



School of Business and Economics
Department of Management
1200 Murchison Road
Fayetteville, NC
28301-4298

I. LOCATOR INFORMATION

Semester:	Fall 2009
Course Number and Name:	CPM 620: Communications and Procurement in Project Management
Number of Semester Hours and Credits:	3
Day and Time the Class Meets:	Online
Instructor:	Dr. Vikas Agrawal
Office Location:	SBE 350
Office Phone:	(910) 672-1338
E-Mail Address:	vagrawal@uncfsu.edu
Course URL:	http://blackboard.uncfsu.edu/
Office Hours:	TBA or by appointment

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/PDFs/EmailPolicyFinal.pdf>

II. COURSE DESCRIPTION

This course examines the impact of leadership, communications and project team on attainment of goals in a project management context. Different types of organizational structures will be discussed along with the factors that influence the selection of a particular structure. Various interpersonal dynamics in the management of projects, characteristics of successful teams and ethical and moral issues in the project management context will be explored. Time and stress management while pursuing projects and how to resolve and manage project conflicts will also be discussed. Various morality and cultural issues that are important in project management will also be explored. This

course also looks at purchasing and contracting of goods and services, and how appropriate terms and conditions can favorably impact project outcomes.

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://www.uncfsu.edu/conted/studentsupport/index.htm>).

Please log in the Blackboard and go to *Resources/Help and Support* to access the Blackboard orientation.

III. TEXTBOOK

- **Required textbook:**
Project Management: A systems approach to planning, scheduling, and controlling, 9th Edition, by Harold Kerzner, ISBN: 0471741876
- **Supplementary books:**
 - A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition, Project Management institute (PMI)
ISBN-13: 978-1930699458
 - The Wiley Guide to Project Technology, Supply Chain, and Procurement Management
Peter Morris (Editor), Jeffrey K. Pinto (Editor)
ISBN: 978-0-470-22682-7
- **Course handouts** (provided by the Instructor)

IV. 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

V. SPECIFIC COURSE OBJECTIVES

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

- Understand different types of organizational structures
- Understand how to organize project teams
- Understand staffing the project office and team
- Understand dynamics of project team development
- Understand elements of project communications
- Understand how to develop project documentation and perform effective project presentation
- Understand effective project leadership and conduct effective meetings
- Understand moral, ethics and corporate culture in project management
- Become knowledgeable about procurement systems
- Understand tender and contract management
- Understand cultural elements in project management
- Analyze real case scenarios related to project management as whole and behavioral issues in project management in particular.

- Use Microsoft Project software as a project management tool to effectively analyze and manage different facets of project management.

VI. COURSE COMPETENCIES

Competencies acquired from the course

- This course aims at preparing students for certain topics required for getting certified in the Project Management Professional (PMP) certification exam.
- Specifically, students will gain theoretical as well as practical knowledge in areas such as how to select organizational structures for different types of projects, how to staff and manage project teams, what are different cultural and ethical issues in project management, how to effectively communicate in projects, and how to effectively write project contracts that will minimize risks.
- This course will also help students gain competencies in areas of written and communication skills, and improving critical thinking through case analyses.
- Students will gain competencies about effectively using Microsoft Project software as a tool to manage complex projects
- Students will gain expertise in using BlackBoard web based information system such as how to participate in discussion forum, how to participate in live chat and in virtual class room, how to submit their assignments using Turnitin plagiarism prevention system and accessing supplemental course materials.

VII. EVALUATION CRITERIA

A. Grade Distribution:

Class Discussions	20%
HW/Cases	45%
Midterm Exam	15%
Final Exam	20%
Total	100%

B. Grading Scale:

A	90 – 100
B	80 – 89
C	70 – 79
F	less than 70

- **INTERIM GRADE X = NO SHOW** – Assigned to students who are on a class roster, but do not introduce themselves in the discussion board and do not submit the statement regarding their agreement with the content of the syllabus within the first week. For warning purpose only; NOT a final grade.
- **FN = FAILURE DUE TO NON-ATTENDANCE** – Assigned to students who are on class roster, but never participate in the course. An FN grades is equivalent to an F grade in the calculation of the GPA.
- **NOTE TO STUDENTS ABOUT CLASS WITHDRAWALS:**
 - 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.

VIII. TENTATIVE COURSE OUTLINE WITH ASSIGNMENT SCHEDULE

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

Content Unit	Topics	Reading and Assignments
Unit 1	<ul style="list-style-type: none"> • Orientation/Course Overview • Chapter 1: Overview 	<ul style="list-style-type: none"> • Introduce yourself: You MUST go to Forum “<i>Introduce yourself</i>” in the Discussion Board in Blackboard System and introduce yourself. • Read entire syllabus: You are <u>required</u> to read the entire syllabus thoroughly and understand the description of all assignments and expectations. You MUST go to Forum “<i>Syllabus Read</i>” agreement in Discussion Board and post the following statement ASAP: <i>“I have read and understood the syllabus, and accepted all the requirements for this course”</i> <p><u>Not sending the statement and not introducing yourself by August 24th 2009 means a “NO SHOW UP” in the course.</u></p> <ul style="list-style-type: none"> • Visit Content Unit 1 on blackboard for all the information <ul style="list-style-type: none"> ○ Harold Kerzner book – Chapter 1 ○ PowerPoint- PowerPoint slide Chapter 1 ○ Visit “Additional material” folder where additional material related to this chapter may be posted. • HW#1 due on August 28th, 2009 • First Discussion Board Topic
Unit 2	<ul style="list-style-type: none"> • Chapter 2: Project management growth: concepts and definitions 	<ul style="list-style-type: none"> • Visit Content Unit 2 for all the information <ul style="list-style-type: none"> ○ Harold Kerzner book – Chapter 2 ○ PowerPoint- PowerPoint slide Chapter 2 ○ Visit “Additional material” folder where additional material related to this chapter may be posted. • HW#2 due on September 4th, 2009
Unit 3	<ul style="list-style-type: none"> • Chapter 3: Organizational Structures 	<ul style="list-style-type: none"> • Visit Content Unit 3 for all the information <ul style="list-style-type: none"> ○ Harold Kerzner book – Chapter 3 ○ PowerPoint- PowerPoint slide Chapter 3 ○ Visit “Additional material” folder where additional material related to this chapter may be posted. • HW#3 due on September 18th, 2009 • Second Discussion Board Topic
Unit 4	<ul style="list-style-type: none"> • Chapter 4: Organizing and Staffing the Project Office and Team 	<ul style="list-style-type: none"> • Visit Content Unit 4 for all the information <ul style="list-style-type: none"> ○ Harold Kerzner book – Chapter 4 ○ PowerPoint- PowerPoint slide Chapter 4 ○ Visit “Additional material” folder where additional material related to this chapter may be posted. • HW#4 due on September 25th, 2009 • Third Discussion Board Topic

Unit 5	<ul style="list-style-type: none"> Chapter 5: Management Functions 	<ul style="list-style-type: none"> Visit Content Unit 5 for all the information <ul style="list-style-type: none"> Harold Kerzner book – Chapter 5 PowerPoint- PowerPoint slide Chapter 5 Visit “Additional material” folder where additional material related to this chapter may be posted. HW#5 due on October 9th, 2009. Fourth Discussion Board Topic
Unit 6	<ul style="list-style-type: none"> Chapter 6: Management of Your Time and Stress 	<ul style="list-style-type: none"> Visit Content Unit 6 for all the information <ul style="list-style-type: none"> Harold Kerzner book – Chapter 6 PowerPoint- PowerPoint slide Chapter 6 Visit “Additional material” folder where additional material related to this chapter may be posted. HW#6 due on October 23rd, 2009.
Unit 7	<ul style="list-style-type: none"> Chapter 7: Conflicts 	<ul style="list-style-type: none"> Visit Content Unit 7 for all the information <ul style="list-style-type: none"> Harold Kerzner book – Chapter 7 PowerPoint- PowerPoint slide Chapter 7 Visit “Additional material” folder where additional material related to this chapter may be posted. HW#7 due on November 6th, 2009 Fifth Discussion Board Topic
Unit 8	<ul style="list-style-type: none"> Chapter 8: Special Topics 	<ul style="list-style-type: none"> Visit Content Unit 8 for all the information <ul style="list-style-type: none"> Harold Kerzner book – Chapter 8 PowerPoint- PowerPoint slide Chapter 8 Visit “Additional material” folder where additional material related to this chapter may be posted. HW#8 due on November 25th, 2009 (This homework combines work from three units, i.e., Unit 8, Unit 9 and Unit 10) Sixth Discussion Board Topic
Unit 9	<ul style="list-style-type: none"> Chapter 10: Working with Executives 	<ul style="list-style-type: none"> Visit Content Unit 9 for all the information <ul style="list-style-type: none"> Harold Kerzner book – Chapter 10 PowerPoint- PowerPoint slide Chapter 10 Visit “Additional material” folder where additional material related to this chapter may be posted.
Unit 10	<ul style="list-style-type: none"> Chapter 19: Contracts and Procurement 	<ul style="list-style-type: none"> Visit Content Unit 10 for all the information <ul style="list-style-type: none"> Harold Kerzner book – Chapter 19 PowerPoint- PowerPoint slide Chapter 19 Visit “Additional material” folder where additional material related to this chapter may be posted.

IX. COURSE REQUIREMENTS

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

1. Class meetings:

This course is online. However face-to-face meeting time will be set upon discussing suitable time with all students once the course is started. Also I will be made myself available on virtual classroom (please go to Communication → COLLABORATION → Virtual Classroom and/or Chat on

BlackBoard) every Friday from 6:00 PM – 8:00 PM to discuss course related materials. This time is tentative and could be changed based upon class consensus once the semester is started.

2. 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, student's discussion must ADD value to the discussion board by:

- Critiquing posted discussion topics using information from the textbook and other sources, and using coherent arguments, or
- providing and explaining practical examples to strengthen the posted topic

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 to 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.**

3. 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. Also students are expected to search and read related material from the Internet to increase their level of understanding for the topic under discussion.

4. 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 the BlackBoard, including the use of mailing lists, Digital Dropbox, 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 website of the textbook hosted by the publisher and other related websites. The professor may also send you email updates requiring you to 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 2007.** You are expected to be competent in the use of Microsoft Office Professional 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.
- **Microsoft Project 2007**: You are expected to learn and use Microsoft Project software as part of course requirement. On Blackboard, you will find links to sites that give some online training in Microsoft Project. You are expected to visit and view all related videos.

5. 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 620-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. In addition to this, you can also visit my office during my office hours if you are around.

6. Homework Assignments

Homework assignments **MUST** be done individually. Assignments consist of analysis questions/problem solvings/case analysis and research article analysis. Your answers **MUST** be typed and formatted properly using Microsoft Word. Please make sure to use your own words for the answers. **Plagiarized content is unacceptable and will result in a zero point for your case assignment.** Please see more details about plagiarism in section 9.

Students’ answers for homework assignments are evaluated based on five major criteria:

- **Directness and Adequacy:** You **MUST** answer directly and adequately to the questions
- **Justification:** You **MUST** justify your answers with your own rationales, information from the case, or information from external sources.
- **Relation to chapter:** You **MUST** relate concepts, models, or frameworks introduced in the chapter to the case answers.
- **Originality:** You **MUST** provide original answers using your own words and justification. You **MUST** provide proper citation if you use other’s works.
- **Good writing:** You **MUST** provide a coherent writing with minimal grammatical errors and typos.

7. Exams

There will be two exams for this course i.e., midterm and final. Exams may include multiple choice, problem solving, and case studies. You must take each examination on the date and time scheduled. No make up exams will be given unless under extenuating circumstances. Prior instructor approval is required. If you fail to submit an exam on time, you will receive a ZERO on the exam.

8. Checking scores on Blackboard

Once the grades/scores are posted on the blackboard, you will have three days to review and report any concerns. After that, no change of grades/scores 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 return your graded homework with my comments. I may post the suggested solution for assignments. In that case you can compare our answers with the posted solutions before sending notes to me.

9. 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. At the time of issuing an "I" grade, student must have an average of grade "C" in the course.

10. 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. Please visit the Georgetown University web site (<http://www.georgetown.edu/honor/plagiarism.html>) for plagiarism discussions. 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*

X. 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 may 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 format of the class may include lectures, videos, class discussions, case studies, quizzes, and exams.

XI. BIBLIOGRAPHY

1. Successful Project Management by Jack Gido, James P. Clements (Author), ISBN-10: 0324224281
2. Effective Communications for Project Management by Ralph L. Kliem, ISBN-10: 1420062468
3. The Project Management Communications Toolkit by Carl L. Pritchard, ISBN-10: 1580537472
4. Project Procurement Management: Contracting, Subcontracting, Teaming by Quentin Fleming, ISBN-10: 0974391204
5. Human Factors in Project Management: Concepts, Tools, and Techniques for Inspiring Teamwork and Motivation by Zachary Wong, ISBN-10: 0787996297
6. Management of Project Procurement by Charles L. Huston, Brant Houston, ISBN: 0070305528
7. 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
8. PMP Project Management Professional Study Guide, 2006, Joseph Phillips, 2nd Edition, McGraw-Hill/Irwin
9. PMP: Project Management Professional Exam Study Guide, 2007, Kim Heldman, 4th edition, Sybex Publishers.