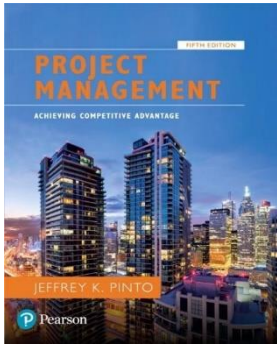


The University of North Carolina at Greensboro  
Joseph M. Bryan School of Business and Economics  
Course Syllabus – Fall 2023

COURSE NUMBER: SCM 304-01 Online  
COURSE TITLE: **Managing and Organizing Projects**  
CREDITS: 3

**TEXTBOOK:**



*Project Management: Achieving Competitive Advantage*, Jeffrey Pinto, Fifth Edition, New York, NY: Pearson Publishing.

ISBN 978-013-473033-2 (bound edition)

ISBN 978-013-747725-8 (electronic edition)

**INSTRUCTOR INFORMATION:**

Robert B. Smith, FACHE, CMC, PMP, CSM  
Cone Health Enterprise Portfolio Management Office Director  
UNCG Professional Faculty  
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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:**

An introduction to modern methods for defining, planning, managing, and controlling large projects. Computer software and network modeling are used to support the efficient scheduling of interdependent activities.

**PREREQUISITES:**

Major in ACCT, BADM, CARS, ECON, ENTR, FINC, HTMT, INTB, ISSC, or MKTG.

**INTRODUCTION:**

Project Management deals with seeking new methods of planning, organizing, and controlling non-routine tasks. The management of a project differs in several ways from the management of a typical

enterprise. The goal of a project team is to accomplish its prescribed mission and then disband, though this is easier said than done. Project Management has been around for some time. However, it has recently become more important because of the shifting emphasis on teams in accomplishing tasks. Some of the better-known examples of tasks accomplished using project management techniques are:

- The construction of the Egyptian pyramids
- The Manhattan Project
- The construction of the UNCG School of Nursing Building
- The installation of an ERP software at Syngenta
- The construction of the UNCG Lee Street Connector

This course covers some of the basic concepts related to managing projects in organizations.

### **COURSE LEARNING OBJECTIVES:**

- To understand the elementary concepts of project planning and organization, budgeting and control, and project life cycles.
- To learn concepts related to an organizational workflow, including the staffing process, project planning elements, and the project plan contents.
- To master several basic project scheduling techniques, including WBS, CPM, PERT, simulation, and resource-constrained scheduling.
- To understand the related concepts of organizational forms, conflict resolution, and leadership and task management issues in a project environment.
- To learn the basics of using project management software in some project management activities.
- To improve written and oral communication skills through formal writing assignments and group discussions.

### **PLACE AND TIME:**

There are no “face-to-face” class sessions as this is an online course. However, interactive sessions via Microsoft Teams are on **Tuesdays, 7:30 p.m. – 8:30 p.m. Eastern**. Please note that attendance at these sessions is not compulsory, and your participation is not graded. However, attending these sessions will be beneficial for one and all. Also, attendance will enable us to know each other better, thereby enhancing learning. These sessions are recorded and posted on Canvas for students to view at their convenience.

### **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 Microsoft Teams 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.

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

**EVALUATION AND GRADING:**

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:

<i>Component</i>	<i>Points</i>	<i>Cumulative Points</i>	<i>Overall Grade</i>
Quiz 1	20		
Quiz 2	20		
Quiz 3	20		
Quiz 4	20		
Quiz 5	20		
Quiz 6	20		
Homework 1	30		
Homework 2	30		
Homework 3	30		
Microsoft Project 1	45		
Microsoft Project 2	45		
Respondus Readiness	10		
Final exam	90		
<b>Total</b>	<b>400</b>		
		362 and above	A
		355-361	A-
		345-354	B+
		325-344	B
		317-324	B-
		306-316	C+
		289-305	C
		276-288	C-
		267-275	D+
		249-266	D
		236-248	D-
		235 and below	F

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	Aug 15	Chapter 1	
2	Aug 22	Chapter 2	
3	Aug 29	Chapter 3	Quiz 1 (Chapters 1-2) by 11:59 p.m. Aug 29
Labor Day Holiday on Sep 4			
4	Sep 5	Chapter 4	
5	Sep 12	Chapter 5	Quiz 2 (Chapters 3-4) by 11:59 p.m. Sep 12
6	Sep 19	Chapter 6	Homework 1 (Sustainability) by 11:59 p.m. Sep 19
7	Sep 26	Chapter 7	Quiz 3 (Chapters 5-6) by 11:59 p.m. Sep 26
8	Oct 3	Chapter 8	Microsoft Project 1 by 11:59 p.m. Oct 3
Fall Break Starts 6pm on Oct 6 and Ends 8am on Oct 11			
9	Oct 17	Chapter 9	Quiz 4 (Chapters 7-8) by 11:59 p.m. Oct 17
10	Oct 24	Chapter 10	Homework 2 (Critical Path) by 11:59 p.m. Oct 24
11	Oct 31	Chapter 11	Quiz 5 (Chapters 9-10) by 11:59 p.m. Oct 31
12	Nov 7	Chapter 12	Microsoft Project 2 by 11:59 p.m. Nov 7
13	Nov 14	Chapter 13	Quiz 6 (Chapters 11-12) by 11:59 p.m. Nov 14
14	Nov 21	Chapter 14	Homework 3 (EVM) by 10:00 p.m. Nov 21
Thanksgiving Holiday Starts 10pm on Nov 21 and Ends 8am on Nov 27			
15	Nov 28	Exam Prep	Respondus Software Readiness Assessment by 11:59 p.m. Nov 28
16	Dec 5	Final Exam	Final Exam by 11:59 p.m. Dec 5

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

## QUIZZES:

Students must complete six online quizzes in Canvas and involve multiple-choice, true/false, and fill-in-the-blank questions. Each quiz is worth 20 points. For the most part, quizzes will be based on assigned readings, material from the textbook, and PowerPoint slides. The quizzes will cover primary material and are intended to test your understanding of the fundamentals of project management.

## HOMEWORK:

Students are required to complete three homework assignments. Each homework assignment is worth 30 points. The assignments will focus on core components of project management to include the critical path, earned value management, and sustainability.

## MICROSOFT PROJECT ASSIGNMENTS:

Students will be required to complete two assignments using the Microsoft Project software. Each homework assignment is worth 45 points. The textbook provides a tutorial on Microsoft Project in the appendix. There are excellent free Microsoft Project tutorial videos on YouTube. The professor will also provide an overview of Microsoft Project during the optional Microsoft Teams sessions. These sessions will be recorded for your convenience.

## **RESPONDUS 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 December 4 and closes at 11:59 p.m. on December 5. 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 60 minutes, worth 30 points, and involves multiple-choice, true/false, and fill-in-the-blank questions for textbook chapters 13-14. Part A requires the Respondus Lockdown Browser.
- Part B is timed for 100 minutes, worth 60 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 of the Final 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.