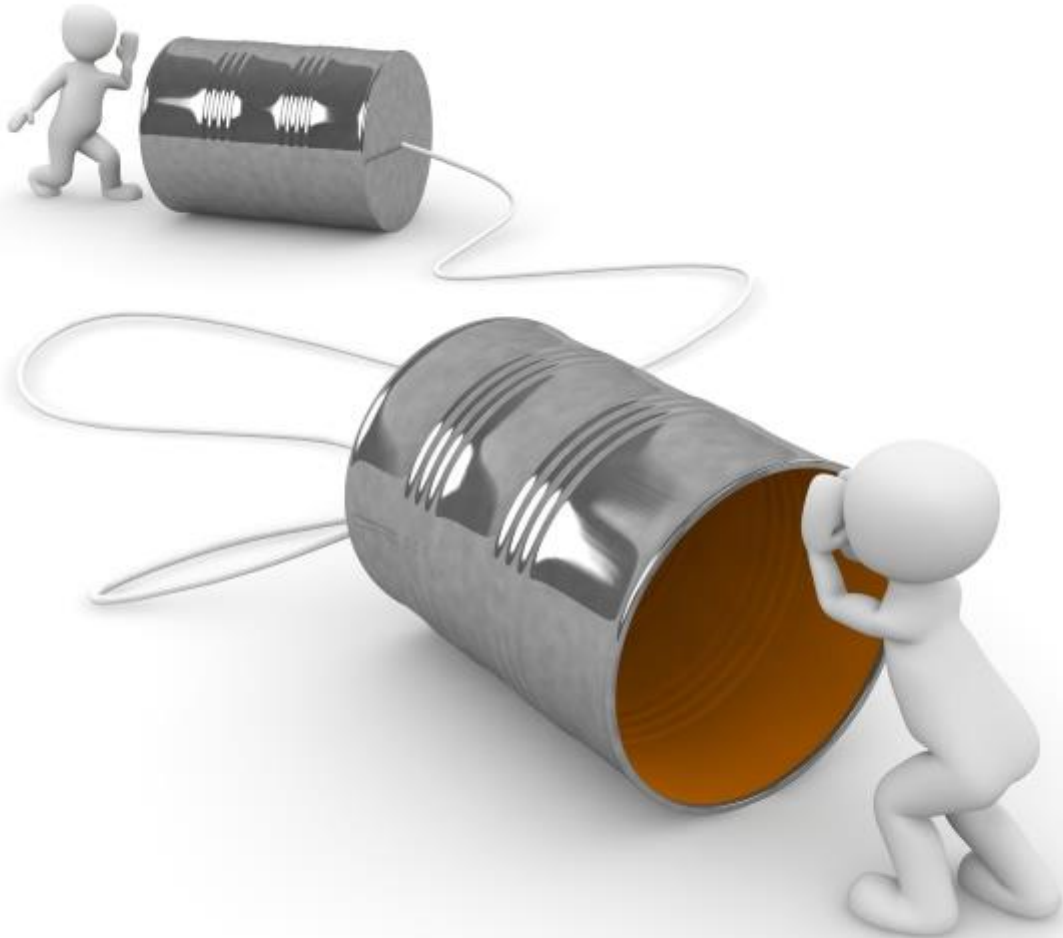
ISBN: 978-1-260-23886-0

How will the course be delivered?



- This course will be accomplished in a face-to-face classroom format.
- This course is designed using a modular format—that is, each day/class session is “packaged” in Blackboard as a single module so that all the materials, lecture notes, submission areas, discussion posts, quizzes/exams are in one area for a given session.
- Blackboard Ultra Course View format will be utilized to share class assignments and submissions as well as assessments (quizzes). Recommended browsers are Google Chrome or Firefox. Any technology related issues or problems should be handled through Student Technology Services at: https://www.utep.edu/technologysupport/ServiceCatalog/Student_Services.html

How will we communicate?



- For outside the classroom communication, Blackboard Email (Messages link, upper LH corner of home page) is preferred for communication related to this course. Alternate is my UTEP e-mail. I will make every attempt to respond to your e-mail within 24 hours of receipt. When e-mailing me, be sure to email from Blackboard or your UTEP student account. And please put the course number in the subject line. In the body of your e-mail, clearly state your question. At the end of your message, be sure to put your first and last name, and your university identification number.

- Discussion Board: If you have a question that you believe other students may also have, please post it in the Help Board of the discussion boards inside of Blackboard (Discussions link, upper LH corner of home page). Please respond to other students' questions if you have a helpful response.
- Announcements: Check the Blackboard announcements (LH side of home page) frequently for any updates, deadlines, or other important messages.

The elephant (still, yes still) in the room.



If you have tested positive for COVID-19, you are encouraged to report your results to covidaction@utep.edu, so that the Dean of Students Office can provide you with support and help with communication with your professors. It is important to follow all instructions that you receive as part of the diagnosis, including isolation and staying at home until a negative test is produced.

If you experience COVID-19 symptoms, please follow the isolation protocol by staying at home and getting tested as soon as possible. If the test is negative but you are still seeking accommodations, please contact the Dean of Students Office for guidance in a timely manner. Your instructor will work with the Dean of Students Office to determine the extent of any such accommodations.

We strongly encourage you to think and act proactively in all matters related to COVID-19 and your academic endeavors. The Center for Disease Control and Prevention recommends that people in areas of substantial or high COVID-19 transmission **wear face masks when indoors in groups of people**. The best way that Miners can take care of miners is to **get the vaccine**. If you still need the vaccine, it is widely available in the El Paso area. Vaccine booster shots will be available at no charge on campus during the first part of the first two weeks of classes. For more information about the current rates, testing, and vaccinations, please visit epstrong.org.

TECHNOLOGY REQUIREMENTS



Course content is delivered via the Internet through the Blackboard learning management system (LMS). Ensure your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Mozilla Firefox and Google Chrome are the most supported browsers for Blackboard; other browsers may cause complications with the LMS. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have or have access to a computer/laptop, scanner, a webcam, and a microphone. You will need to download or update the following software: Microsoft Office, Adobe, Flashplayer, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

If you encounter technical difficulties beyond your scope of troubleshooting, please contact the [Help Desk](#) as they are trained specifically in assisting with technological needs of students.

How am I going to learn?



Students are responsible for the text material. Supplemental material to enhance, make relevant, or clarify text material will be provided by the instructor.

Small individual/team exercises may be utilized to help with subject matter understanding as well as application of creative thinking in addressing case-related issues.

Assessments will be used to monitor student progress as well.

How am I going to be graded?



- **1. Assessments:** Assessments on chapter material, via Blackboard, will be utilized to measure and reinforce understanding of key chapter content and learning goals. Assessment submissions are due at the time stated. No points will be given for any late submissions.
- **2. Attendance:** You need to show up to add value to your classmates, the course material, and yourself. Grade points will be deducted for non-excused (as in not previously approved) absences. Each unexcused absence will reduce attendance points by 20%.
- **3. Final Exam:** There will be a final exam at the end of the course. Final exam submission is due at the time stated. No points will be given for a late submission.

Summary of criterion-based (no curve) grading scheme: Total Points: 1,000

Quizzes Points	780
Final Exam Points	120
Attendance Points	100
Total Weight Points	1,000

Grading scale based on percentages of criterion-based (no curve) grading scheme:

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F 0-59%

Other Important Announcements



Disability accommodation. The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting an accommodation based on a disability must register with the [UTEP Center for Accommodations and Support Services](#).

UTEP Policy on Academic Integrity:

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as one's own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more, please visit [HOOP: Student Conduct and Discipline](#).

Copyright Compliance:

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

Professional Demeanor:

- This course may require online communication between students as well as between the students and faculty. The expectation is that all parties will interact in a professional manner. If you have questions regarding online interaction in a professional manner, please reference the guidelines at <https://www.utep.edu/extendeduniversity/utepconnect/blog/october-2017/10-rules-of-netiquette-for-students.html>. The expectation is that you will comply with these guidelines throughout the course –and, hopefully, beyond.

BUSN 5330 Spring 2022 Course Schedule



Subject to change if/as circumstances dictate.

BUSN 5330 Spring 2022 Course Schedule

Session	Chapters Covered	Focus/Assignments/Activities
1 1/19/2022 W	Course Intro	<p>Welcome to BUSN 5330 Project Management</p> <ul style="list-style-type: none"> Review syllabus, expectations, process, & norms Watch "Project Management Career – Is It Right For Me" Video Watch "The Project Management Life Cycle" Video Read Chapter 1 before Session 2 Assignment: Case 1.1: Read it and be prepared to discuss in class in week 2 NOTE: Bring your laptops to class sessions – you may need to do them as we progress through the course.
2 1/26/2022 W	1 Modern Project Management	<p>The world of Project Management & Managers LG: Awareness of what constitutes a project, the importance of project management, the stages of project management, and the socio-technical aspect of project management.</p> <ul style="list-style-type: none"> Read Chapters 2 & 3 before Session 3. Focus on: <ul style="list-style-type: none"> Project management's tie to organizational strategy The need & methodology to prioritize project selection Organizational structure & culture & project management Watch "Get the NPV of a Project Calculation - Finance in Excel" Video - (Good Resource) Watch "The Best Way to Play Office Politics" Video Watch "Project Management Office" Video Assessment (1 of 12) on Chapter 1 (65 points) Due 11:59 pm, Jan 30
3 2/2/2022 W	2 Organization Strategy & Project Selection 3 Organization: Structure & Culture	<p>Project Management and the Organization LG: Understanding project management's tie to organizational strategy as well as the need and methodology to prioritize project selection. LG: Awareness of organizational structures and their applicability to project management execution and an appreciation of the role of organizational culture in project management.</p> <ul style="list-style-type: none"> Read Chapter 4 before Session 4. Assignment: Case 4.2: Read it and be prepared to discuss in class in week 4 Assessment (2 of 12) on Chapters 2 & 3 (65 points) Due 11:59 pm, Feb 6

Session	Chapters Covered	Focus/Assignments/Activities
4 2/9/2022 W	4 Defining the Project	<p>PROCESS is our "Word of the Day"</p> <p>LG: Defining and managing project scope and the importance of work, organization, and process breakdown structures for project planning and control.</p> <ul style="list-style-type: none"> • Read Chapter 5 before Session 5. • Assignment: Case 5.1: Read it and be prepared to discuss in class in week 5 • Watch "How to Estimate Project Costs: A Method for Cost Estimation" Video • Assessment (3 of 12) on Chapter 4 (65 points) Due 11:59 pm, Feb 13
5 2/16/2022 W	5 Estimating Project Times & Costs	<p>Starting to Define the Project</p> <p>LG: Understanding that the foundation for project management success begins with the quality of the estimating process and methodology.</p> <ul style="list-style-type: none"> • Read Chapter 6 before Session 6. • Watch "Project Management Networks Part 2: Forward and Backward Pass" Video • Assessment (4 of 12) on Chapter 5 (65 points) Due 11:59 pm, Feb 20
6 2/23/2022 W	6 Developing a Project Schedule	<p>The Project Network</p> <p>LG: Develop the ability to utilize the Work Breakdown Structure to develop a project network, identify key values to identify the critical path, and perform project manipulations tied to it.</p> <ul style="list-style-type: none"> • Read Chapter 7 before Session 7. • Watch "Project Risk Management Tips for Managing a High Risk Project" Video • Assignment: In Class Session 7, <u>as a class</u>: <ul style="list-style-type: none"> ○ Complete Case 6.2 utilizing an AON network and any necessary computations to support your answer ○ Complete Case 7.2, items 1, 2, & 3 utilizing a Risk Assessment form (Figure 7.6) and a Risk Response Matrix (Figure 7.8) for items 2 & 3 to address the potential risks identified in item 1.
7 3/2/2022 W	6 Developing a Project Schedule 7 Managing Risk	<p>Mitigating Risk</p> <p>LG: An appreciation of process and its role in identifying, managing, and creating contingencies for risks (and opportunities) in managing projects.</p> <ul style="list-style-type: none"> • Read Chapter 8 before Session 8 • Watch "The Basics of Project Cost Management" Video • Assessment (5 of 12) on Chapter 6 (65 points) Due 11:59 pm, Mar 6

Session	Chapters Covered	Focus/Assignments/Activities
8 3/9/2022 W	7 Managing Risk 8 Scheduling Resources & Costs	<p>Managing (and Massaging) Project Resources & Monies LG: Introduction to and application of various project management tools, techniques, and resources to manage the scheduling of resources and costs in projects.</p> <ul style="list-style-type: none"> • Read Chapter 9 before Session 9 • Assignment: Exercise No. 4, page 289 ◦ Turn in at beginning of Session 9 with your name and ID on paper • Watch "How to Crash a Project and Undertake Project Acceleration" Video (Excellent example) • Watch "What is Crashing the Timeline?" Video • Assessment (6 of 12) on Chapter 7 (65 points) Due 11:59 pm, Mar 13
3/14-3/18 - SPRING BREAK		
9 3/23/2022 W	8 Scheduling Resources & Costs 9 Reducing Project Duration	<p>Managing (and Massaging) Project Duration LG: Understanding the different reasons for crashing a project, options and impacts for crashing under different circumstances, and the risks involved.</p> <ul style="list-style-type: none"> • Read Chapter 10 before Session 10 • Watch "Who Are the Givers, Takers and Matchers in the Workplace?" Video (Optional) • Watch "Leadership Versus Management, What's the Difference?" Video • Watch "Leader Versus Manager" Video • Watch "EXCELLENCE: MBWA" Video • Assessment (7 of 12) on Chapters 8 & 9 (65 points) Due 11:59 pm, Mar 27
10 3/30/2022 W	10 Being an Effective Project Manager	<p>Managing the People LG: Awareness that leading and managing a project are not the same thing but that both are required to be successful and each has its own set of skills and strategies.</p> <ul style="list-style-type: none"> • Read Chapter 11 before Session 11 • Assignment: Read Cases 11.1 & 11.3 and be ready to discuss in Session 11 • Watch "Groupthink Explained" Video • Watch "Groupthink Challenger" Video Disaster" • Watch "Optimizing Virtual Teams" Video • Assessment (8 of 12) on Chapter 10 (65 points) Due 11:59 pm, Apr 3

Session	Chapters Covered	Focus/Assignments/Activities
11 4/6/2022 W	11 Managing Project Teams	<p>Managing the (Group of) People</p> <p>LG: Understanding the challenges and opportunities of developing, managing, and leading successful project management teams.</p> <ul style="list-style-type: none"> • Read Chapter 12 before Session 12 (Appendix 12.1 is optional) • Assignment: Read Case 12.2 & 12.3 and be ready to discuss in Session 12 • Watch "The Harvard Principles of Negotiation" Video • Watch "Tips for Negotiating Agreements" Video • Watch "Tips on Contract Negotiation" Video • Assessment (9 of 12) on Chapter 11 (65 points) Due 11:59 pm, Apr 10
12 4/13/2022 W	12 Outsourcing: Managing Inter-Organizational Relations	<p>Managing the (Other People's) People</p> <p>LG: Understanding the issues surrounding the outsourcing of project work and the best practices regarding how to accomplish it if/when necessary.</p> <ul style="list-style-type: none"> • Read Chapter 13 before Session 13 • Review Ch. 8 section "Why a Time-Phased Budget Baseline is Needed", pp. 281 – 286 • Watch "PMP Exam: Earned Value Management – Parts 1, 2, & 3" Videos • Assessment (10 of 12) on Chapter 12 (65 points) Due 11:59 pm, Apr 17
13 4/20/2022 W	13 Progress & Performance Measurement & Evaluation	<p>Evaluating the Project</p> <p>LG: Introduction to the tools and methods used in monitoring and controlling a project and an appreciation of the role of performance measurement and diligence in achieving success.</p> <ul style="list-style-type: none"> • Read Chapter 14 before Session 14 • Assignment: Read Case 14.2 and be ready to discuss in Session 14 • Watch "What is Project Handover?" Video • Watch "How and Why to Close a Video Project" • Watch "How to Capture Lessons Learned at the End of a Project" Video

Session	Chapters Covered	Focus/Assignments/Activities
14 4/27/2022 W	14 Project Closure	<p style="text-align: center;">The End of the Project</p> <p>LG: Understanding of the process and requirements necessary for proper closure of a project and the value of documenting lessons learned to support continuous improvement of future project management endeavors.</p> <ul style="list-style-type: none"> • Read Chapters 15 & 16 before Session 15 • Watch "What is Agile Project Management?" Video • Watch "Traditional Vs Agile Project Management" Video • Watch "Intro to Scrum in Under 10 Minutes" Video • Watch "Intro to Kanban in Under 5 Minutes" Video • Watch "How to Lead a Successful Global Team" Video • Watch "Inter Cultural Effectiveness - Culture Shock" Video (Just for fun) • Assessment (11 of 12) on Chapter 14 (65 points) Due 11:59 pm, May 1
15 5/4/2022 W	15 Agile Project Management 16 International Projects	<p style="text-align: center;">Other Types and Places of Projects</p> <p>LG: An awareness of other types of project management processes and methodologies and where they might be fit for use. LG: An appreciation of the many factors to consider in the management of a project on the international stage.</p> <ul style="list-style-type: none"> • Assessment (12 of 12) on Chapters 15 & 16 (65 points) Due 11:59 pm, May 8 • Final Exam (Blackboard) (120 points) Due by 11:59 pm, May 11
5/9 - 5/13		SPRING FINAL EXAMS