INSY 5373 / OPMA 3310 / OPMA 5364: Project Management (Combined Sections)
Summer 2016 Syllabus

Instructor:	Randy Napier**,** Ph.D.
Office Number:	COBA 517
Office Telephone:	817-272-3502 **(**Please don't use voice mail; use e-mail instead.)

E-mail:	rnapier@uta.edu
Faculty Profile:	https://mavspace.uta.edu/people/r/rn/rnapier/Web/rnwebcode.html
Office Hours:	Monday 4:00pm-5:00pm or By Appointment.

Course Number:	INSY 5373 / OPMA 3310 / OPMA 5364
Course Title:	Project Management
Course Section #:	001 (Combined Sections)
Class Meetings:	COBA 245E Monday & Wednesday 8:00pm-10:20pm

Description of Course Content—INSY 5373: This course introduces students to the concepts and practices of project management and their importance to improving the success of information technology projects. Distinct aspects or characteristics of IT projects that cause these projects to behave differently in the corporate world from other/non-technical projects will be discussed.

Description of Course Content—OPMA 3310/5364: This course covers concepts and issues important in effectively managing projects. Topics include project selection, project planning, negotiation, budgeting, scheduling, resource allocation, project control, project auditing, and project termination.

Student Learning Outcomes—INSY 5373: Students will be able to demonstrate knowledge, ability, and proficiency in the following tasks:

- Describe the key competencies of a project manager.
- Identify the key components of a project and elaborate these in plan documentation.
- Discuss available cost and effort estimation techniques and their appropriate application.
- Develop a work breakdown structure, project schedule, and identify key milestones.
- Describe risk management activities and define the components of a risk management plan.
- Track project progress by monitoring compliance of the team and software metrics.
- Apply key decisions in selecting a development life cycle and defining the accompanying documentation.
- Discuss the issues facing software development project success and suggest management techniques to address these issues.

Student Learning Outcomes—OPMA 3310/5364: Students will be able to demonstrate knowledge, ability, and proficiency in the following tasks:

- Describe and apply the concepts, techniques, and decision tools available to project managers.
- Understand and explain the importance of work breakdown structures and networks in planning, scheduling, and controlling projects.
- Demonstrate awareness of potential conflicts and problems that can occur on projects.
- Identify appropriate behavior for successfully managing a project.
- Understand and apply a framework for computer-based information systems that are useful for managing projects.
- Explain significant differences between project management and functional management.

Required Textbooks and Other Course Materials:

A. The official text for this course is the e-book version of *Project Management: The Managerial Process, 6th Edition.* Larson and Gray, McGraw-Hill-Irwin. This e-book is included with the Connect 1-Semester Access Card, which is ISBN 9780077818395 / 0077818393.

   E-book readings, homework, and practice assignments will be viewed by the instructor and graded through McGraw-Hill's Connect online content platform—so the online access license is required. Students can purchase this from the UTA Book Store, or directly from the McGraw-Hill web site:

   http://www.mheducation.com/highered/home-guest.html.

   Instructions for linking to the online course portal will be provided at the start of the semester.

   Students interested in acquiring a hard copy of the text (which is optional, not required) can purchase ISBN 978-0-07-809659-4 from the publisher or from an independent source such as Amazon.com.

B. Microsoft Office Project 2010. A link to download this software will be provided via e-mail after the start of the semester.

C. Students may also be required to purchase case studies, user licenses for in-class simulations, or other supplemental materials. Additional suggested readings will be posted in Blackboard and/or made available from the UTA Library.

D. Students expecting to pursue a career in project management should invest in the Project Management Body of Knowledge (PMBOK), 5th edition. This is available from the Project Management Institute web site (www.pmi.org) or from independent sources such as Amazon.com.

INSY 5373 / OPMA 3310 / OPMA 5364: Project Management (Combined Sections)
Summer 2016 Syllabus

What's New / What You Should Know About This Course Section:

1. This is a combined-section course that will be useful to students majoring in INSY, OPMA, and other disciplines at the graduate and undergraduate level.

2. As this syllabus is being written there are over 120 students registered for the course. Students should come to each class meeting fully prepared for classroom discussion to avoid making 100+ people wait through awkward silence when you are asked to discuss or present a topic in class.

3. This course <u>does not</u> use SAP University Alliances curriculum materials, and for that reason cannot be counted toward the SAP Student Recognition Award.

4. This course includes a team research project that will involve an original team research paper and a team presentation to the class. The team project assignments will include elements that have not previously been used in this course. Details for each section will be provided in a Team Project Assignment Document that will be posted in the Blackboard course portal. A separate list of research topics will be assigned to each section (INSY graduate, OPMA undergraduate, and OPMA graduate).

5. The team research presentations are an important part of the learning experience in this course. With that in mind, students should attend and take notes during all team presentations. The course examinations will include questions on (a) the content of team presentations, (b) question and answer discussions that follow each team presentation, and (c) the instructor's summary and wrap-up comments that follow each team presentation.

Descriptions of Major Assignments and Examinations: The full course grade will be determined as follows:

Component	Points Possible
Exam 1 (Mid-term)	100
Exam 2 (Comprehensive final)	100
Homework & MS Project Assignments	100
Textbook Reading/Quizzes	100
Team Project Plan Deliverable	100
Team Research Paper/Presentation	100
Total Possible	600

Detailed specifications regarding requirements and grading standards will be posted in the Blackboard course portal.

Grading: Points earned and accumulated will be used in the following grade calculation:

Points Earned	Letter Grade
540-600	A
480-539	B
420-479	C
360-419	D
359 and Below	F

Grades are earned on the basis of performance, not given on the basis of effort or need. Your grade represents your performance in this course, not your potential as a student or as a human. If you feel an error has been made in the calculation of your grade, you may contact the instructor via e-mail. Grades are otherwise non-negotiable.

Blackboard Course Portal: Blackboard is the online content management utility for courses at UTA. Course announcements, assignment instructions, and assessments will be available on the Blackboard portal for this class. Each student is responsible for establishing access to the Blackboard course portal, for activating utilities such as the Respondus Lockdown Browser as needed, and for contacting the UTA Help Desk as needed to resolve any technical problems with Blackboard.

Detailed instructions for individual and team assignments will be posted in the Blackboard course portal. Homework/quiz assignments, and possibly some exams, may also be completed in Blackboard. Students should use Mozilla Firefox or Microsoft Internet Explorer as the browser for any Blackboard work; the Google Chrome browser is not supported. Students should use the Blackboard portal to initiate any e-mail communication with the Instructor, as this will cause your course number and section number to be displayed in the subject line of the e-mail message.

Course Schedule and Due Dates: Examinations, assignments, and due dates are presented in the Course Schedule below. The instructor reserves the right to modify the Course Schedule, course content, and point values associated with graded components as needed in response to events that occur during the semester. Any such changes will be discussed during class meetings. It is the student's responsibility to be aware of these changes.

INSY 5373 / OPMA 3310 / OPMA 5364: Project Management (Combined Sections)
Summer 2016 Syllabus

Meeting #	Day	Date	Topic	Readings	Assignments Due
1	Mon	6/6	Course Intro and Rules of Engagement Modern Project Management Project Management Career Paths Case Study: A Day in the Life	Course Syllabus Chapter 1 Chapter 18 Pg 21-23	
2	Wed	6/8	Form Project Teams Org Strategy and Project Selection Case Study: Hector Gaming Company Introduce MS Project Organization Structure and Culture	Chapter 2 & App 2.1 Pg 55-56 Chapter 3	Personal Profile Questionnaire <u>Assignment 1</u>: Ch 2 Ex 2, 4, 5, 6, 7 Ch 3 Ex 2, 6
3	Mon	6/13	Case Study: Moss & McAdams Acctg Firm Defining the Project Case Study: Manchester United Soccer Club	Pg 94-96 Chapter 4 Pg 126-127	<u>Assignment 2</u>: Ch 4 Ex 1, 4, 5, 7, 9 MS Project Tutorials 1-3
4	Wed	6/15	Estimating Project Time and Costs Sharp Printing, AG Case Developing a Project Plan	Chapter 5 & App 5.1 Pg 153-154 Chapter 6	<u>Assignment 3</u>: Ch 5 Ex 2, 3, 4 Appendix 5.1 Ex 1
5	Mon	6/20	Developing a Project Plan Case Study: Advantage Energy Technology	Chapter 6 Pg 200-202	Team Project Plan 11:59pm <u>Assignment 4</u>: Ch 6 Ex 4, 6, 8 MS Project Tutorials 4-12
6	Wed	6/22	Managing Risk Case Study: Alaska Fly-Fishing Expedition Case Study: Advantage Energy Tech Part B	Chapter 7 & App 7.1 Pg 231-232 Pg 245-248	<u>Assignment 5</u>: Ch 7 Ex 3 Appendix 7.1 Ex 2, 3
7	Mon	6/27	Scheduling Resources and Costs Case Study: Power Train Ltd. Midterm Exam Review	Chapter 8 & App 8.1 Pg 291-293	<u>Assignment 6</u>: Ch 8 Ex 2, 5, 8, 9, 11, 12 MS Project Tutorials 13-17
8	Wed	6/29	Exam 1 Midterm / Chapters 1-8, 18		
N/A	Mon	7/4	** No Class Meeting--July 4 Holiday **		
9	Wed	7/6	Reducing Project Duration Case Study: Nightingale Project A & B Case Study: The "Now" Wedding A & B Team Project Presentations	Chapter 9 Pg 333-335 Pg 335-337	Team Research Papers 11:59pm <u>Assignment 7</u>: Ch 9 Ex 3, 4, 6, 7 MS Project Tutorials 18-24
10	Mon	7/11	Leadership: Being an Effective Project Mgr Case Study: Tom Bray Managing Project Teams Case Study: Ajax Project Team Project Presentations	Chapter 10 Pg 371-372 Chapter 11 Pg 412-413	<u>Assignment 8</u>: Ch 10 Ex 3, 5 Ch 11 Ex 2
11	Wed	7/13	Outsourcing: Managing Interorg Relations Case Study: Acctg Software Installation Case Study: Buxton Hall International Projects Case Study: AMEX Hungary Team Project Presentations	Chapter 12 & App 12.1 Pg 444-445 Pg 445-448 Chapter 15 Pg 569-571	<u>Assignment 9</u>: MS Project Tutorials 25-31
12	Mon	7/18	Progress & Performance Measurement/Eval Case Study: Tree Trimming Project Project Closure Case Study: Maximum Megahertz Project Team Project Presentations	Ch 13; App 13.1-13.2 Pg 499 Chapter 14 Pg 536	<u>Assignment 10</u>: Ch 13 Ex 3, 5, 6, 7 Appendix 13.1 Ex 2 Ch 14 Ex 2
13	Wed	7/20	Oversight Case Study: Don't Tell What You've Done Team Project Presentations ** Last Day to Drop Classes: July 20 **	Chapter 16 Pg 588-589	
14	Mon	7/25	Agile Project Management Case Study: Introducing Scrum P2P A & B Team Project Presentations	Chapter 17 Pg 609-613	
15	Wed	7/27	Final Exam Review		
16	Mon	8/1	Final Exam 8:00pm-10:20pm		

Assignment Deadlines and Late Submissions: Homework/quiz assignments and group project deliverables are due to be submitted in Blackboard by 11:59pm Central time on the due date specified in this Syllabus, in the Blackboard course portal, or announced in class.

Late submission of homework/quiz assignments will not be accepted. Points will be deducted if these are submitted in a form other than the specified electronic format (i.e., via e-mail). Late submission of group project deliverables will result in a penalty of 10% of the total available points for each day after the specified due date.

Make-Up Exams: Make-up exams are generally not available in this course. Exceptions will be applied to special circumstances such as (a) conflicts with participation in University-sponsored events, or (b) military service obligations.

In those rare cases, the conflict must be communicated to the Instructor via UTA e-mail in advance of the time slot scheduled for the exam. At the Instructor's discretion, the make-up mechanism may be (a) double-counting the number of points earned on the next scheduled exam, (b) a different exam from the one administered on the scheduled date, or (c) an individual case study or research paper assignment.

Documentation of circumstances requiring a make-up exam will be required, and misrepresenting such circumstances is a violation of the University's Academic Integrity policy.

Expectations for Out-of-Class Study: A general rule of thumb at UTA is that for every credit hour earned, a student should spend 3 hours per week working outside of class in a 16-week Fall or Spring semester course. Hence, a 3-credit course would have a minimum expectation of 9 hours of reading, study, etc. Accordingly, in addition to the time required to attend each class meeting, students enrolled in this 3-credit course should expect to spend an average of at least 9 hours per week of their own time in course-related activities. This would include reading the required materials, completing assignments, preparing for exams, working on team projects, etc.

The weekly time requirements detailed above are necessarily **doubled** for courses presented in an 8-week format.

Attendance Policy: At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, I have established the policies set out here for attendance policy and class participation credit.

Regular class attendance is an absolute necessity for success in this course. If you must miss class for any reason, you are responsible for the material you missed and will need to work with your classmates (not the instructor) to obtain class notes and otherwise determine what you missed. Any class attendance and lateness policies introduced in this class include by reference all provisions for grade adjustment or drop policies included in the applicable Graduate or Undergraduate Catalog in effect at the start of the semester. No student will be dropped from the class rolls for never attending class or for accumulating excess absences.

You should be advised that exams in this course routinely include material on which you can gain working knowledge only through class attendance. Examples include in-class discussion of case studies, team research presentations, and practice problem solutions demonstrated by the instructor during class meetings.

Class Participation Credit: Your class participation is a significant element of the learning experience in this course.

You are presumed to be participating at a satisfactory level if you are able to (a) contribute in a positive way to class discussion voluntarily or when called upon by the instructor, (b) contribute to in-class team exercises dealing with textbook discussion questions, case studies, enterprise resource planning application exercises, or other assigned readings, and (c) contribute effectively to team research assignments and presentations.

When your team is called on to participate in an in-class exercise, negative grade adjustments may be applied if you are absent, ineffective, or unprepared.

Work outside of class: Exams and homework/quiz assignments are to be completed by each student individually. You are not to collaborate with (or receive assistance from) anyone else on these assignments.

Laptops and other electronic devices: Use of these devices in the classroom is acceptable as long as the use of these devices does not distract students or the instructor in any way. The instructor reserves the right to designate the classroom as an electronic device-free zone at any time.

Classroom behavior: Students in this class will likely come from a variety of cultures and educational backgrounds. Although standards for classroom conduct vary across cultures, we will conform to expectations that are common in higher education in the U.S. Unless the instructor *specifically* says otherwise, during classroom sessions students should abide by the following policy: If you're not talking with the instructor, you should not be talking at all. Your participation in classroom discussion is required and assumed. Negative grade adjustments may be applied if you fail or refuse to participate in classroom discussions, behave in a way that disrupts the class, or leave the classroom early without consulting the instructor.

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/).

Americans with Disabilities Act: The University of Texas at 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). 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 that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. 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 or by calling the Office for Students with Disabilities at (817) 272-3364.

Title IX: The University of Texas at Arlington is committed to upholding U.S. Federal Law "Title IX" such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit www.uta.edu/titleIX.

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.

Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php.

Student Feedback Survey: At the end of each term, students enrolled in classes categorized as "lecture," "seminar," or "laboratory" shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback enters the SFS database anonymously and is aggregated with that of other students

enrolled in the course. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit http://www.uta.edu/sfs.

Final Review Week: A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

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, which is at a location to be discussed in our first class meeting. 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.

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 www.uta.edu/resources.

The English Writing Center in the UTA Central Library (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 are available during all open hours Mon-Thurs. You can register and make appointments online at http://uta.mywconline.com. Classroom Visits, Workshops, and advanced services for graduate students and faculty are also available. Please see www.uta.edu/owl for detailed information.

Other Library Resource 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
Database List	http://www.uta.edu/library/databases/index.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

The following URL houses a page where we have gathered many commonly used resources needed by students in online courses: http://www.uta.edu/library/services/distance.php.

The subject librarian for your area can work with you to build a customized course page to support your class if you wish. For examples, visit http://libguides.uta.edu/os and http://libguides.uta.edu/pols2311fm .

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

The UT Arlington Police Department is available to escort students and faculty members from buildings on the campus to designated parking areas on request.