**Instructor:** Ronald E. Cross

**Office Number:** Engineering Research Building - Room 549

**Office Telephone Number:** 817-272-1728

**Email Address:** recross@uta.edu

**Office Hours:** Instructor –Monday, Wednesday & Friday, 11:00 am to 12:00 noon (other times by appointment)

Graduate Teaching Assistant (GTA) and office hours - will be identified by the end of the second week of class

**Section Information:** Information in this syllabus is relevant for all IE 4340 students.

**Time and Place of Class Meetings:** Tuesday & Thursday 9:30 am – 10:50 am,Woolf Hall Room 311

**Description of Course Content:** Develop and manage cross-disciplinary engineering design teams. Topics include: Understanding R&D organizations, teams and workgroups, job design, organizational effectiveness, and leading technical professionals. Prerequisites: Enrolled in the engineering professional program.

**Topics:**

* Project management tools, including requirements, work breakdown structures, schedules, task responsibility matrix, budgets, risk analysis, performance metrics.
* Working as an engineering professional in a knowledge driven organization, including linking engineering projects with organizational strategy, new approaches to project management such as agile, forming and managing knowledge driven teams, and engineering ethics.

**Student Learning Outcomes:**

* Students will be able to form, develop and manage an engineering design team.
* Students will gain project experience in real world applications.
* Students will gain insight into challenges facing practicing engineers.

**Required Textbooks and Other Course Materials:**

Textbook: *Engineering Project Management*, Mcgraw-Hill Education 2014 by Sammy G. Shina, Ph. D., P.E.

Other Reference materials posted on Blackboard

**Course Website:** Blackboard (<http://elearn.uta.edu>)

**Distance Education:** NA

**Blackboard Help:** Richard Zercher (zercher@uta.edu)

**GRADING**

A: 100-90, B: 89-80, C: 79-70, D: 69-60, F: 59-0 with points computed as follows.

Total Points System will be used where exams will be weighted more than individual assignments. Students not completing one or more of these requirements may receive an Incomplete grade (I) in the course. Your point total will be reduced for more than two unexcused absences as described below in the attendance policy. Students are expected to keep track of their performance throughout the semester and seek guidance from available sources (including the instructor) if their performance drops below satisfactory levels; see “Student Support Services,” below.

**EXAMINATIONS**

There will be three exams in the course. The third regular exam will be given during finals week. A comprehensive final examination is offered also during finals week. You may choose to take the optional comprehensive final in lieu of the regular exam III. If you choose to take the comprehensive exam its percentage may be substituted for any previous exam or missed exam (1 only -Exams I or II) and still count for exam III. Please note, if you elect to take the comprehensive final it will replace your lowest exam score regardless of whether it is lower or higher. See the lecture schedule for the dates. Examinations will be closed book and closed notes. Any class discussions, guest speaker presentation, and handouts in class or on the blackboard are testable content of this class.

**ASSIGNMENTS**

Assignments will be scheduled throughout the semester and will generally have research, writing, and/or oral presentation components.

**POP QUIZZES**

Pop quizzes may be given at various times during the semester to gauge your understanding of the lecture and reading materials.

**ACTIVE LEARNING**

Active learning exercises will be performed in class on a regular basis to help you better understand the topics being covered in the course. These exercises will typically be done in small groups. All students are expected to participate.

**GUEST SPEAKERS**

From time to time there may be an opportunity for an industry partner to speak as a guest lecturer in this class. If and when that does occur any content presented is testable material (for quizzes, exams, or homework).

**POLICIES**

1. **Academic Integrity –** Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code.

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule* 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University.

1. **Attendance –** You are expected to attend class on a regular basis. The TA will take role each class period during the first two weeks of class and provide a summary of attendance to the professor. Past the first two weeks attendance will not be taking.
	* Also with regards to attendance, you are still responsible for all class material and discussions held during class.
	* If it is not possible for you to attend class stay current on what is due and when by having a classmate take notes for you. Also check the Blackboard frequently (several times per week).
	* If you miss a class with an exam, quiz or homework assignment due please be advised there is no make up for any missed work (see also section 8 below for exceptions).
2. **Class BlackBoard** – You are responsible for checking the class’s blackboard several times during the week (once per day is recommended). I do make announcements from time to time and also post material to the blackboard that is relevant to the class. Please note I may make changes to the class schedule based upon the progress of the class and available of speakers. Although the class schedule is posted, changes may be made in class so make sure you are speaking to a classmate should you miss class.
3. **Accommodations –** Should you require accommodation based on disability, please see me in the privacy of my office as soon as possible but no later than January 26, 2016 to make appropriate arrangements. You must bring supporting documentation to the meeting.
4. **Electronic communication –** The University of Texas at Arlington has adopted the University “MavMail” address as the sole official means of communication with students. MavMail is used to remind students of important deadlines, advertise events and activities, and permit the University to conduct official transactions exclusively by electronic means. For example, important information concerning registration, financial aid, payment of bills, and graduation are now sent to students through the MavMail system. All students are assigned a MavMail account. Students are responsible for checking their MavMail regularly. Information about activating and using MavMail is available at <http://www.uta.edu/oit/email/>.
	* Please make sure you include in the Subject of the email the class number and section. I will not answer emails that do not have this in the subject line.
	* Always include your student identification number in any communication. This allows me to quickly locate your files.
5. **Grade Grievances:** Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current University Catalog.

For undergraduate courses, see: <http://catalog.uta.edu/academicregulations/grades/#undergraduatetext>;

For graduate courses, see:

<http://catalog.uta.edu/academicregulations/grades/#graduatetext>.

1. **Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see

their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://wweb.uta.edu/aao/fao/>).

1. **Make-up work –** Late homework will not be accepted and cannot be made up. No make up exam (see information on comprehensive exam above as the exception) or quiz will be given. If the student misses an exam he or she may elect to take the comprehensive exam to replace the missed exam (Exam I or II).
2. **Preparation for class –** You are expected to read the appropriate sections of the textbook and supplemental material prior to each class and/or lab session. It is recommended that you dedicate 3 hours of study and preparation time for this class for each class credit hour. Since this is a 3 credit class this means at least 9 hours per week should be dedicated to this class outside the class room.
3. **Student feedback –** You will be asked to complete an online Student Feedback Survey (SFS) about the course and how it was taught. Instructions on how to access the SFS system will be sent to you through MavMail approximately ten days before the end of the term. UT Arlington’s efforts to solicit, gather, tabulate, and publish student feedback data is required by state law; your participation in the SFS program is voluntary.
4. **Student support services –** UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their studies. These resources include tutoring, personal counseling, and federally funded programs. For individualized referrals to resources, students may contact the Maverick Resource Hotline at 817-272-6107 or visit

[www.uta.edu/resources](http://www.uta.edu/resources) for more information. Engineering Student Services, 242 Nedderman Hall, is another resource for guidance on academic and career questions.

1. **Cell phones and wireless devices** – The use of cell phones during class times is ***not allowed*** except for in case of emergencies; place all phones in silent mode. The use of tablets or laptops to view course materials is permitted.
2. **Disability Accommodations:** UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

**The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364.

**Counseling and Psychological Services, (CAPS)** [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671.

Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

1. **Title IX** – The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit[*uta.edu/eos*](http://www.uta.edu/hr/eos/index.php)*.* For information regarding Title IX, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX)
2. **Assignments** – All assignments must have the Student’s full name, ID #, Date and Name of the assignment on 4 lines in the upper left hand corner. This is required for all homework that does not have an official title page. Two points will be counted off if you do not do this on the assignment. Example:

Ronald E. Cross

ID # 123456789

1/26/2015

HmWK Assignment #1

1. **Verbal and Written Communication** – One of the many purposes of this class is to prepare you for a career as a professional engineer working in a corporate environment. You will come to know that as such you represent not only yourself but the corporation for which you work. It is of significant importance that you communicate well verbally and in written forms. Your career success may very well depend on these and other “soft-skill” areas. We will address both of these in class, but please know with the tools available to the student today poorly thought out and written assignments not representative of this level of academic achievement will be graded as such.

**Emergency Exit Procedures:** Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities. ([http://www.uta.edu/police/Evacuation Procedures.pdf](http://www.uta.edu/police/Evacuation%20Procedures.pdf))

**Student Support Services**:UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/universitycollege/resources/index.php

**The English Writing Center (411LIBR)**: Hours are 9 am to 8 pm Mondays-Thursdays, 9 am to 3 pm Fridays and Noon to 5 pm Saturdays and Sundays. Walk In ***Quick Hits*** sessions during all open hours Mon-Thurs. Register and make appointments online at [http://uta.mywconline.com](http://uta.mywconline.com/). Classroom Visits, Workshops, and advanced services for graduate students and faculty are also available. Please see [www.uta.edu/owl](http://www.uta.edu/owl) for detailed information.

**Emergency Phone Numbers**: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911. Non-emergency number 817-272-3381

**Other Pertinent/Helpful Information**

Library Home Page <http://www.uta.edu/library>

Subject Guides <http://libguides.uta.edu>

Subject Librarians <http://www.uta.edu/library/help/subject-librarians.php>

Course Reserves <http://pulse.uta.edu/vwebv/enterCourseReserve.do>

Library Tutorials <http://www.uta.edu/library/help/tutorials.php>

Connecting from Off- Campus <http://libguides.uta.edu/offcampus>

Ask A Librarian [http://ask.uta.edu](http://ask.uta.edu/)

**Course Schedule**

“*As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – Ronald E. Cross.”*

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|  |  | **Spring 2016: IE4340 - Project Management** |   |
| **Date** | **Wk #** | **Content** | **Assignments/Comment** |
| **1/19/16** | **WK1** | Introduction and Course Overview |   |
| **1/21/16** |  | P2T3 A Framework of Understanding |   |
| **1/26/16** | **Wk2** | Introduction to Program Management, Writing Center Tutorial | Review of Student Projects |
| **1/28/16** |  | Chapter 1 - Project Life Cycle & Historical Development of PM |   |
| **2/2/16** | **Wk3** | Chapter 2 - Product & Project Perspectives |   |
| **2/4/16** |  | Chapter 2 - Product & Project Perspectives | Sign-up of Teams for Student Projects |
| **2/9/16** | **Wk4** | Chapter 3 - Project Inception: Benchmarking, IP and VoC |   |
| **2/11/16** |  | Chapter 3 - Project Inception: Benchmarking, IP and VoC |   |
| **2/16/16** | **Wk5** | Chapter 4 - Voice of the Customer Case Study |   |
| **2/18/16** |  | Chapter 4 - Voice of the Customer Case Study |   |
| **2/23/16** | **Wk6** | **Exam I** |   |
| **2/25/16** |  | Review of Exam 1 Results, Start Chapter 5 | Case Study #1 - Ethics |
| **3/1/16** | **Wk7** | Chapter 5 - Project Justification, Financial Aspects, and ROI |   |
| **3/3/16** |  | Chapter 5 - Project Justification, Financial Aspects, and ROI |   |
| **3/8/16** | **Wk8** | Chapter 6 - Make or Buy: Subcontracting and Managing the Supply Chain |   |
| **3/10/16** |  | Chapter 6 - Make or Buy: Subcontracting and Managing the Supply Chain |   |
| **3/15/16** | **Wk9** | Spring Break |   |
| **3/17/16** |  | Spring Break |   |
| **3/22/16** | **Wk10** | Chapter 7 - Engineering Project Planning and Execution | Case Study #2 - Make versus Buy |
| **3/24/16** |  | Chapter 7 - Engineering Project Planning and Execution |   |
| **3/29/16** | **Wk11** | Chapter 8 - Engineering Project Phases, Control, Communications, Leadership, and Risk Assessment |   |
| **3/31/16** |  | Chapter 8 - Engineering Project Phases, Control, Communications, Leadership, and Risk Assessment |   |
| **4/5/16** | **Wk12** | **Exam II** |   |
| **4/7/16** |  | Review of Exam 2 Results, Start Chapter 9 |   |
| **4/12/16** | **Wk13** | Chapter 9 - Project Monitoring and Control Case Study | Case Study #3 - Risk Assessment |
| **4/14/16** |  | Chapter 9 - Project Monitoring and Control Case Study |   |
| **4/19/16** | **Wk14** | Chapter 10 - Engineering Project Communications |   |
| **4/21/16** |  | Chpater 10 - Engineering Project Communications, Presentations |   |
| **4/26/16** | **Wk15** | Chapter 11 - Building and Managing Teams, Presentations | Study Projects Due |
| **4/28/16** |  | Chapter 11 - Building and Managing Teams, Presentations |   |
| **5/3/16** | **Wk16** | Presentations | Case Study #4 - Building a Team |
| **5/5/16** |  | Presentations, Wrap Up and Comp Exam Review |   |
| **12-May** | **Wk17** | **Exam III or Comprehensive Final**, Thursday from 8:00am to 10:30am, same classroom |   |