

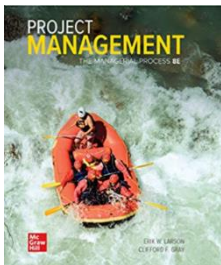
The University of North Carolina at Greensboro  
Joseph M. Bryan School of Business and Economics  
Course Syllabus – Spring 2023

COURSE NUMBER: ISM/SCM 678-01 (On Campus) Wednesdays  
COURSE TITLE: **Project Management for Dynamic Environments**  
CREDITS: 3

**PREREQUISITES/COREQUISITES:** Admission to MSITM or PB SCM Program or MBA 701 or another approved program.

**FOR WHOM PLANNED:** Required course for MSITM Students and an elective course for MBA and Post Baccalaureate Certificates offered by the ISSCM Department.

**TEXTBOOK:**



*Project Management: The Managerial Process*, Erik W. Larson, Clifford F. Gray, Oregon State University. Eighth edition. New York, NY: McGraw-Hill Education.

ISBN 978-1-260-23886-0 (bound edition)  
ISBN 978-1-260-73615-1 (loose-leaf edition)

**INSTRUCTOR INFORMATION:**

Robert B. Smith, FACHE, CMC, PMP, CSM  
Cone Health Enterprise Portfolio Management Office Director  
UNCG Lecturer  
Email: [rbsmith6@uncg.edu](mailto:rbsmith6@uncg.edu)

As a certified PMP leader with Cone Health, Robert Smith delivers programs and projects at the enterprise level. He is Board Certified in Healthcare Management by the American College of Healthcare Executives. Robert is also a Certified Management Coach with Coach Academy International. He is the Board President of the Ronald McDonald House Charities of the Piedmont Triad. Every summer, he directs the Civil Air Patrol's National Cadet Officer School at Maxwell Air Force Base in Montgomery, Alabama. Robert has degrees in education, mathematics, and computer science. He often lectures with the graduate and undergraduate programs at UNCG. Robert is a leader who connects expertise with empathy to deliver outstanding results.

**CATALOG DESCRIPTION:**

Modern methods of defining, planning, and executing large IT and other projects. Computer software and network modeling are used to support the efficient scheduling of interdependent activities. It deals with best practices that enable successful implementation of and excellence in project management. It examines broader issues covering multi-project or program management, strategies, methodologies, risk management, project management office (PMO), project management excellence models, project maturity models, international projects, and top executive views on project management.

**STUDENT LEARNING OUTCOMES:**

At the end of the course, students should be able:

1. To **justify and explain** project selection and **relate** project selection to the organization's mission, goals, strategies, and overall project portfolio and program management.
2. To **create** project plans, budgets, scope statements, and **devise** monitoring and control mechanisms for achieving project goals and objectives.
3. To **analyze** and **evaluate** project risks and the appropriateness of mitigation strategies
4. To **master** several basic project scheduling techniques, including WBS, CPM, PERT, GANTT CHARTS, and resource-constrained scheduling.
5. To **compare** and **contrast** different organizational work forms, conflict resolution techniques, and issues related to the staffing process, project leadership, task management, and project teams.
6. To **explore** how to set realistic and appropriate goals for a Project Management Office (PMO) and how to initiate and sustain a productive dialogue with senior management about the potential short-term and long-term impact of a PMO in organizations
7. To **appraise** and **apply** the related concepts of total quality management and lean techniques in the management of projects.
8. To **assess** the level of project management maturity within an organization.
9. To **evaluate** different project management methodologies and assess their effectiveness.
10. To **assess** different project management excellence models
11. To **master the use of Microsoft Project Software** (or other project management software) in performing various project management planning and scheduling tasks
12. To **analyze** project management decisions using appropriate information systems software such as Excel.

#### **PLACE AND TIME:**

Our scheduled "face-to-face" class sessions are **Wednesdays, 6:30 to 9:20 PM** Eastern Time, in the Bryan Building, room 111. This time slot minimizes conflicts with other courses offered by the ISSCM Department.

#### **APPOINTMENT TIME:**

You are encouraged to send an email message at [rbsmith6@uncg.edu](mailto:rbsmith6@uncg.edu) to discuss any problems or suggestions you may have with the course, careers, issues related to project management or things in general. Please let the instructor know in advance if you desire a Zoom conversation.

#### **TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:**

While students pursue this course of study asynchronously, your professor relies on your timely input and performance in this course. Students should expect web-based lectures, articles, reading materials, online discussions, case analyses, and hands-on development activities. Students should visit Canvas regularly to access the conceptual materials and timely participation in Canvas discussion threads. Threaded discussions (graded) occur through the Canvas Learning Management System and include both assigned and open forum questions.

The case analyses entail: (1) the selection of projects and assessment of project management risks and the development of mitigation strategies; (2) the evaluation of alternate contingency proposals; (3) the development of a complete project plan; and (4) the use of software tools as aids in project planning.

**It is your responsibility to communicate in advance with the professor if you anticipate missing assignments, exams, or other coursework.**

## EVALUATION AND GRADING:

The following criteria apply to the grading:

A-Level work exhibits these behaviors: Students' work reflects a profound understanding of the different aspects of project management as evidenced by case analysis submissions, assignments, Canvas discussions, and performance on the Final Exam. The student's work often incorporates outstanding features beyond average expectations.

B-Level students exhibit these behaviors: Students' work meets expectations and reflects a good understanding of the covered material. The student can integrate important project management concepts through the completion of assignments, case analyses, Final Exam, and Canvas discussions. The student's work often incorporates features of average expectations.

C-Level work (and below) exhibits these behaviors: Student's work is missing important expected components. The student does not actively contribute to the Canvas discussions. The student performs poorly on the Final Exam. The student's work often incorporates features of below-average expectations.

The course is graded based on the point system below. Canvas will track the students' points. A student's final grade depends on the following:

Project Selection Case (Battleground Plants & Shrubs)	40
Risk Analysis Case (JPace Construction Company)	50
Project Planning Case (Triad Pharmaceutical Products)	60
Threaded Discussions	45
Respondus Software Readiness Assessment	5
Final Exam	100
<b>Total</b>	<b>300</b>

**Final Grade Assignment:** A: 270-300, A-: 265-269; B+: 258-264; B: 245-257; B-: 237-244; C: 216-236; F: Below 236

Students will comply with the UNCG Honor Policy described on this web page:

<http://academicintegrity.uncg.edu/complete/>.

Except for your Canvas discussions, all submitted assignments must have your signature pledging that you have abided by the UNCG Academic Honor code. Presenting someone's work or part of someone's work as your own will result in penalties. Specifically, you will put this statement on the cover page of all assignments and add your signature:

**"I have not provided help to, nor received help from, anyone on this assignment. The material presented represents my own work."**

## ACCOMMODATION:

UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must connect with the Office of Accessibility Resources and Services (OARS) in 215 Elliott University Center, (336)334-5440, oars.uncg.edu.

## TOPICAL OUTLINE/CALENDAR:

To maximize your effectiveness in the course, you should follow this pacing (all times Eastern):

Week	Starts	Read	Turn in
1	Jan 11	Chapters 1 & 2	
Martin Luther King, Jr. Holiday on Jan 16			
2	Jan 18	Chapter 3	
3	Jan 25	Chapter 4	
4	Feb 1	Chapter 5	Project selection case due by 11:59 p.m. Feb 1
5	Feb 8	Chapter 6	
6	Feb 15	Chapter 7	
7	Mar 1	Chapters 8 & 9	Risk analysis case due by 11:59 p.m. Mar 1
Spring Break Mar 4-12			
9	Mar 15	Chapter 10	
10	Mar 22	Chapter 11	
11	Mar 29	Chapter 12	
12	Apr 5	Chapter 13	Project planning case due by 11:59 p.m. Apr 5
Spring Holiday on Apr 7			
13	Apr 12	Chapter 14	
14	Apr 19	Chapter 15	
15	Apr 26	Chapter 16	Respondus Software Readiness Assessment by 11:59 p.m. Apr 26
16	May 3		Final Exam due by 11:59 p.m. May 3

Note: Due dates are subject to change. Students will be notified via email or Canvas announcement.

### PROJECT SELECTION CASE:

You will take on the role of a project manager who was asked to evaluate four potential projects using discounted cash flow analysis and payback period analysis. Your output is a **detailed business report** that contains your analysis of the projects, along with your recommendations. Be prepared to show NPV, payback periods, and dependencies. Your analysis should be strong enough to allow the company's senior leaders to make an informed decision.

### RISK ANALYSIS CASE:

You will take on the role of a project manager with senior leaders anticipating disruptions to a construction project that could cause delays and unplanned costs. Your output is a **detailed risk analysis**. You will evaluate the different management countermeasures and recommend which proposal should be selected and **WHY**.

### PROJECT PLANNING CASE:

You will take on the role of a project manager assigned to guide a product to market effectively. Your output is a **complete project plan** that includes, but is not limited to, a WBS, network diagrams, Gantt Chart, and a resource loading graph. Your plan will also have a comparative analysis, a risk analysis, the project's goals and objectives, what is in and out of scope, stakeholder analysis, and project costs and duration.

## THREADED DISCUSSIONS:

Graduate students are leaders who understand what it means to construct a standard of personal contribution. You will be evaluated on the quality of your contribution in the online threaded discussions in Canvas. Your overall threaded discussion score will be based on how you analyze the situations being studied, the usefulness of the observations and suggestions you make, and your ability to articulate ideas with clarity and conviction. I will also evaluate the courteousness and curiosity you approach your classmates and instructor.

Each student is required to participate in the online threaded discussions. The goal of the threaded discussions is for us to learn from each other effectively and efficiently. *The best learning occurs when we collaborate and “move” as a team through the discussions, so please do not answer ahead of time or fall behind on the discussions that you are assigned.*

The threaded discussion has two components: an assigned portion and an elective portion.

### Assigned Portion

There is a group of “Threaded Discussion” questions listed on the Discussion Module in Canvas. Four (and sometimes more) of these questions are listed for each week of the semester on **Canvas**. Each student will be assigned **six questions** from the list over the entire semester, and each student is required to post a response to the assigned questions for the specific weeks. We will also discuss these questions in class, so come to the class prepared. The assignment for each student will be posted on Canvas under the Discussion folder after The Registrar’s office finalizes spring enrollments.

All responses (your postings) for the week must be posted by 11 p.m. on the **Sunday of that week**. **Late postings will receive zero points. This is because your colleagues are not likely to read postings made long after the class has moved on to another topic.** Each posting should be a meaningful discussion of the original question and should be at least two paragraphs long (but not more than half of one page). A one-sentence paragraph does not count. You may draw on any references and work experience to justify your posting. Each posting is worth 5 points. Grading will be based **on the depth of posting, ability to integrate concepts, and the extent to which the posting goes beyond the obvious**. It is recommended that you read other postings made by your colleagues on the topic before posting your own. We want to minimize unnecessary repetitions. Also, **merely repeating lecture notes, textbook materials, or what others have already posted will earn minimal points.** Next to the posting, identify your post with Assigned 1, Assigned 2, etc.

### Elective Portion

Please read these instructions carefully! In addition to the six assigned questions mentioned above, each student **is required to make three additional postings on three different weeks**; during the weeks that the student **does not** have an assigned posting. In other words, you cannot make a posting to a question already assigned to you in a particular week. Also, you cannot make **more than one self-selected posting in any one week**. The “self-selected” option means you choose the discussion question you want to respond to for that week (among the ones assigned to other students). Your posting can be an additional insight, new perspectives, or counter-arguments on postings by other students **during that week**. The self-selected posting has to be on a topic under discussion during that week. It cannot be on a topic from previous weeks. You should mark your posting that falls into this category as “self-selected response 1, 2, or 3”. Each of those postings is worth 5 points.

## **RESPONDUS SOFTWARE READINESS ASSESSMENT:**

Part of your final Exam requires the LockDown Respondus Browser. The readiness assessment allows us to practice installing and using this software before the actual Exam. Watch this video to get a basic understanding of the LockDown Browser:

<https://www.respondus.com/products/lockdown-browser/student-movie.shtml>

## **FINAL EXAM:**

The Final Exam is online in Canvas, and available starting at 12:01 a.m. on Apr 29 and closes at 11:59 p.m. on May 1. Students who cannot meet these dates should notify the professor in advance. The Exam has two parts (A and B):

- Part A is timed for 80 minutes, worth 30 points, and involves multiple choice questions. Part A requires the Respondus Lockdown Browser.
- Part B is timed for 100 minutes, worth 70 points, and involves two detailed questions where Microsoft Project, Word, and Excel are appropriate. Part B will not use the Respondus Lockdown Browser.

Each part of the Final Exam must be completed at one sitting once you open the Exam. However, you can complete each part on different days the Exam is available. You can take breaks during each Exam, but your clock will be running.

Additional details on the Exam are in Canvas. Please make any necessary arrangements with your work or family requirements to be available during this period since the Final Exam will not be rescheduled.

## **ACADEMIC INTEGRITY POLICY:**

Students are responsible for becoming familiar with the Academic Integrity Policy in all its aspects and indicating their knowledge and acceptance of the Policy by signing the Academic Integrity pledge on all major work submitted for the course. Specific information on the Academic Integrity Policy may be found on the UNCG website at <http://academicintegrity.uncg.edu>

## **ATTENDANCE POLICY:**

Since this is an online class, no physical classroom attendance is required. The student's responsibility is to stay on track with readings, class discussions, assignments, and due dates.

## **FACULTY-STUDENT GUIDELINES:**

The faculty and students in the course will adhere to the faculty-student guidelines stated on the following web page:

<https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf>

## **ADDITIONAL REQUIREMENTS:**

Students should check their UNCG email and the Canvas course link regularly. The instructor will send email updates or add new information on Canvas on an ongoing basis. Each student is responsible for any information or announcements contained in the email messages or updates on Canvas.