



School of Business and Economics
Department of Management
1200 Murchison Road
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FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail. Rules and regulations governing the use of FSU email may be found at <http://www.uncfsu.edu/policy/general/FSUE-mailFINAL.pdf>

I. COURSE DESCRIPTION

This course focuses on tools and techniques to manage time, costs, resources, and quality control of a project. Students will review and examine the project planning, budgeting, scheduling, resource allocating, controlling, and auditing methods both from a theoretical and practical basis. Students will learn the analysis techniques used to evaluate compliance to objectives and how to correct for deviation from plan.

Note: This is an Online Class. Enrollment in this class assumes you **already** have working knowledge of the Blackboard Interface. If you are not familiar with the Blackboard, you are required to obtain that training at the FSU distance learning center (<http://d2.parature.com/ics/support/default.asp?deptID=8298> → Blackboard 8 Learning System → Students).

Please also visit <http://wpblog.uncfsu.edu/bb/> for more information. You may contact Office of Online Education (<http://www.uncfsu.edu/onlineeducation/>) to schedule orientation for the Blackboard System.

II. TEXTBOOK

- **Required textbook:**
Project Management: A Managerial Approach, 2009, Jack R. Meredith and Samuel J. Mantel, Jr., 7th edition, Wiley Publishers. ISBN: 978-0-470-22621-6
- **Supplementary book:**
A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition, Project Management institute (PMI)

III. DISABLED STUDENT SERVICES

In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203

IV. SPECIFIC COURSE OBJECTIVES

Upon completion of this course, students will be able to:

- Define Project Management
- Understand three goals of a project and the project life cycle
- Identify the roles of the project manager
- Use evaluation criteria to select the project manager.
- Understand steps of planning the project.
- Develop the work breakdown structure (WBS)
- Estimate the cost of the project.
- Develop the budgeting plan for the project
- Develop the project scheduling
- Allocate resources to the project.
- Monitor and control the project.
- Evaluate, audit, and terminate the project.
- Use MS Project software

V. COURSE COMPETENCIES

Competencies acquired from the course

- Upon completion of this class, the student can gain theoretical as well as practical knowledge that will prepare them for the Project Management Professional (PMP) certification exam
 - Project Management Tools & Techniques: This module will include lectures, exercises, and problem-solving focusing on the central tools and techniques used by successful project managers.
 - Advanced Project Management: Information about project-oriented organizations. This module will include a study of real life projects, included a project in crisis.
 - Project Management Software Training: This module will include hands-on training with Microsoft Project Management Software. MS Project is a powerful software package currently used in industry for managing a wide variety of projects.
 - Applied Project Management: This module will focus on applying course material to student projects or studies of corporate projects
- This course is designed to focus upon the students' written and communication skills to develop their capacity for critical thinking through case analyses.
- Through individual and group projects, this course examines the qualities of leadership, creativity, and teamwork.
- Using Blackboard for supplemental materials, paper submission, and discussion, this web-based course is intended to develop students' computer proficiency.

VI. EVALUATION CRITERIA

- A. Grade Distribution
- | | |
|----------------------|-------------|
| Class Discussions | 15% |
| Homework Assignments | 30% |
| Case studies | 20% |
| Final Exam | 35% |
| Total | 100% |
- B. Grading Scale
- A (Exceptionally high) = 90 – 100
 - B (Good) = 80 – less than 90
 - C (Satisfactory) = 70 – less than 79
 - F (Failing) = less than 70

Note:

- There will be no *makeup exams* unless under extenuating circumstances. The final letter grade will be determined only by the Weighted Total.
- INTERIM GRADE X = NO SHOW – Assigned to students who are on a class roster, but never attend class. For warning purposes only; NOT a final grade.
- INTERIM GRADE EA = EXCESSIVE ABSENCES - Assigned to students whose class absences exceed 10% of the total contact hours. For warning purposes only, NOT a final grade.
- FN = FAILURE DUE TO NON-ATTENDANCE – Assigned to students who are on class roster, but never attend the class. An FN grades is equivalent to an F grade in the calculation of the GPA.
- NOTE TO STUDENTS ABOUT CLASS WITHDRAWALS:
 - Withdraw from class means you are withdrawing from 1 or 2 classes that you will not be attending and you have other classes on your schedule that you will attend. Effective Fall 2009, students will be allowed only 5 withdrawals from class for the remainder of your college career. The 6th W will be calculated as "F".
 - Students receive no refund for withdrawing from individual classes and they slow their progress toward degree completion.
 - Students who withdraw from or fail more than one-third of their classes will no longer be eligible for financial aid.
 - STUDENTS MUST STRIVE TO EARN CREDIT FOR ALL THE CLASSES IN WHICH THEY ENROLL. STUDENTS SHOULD WITHDRAW FROM CLASSES ONLY WHEN IT IS ABSOLUTELY NECESSARY.

VII. TENTATIVE COURSE OUTLINE WITH ASSIGNMENT SCHEDULE

Notes: This is a tentative schedule and is subject to change.

Week # or date	Topic	Assignment due
Orientation	Introduction Orientation/Course Overview	<ul style="list-style-type: none"> • Introduce yourself: PLEASE go to Forum "<i>Introduce yourself</i>" in Discussion Board and introduce yourself (Name, Major, Current Job, Interests, etc.) • Read entire syllabus: You are <u>required</u> to read the entire syllabus thoroughly and understand the description of all assignments and expectations. Contact me ASAP if you have any questions. You MUST go to Forum "<i>Submit your statement</i>" in Discussion Board and post the following statement <i>"I have read, understood and accepted all the requirements for this course"</i>

Unit 1	Chapter 1: Projects in Contemporary Organizations Chapter 2: Strategic Management and Project Selection	<ul style="list-style-type: none"> • Read Chapters 1 and 2 • Discussion Board • Homework 1
Unit 2	Chapter 6: Project Planning Introduction of MS Project	<ul style="list-style-type: none"> • Read Chapter 6 • Discussion Board • Case Study 1
Unit 3	Chapter 7: Budgeting and Cost Estimation	<ul style="list-style-type: none"> • Read Chapter 7 • Discussion Board • Homework 2
Unit 4	Chapter 8: Scheduling	<ul style="list-style-type: none"> • Read Chapter 8 • Discussion Board • Homework 3
Unit 5	Chapter 9: Resource Allocation	<ul style="list-style-type: none"> • Read Chapter 9 • Discussion Board • Homework 4
Unit 6	Chapter 10: Monitoring and Information Systems Chapter 11: Project Control	<ul style="list-style-type: none"> • Read Chapters 10 and 11 • Discussion Board • Case Study 2
Unit 7	Chapter 12: Project Auditing	<ul style="list-style-type: none"> • Read Chapter 1 • Discussion Board
Week 8 (Feb 25-Mar 2)	Final Exam	Exam date will be announced

VIII. COURSE REQUIREMENTS

NOTE: IT IS VERY IMPORTANT TO READ AND UNDERSTAND THE FOLLOWING REQUIREMENTS FOR THIS COURSE.

1. Class Discussion

In a designated week, a definition/statement/argument for the chapter will be posted on Discussion Board. Students are expected to read all assignments for class and actively discuss the material. In order to receive credits, students' discussion must ADD value to the discussion board by:

- criticizing the posted material using information from the textbook and other sources, and coherent arguments, or
- adding more valuable points/characteristics to the posted material in order to make it complete, or
- providing and explaining practical examples to strengthen the posted material

Please note that students' discussion must ADD values to the Discussion Board. Any post without values (for example, "I agree to this statement", "This is a great statement") is UNACCEPTABLE. In addition, all posted discussions MUST be different; i.e. a student MUST read all other posts before posting his/her own discussion and make sure it is **different** from others. If a posted discussion duplicates any previously posted material, the student will NOT receive credits for participation.

Students MUST go an appropriate forum and post the discussion. The due date will be announced ahead of time. **Plagiarized content is unacceptable and will result in a zero point for your participation.**

2. Text Readings

Assigned readings should be completed prior to the class discussion of the material. It usually takes 2 to 3 hours to read one chapter. It is recommended that students take notes carefully when they are reading the chapters.

3. Technology Requirements

This course assumes you already have a demonstrated competence in each of the software items listed below. The instructor will **not** provide instructions of technical support for any of the assumed software competencies.

Your participation in the course assumes you are competent in the use of the following.

- **Blackboard Interface.** You should be familiar with ALL aspect of blackboard, including the use of mailing lists, Digital Dropboxes, and how to use communication tools to send and receive assignments to the professor and to other class members as needed.
- **The Internet.** You must be capable of using the Internet, especially for purposes of getting course-related information from the web page of the textbook hosted by the publisher. The professor may also send you email updates requiring that you visit selected web sites as part of the participation portion of the course. **Special Note:** high-speed Internet connections are expected when sharing/using data via the Blackboard course site.
- **Email Services.** You must be proficient in sending and receiving email, including the use of attachments.
- **Microsoft Office Professional 2003/2007.** You are expected to be competent in the use of Microsoft Office Professional 2003/2007 and to have access to all its programs, either on your hard drive or on a network server.
- **Citrix** – FSU's virtual Office: You are expected to make sure Citrix works on your computer. MS Project software is available on Citrix.

4. Communication with the Instructor and with Each Other

The best way to communicate with me is by email or through Blackboard. Use email to ask questions about the course and the assignments. You can also call me at the office but I have found that written communication via email works best in this environment. The important thing is that we do communicate and if you have any questions or problems, please let me know as soon as possible so that we can find a solution.

Note: Email ID Requirements: Due to increasingly serious virus threats, I do not open most emails.

When you send me an email, your subject line **MUST** contain the following information: **Course Number, Section Number, Your Name, and Reason for message.**

Example: "CPM 630-D1, Bob Jones, Question on Chapter 1 Reading".

If your subject line does not follow the correct format, your email will be deleted **UNREAD**.

In addition to email, Blackboard has a number of features for communicating with the other students in this class. You should become familiar with the chat room and discussion board features of Blackboard. Discussion board can be used not only for class discussions but also for sharing information and experiences.

5. Online office hours: Two office hours will be held every week for this course (in accordance with FSU policy). These are online office hours and will be handled in Blackboard. I will be available only during the time mentioned in the first page. If you need to see me at other times, you need to email me or make an appointment to meet me in the office. The office hours are subject to change; all changes will be announced ahead of time.

To access the online office hours, go to Blackboard, go to Communication, select Collaboration and click join Office Hours chat room. Since we may have many students joining the chat room at the same time, to save time you need to log in earlier and post your questions. I will only provide one answer for similar questions asked by several students.

6. Homework Assignments

Homework assignments **MUST** be done individually. Assignments consist of case analysis and problem solving. Your answers **MUST** be typed and formatted properly using Microsoft Word. Each assignment

must be submitted using the provided link before the due date. Late assignments will be accepted with 10% of the full score deducted for each day late (fraction of day is considered a day). Due to the nature of this course, I can not post all the assignments at the beginning of the course.

For any grade that I post, you have THREE DAYS to review and send me your concerns (if any). After that no change of grades will be possible. Therefore, you cannot wait till the last day of semester and ask me questions about your grade in first homework. I normally post suggested solutions for assignments. You can compare your answers with the posted solutions before sending notes to me.

7. MS Project software:

MS Project 2007 is used as the major software for this course. Please note that several homework assignments require the use of this software. It is important that you get familiar with the software. The textbook include a trial version of this software. The software is also available in FSU Citrix server (<http://fsuportal.uncfsu.edu>). Make sure you read the instructions and install the required components and test it. Contact ITTS if you experience any problem. Please note that if you use Citrix, you can only work with your T: drive only. So if you want to have a copy of the file in your computer, you can follow these steps: open the MS Outlook from Citrix, email the file as an attachment to yourself (MS Outlook from Citrix will allow you to access the T: drive, open your email using Webmail from the Internet, and download the file to your computer.

8. Exam

Exam include essay questions, problem solving, and case studies. You must take the examination on the date and time scheduled. No make up exams will be given unless under extenuating circumstances and prior instructor approval is required. If you fail to submit an exam on time, you will receive a ZERO on the exam.

9. How will your final grade be determined?

All of your true scores on each evaluation category will be entered on Blackboard/Grade book; and Blackboard will automatically calculate your **Weighted Total**. At the end of the semester, your letter grade will be determined only by the **Weighted Total** in accordance with the grading scale designated in section VI. **Other factors** (current GPA, history of study, personal relationship, family and health situation, and technical difficulty) will NOT be considered. Students MUST contact the instructor immediately for any help or notify him for any potential difficulties BEFORE the final exam. Once the grade is posted, it is final.

10. Incomplete Policy

The "I" grade will be issued only for students who, because of some "good" reason, were unable to complete all the requirements for this course. Written documentation of the reason is required. An "I" grade will not be issued because a student is failing, or when it would require a student to complete a major portion of the requirements for the course after the semester has ended.

11. Academic Dishonesty

Plagiarism and cheating are serious offenses and may be punished by failure on exam; failure in course; and/or expulsion from the University. Plagiarism is a serious academic and business (legal) offense. Plagiarism is considered theft of intellectual property. All students enrolled in FSU classes at all levels are responsible for knowing what constitutes plagiarism. Whether by design or by accident, plagiarized content is unacceptable. There are no explanatory circumstances. **In this class TURNITIN software will be used to verify the originality of your works.**

Plagiarism occurs when

- *students submit work that directly quotes or paraphrases the work of another, without specific citation of the passages crediting the creator of the work*
- *students combine the works of another with their own original effort, including comments on those passages, without specific citation of the passages crediting the creator of the work*

- *students include a list of references at the end of an assignment but do not indicate which words or passages specifically (by use of quotation marks) are from those sources and which words or passages are original work*

IX. TEACHING STRATEGIES

This is a Web-based course using Blackboard (<http://blackboard.uncfsu.edu/>). All class announcements and class materials such as syllabus, handouts, presentations, instructions, practice questions, and will be available on Blackboard. Please check Blackboard everyday to update your information. Weekly class discussions will be done through the discussion board. In addition, tests and quizzes will also be given online. Students are required to submit your assignment as instructed. Finally, the grade book posts all student grades associated with tests and assignments. You should use the Blackboard grade book to know how you do with this course.

The emphasis in this course is on various tools and techniques of project management which help students prepare for PMP exam. Students will also learn how use MS Project software. These experiences will be very helpful for their future career. The format of the class will include lectures, videos, class discussions, term projects, case studies, quizzes, and exams.

X. BIBLIOGRAPHY

1. Project Management in Practice, 2007, Samuel J. Mantel, Jr., Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton, 3rd edition, Wiley Publishers. ISBN: 978-0-470-12164-1
2. Project Management with MS Project CD, 2007, Clifford F. Gray and Erik W. Larson, McGraw-Hill/Irwin.
3. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 2005, Harold, Kerzner, Wiley Publishers.
4. Project Manager's Handbook : Applying Best Practices Across Global Industries, 2008, David L. Cleland, 1st Edition, McGraw-Hill/Irwin
5. PMP Project Management Professional Study Guide, 2006, Joseph Phillips, 2nd Edition, McGraw-Hill/Irwin
6. PMP: Project Management Professional Exam Study Guide, 2007, Kim Heldman, 4th edition, Sybex Publishers.