

The University of North Carolina at Greensboro  
Joseph M. Bryan School of Business and Economics  
Course Syllabus – Spring 2025

COURSE NUMBER: SCM 678-01/ISM 678-02/ISM 678-03 (all online)  
COURSE TITLE: [Project Management for Dynamic Environments](#)  
CREDITS: 3

**REQUIRED MATERIAL:**



*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, CMC, PMP, CSM  
UNCG Professional Faculty  
Email: [rbsmith6@uncg.edu](mailto:rbsmith6@uncg.edu)

An accomplished project management professional with over 20 years of experience leading complex, cross-functional projects across various industries. Expertise in establishing and transforming Project Management Offices (PMO), corporate governance boards, and enterprise departments to align portfolios with strategic goals and deliver value. A proven leader in managing high-performing teams and implementing best practices and methodologies in project management. Certified coach and award-nominated instructor at UNCG. Holds PMP, CSM, and CMC credentials, along with over 250 LinkedIn endorsements in program management, leadership development, and coaching. Board President of the Ronald McDonald House Charities of the Piedmont Triad and director of the Civil Air Patrol's National Cadet Officer School at Maxwell Air Force Base in Montgomery, Alabama. Holds degrees in education, mathematics, and computer science.

**CATALOG DESCRIPTION:**

SCM 678: Modern methods of defining, planning and executing large scale projects. Computer software and network models are used to support the efficient scheduling of interdependent activities.

ISM 678: 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. Note: Students may not earn credit for both ISM 654 and 678.

**INTRODUCTION:**

Project Management is about discovering innovative approaches to planning, organizing, and controlling complex, non-routine tasks. Unlike traditional business management, project management is focused on achieving specific goals within a set timeframe, with the project team disbanding once the mission is accomplished.

In today's rapidly changing world, project management has become a critical skill, particularly as

organizations increasingly rely on teams to deliver results. The growing demand for skilled project managers across industries presents vast career opportunities. Project management offers a dynamic and rewarding career path, allowing professionals to lead diverse teams, drive successful initiatives, and make a tangible impact on their organizations. This course will provide you with the foundational concepts and an introduction to the tools needed to pursue a career in this high-demand field.

### **STUDENT LEARNING OUTCOMES:**

1. Critically assess and justify project selection processes, demonstrating how these decisions align with the organization's mission, goals, strategic objectives, and overall project portfolio and program management framework.
2. Develop comprehensive project plans, including budgets, scope statements, and appropriate monitoring and control systems to effectively track and achieve project objectives.
3. Conduct thorough risk analyses for projects and evaluate the suitability of various risk mitigation strategies.
4. Demonstrate proficiency in advanced project scheduling techniques, including Work Breakdown Structure (WBS), Critical Path Method (CPM), Program Evaluation and Review Technique (PERT), Gantt charts, and resource-constrained scheduling.
5. Evaluate and contrast different organizational structures, conflict resolution methods, and key issues in staffing, leadership, task management, and team dynamics in project settings.
6. Analyze how to establish clear and achievable goals for a Project Management Office (PMO), and effectively engage with senior management to discuss the short- and long-term impacts of a PMO within the organization.
7. Critically examine and apply the principles of Total Quality Management (TQM) and lean techniques to enhance project management practices.
8. Evaluate the maturity of project management practices within an organization and recommend strategies for improvement.
9. Analyze and compare various project management methodologies, assessing their effectiveness in different organizational contexts.
10. Critically assess various project management excellence models and their applicability in enhancing project outcomes.
11. Achieve mastery in utilizing Microsoft Project or alternative project management software to execute key planning and scheduling tasks.
12. Analyze and interpret project management decisions using advanced information systems software, such as Microsoft Excel, to support data-driven decision-making.

### **LEARNING GOALS:**

Each program within the Bryan School has its own set of learning goals, as outlined in the respective degree program. For a comprehensive list of the Bryan School Learning Goals, please refer to the catalog at <https://catalog.uncg.edu/business-economics/>.

For this course, the following learning goals apply:

Learning Goal 4 – Project Management: Students will be able to understand and apply project management principles in dynamic environments. Students will also develop an ability to evaluate associated project risks.

4.1 – Demonstrate the ability to develop a comprehensive project plan that addresses justification, scope, budgets, execution, and control.

4.2 – Develop the ability to assess the value and associated risks of proposed projects.

## **PLACE AND TIME:**

This is an online course, so there are no in-person class sessions. However, interactive sessions will be held via Microsoft Teams on **Wednesdays from 7:30 p.m. to 8:30 p.m.** Eastern time. Attendance at these sessions is optional, and participation is not graded. That said, attending these sessions can be valuable for everyone, as it provides an opportunity for greater interaction and enhances the learning experience. These sessions are recorded and will be posted on Canvas, so you can watch them at your convenience.

## **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.

## **OFFICE HOURS:**

This online class does not have designated office hours. However, you are welcome to reach out via email at [rbsmith6@uncg.edu](mailto:rbsmith6@uncg.edu) to discuss any course-related concerns, career questions, project management issues, or general topics. If you would prefer to have a conversation via Microsoft Teams, please inform me ahead of time.

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

Although this course is delivered asynchronously, your active participation and timely engagement are essential for success. Students can expect a variety of web-based lectures, articles, reading materials, online discussions, case analyses, and hands-on development activities. It is crucial to regularly check Canvas to access course content and contribute to discussion threads on time.

The course will employ a case study methodology, which includes: (1) selecting projects, assessing project management risks, and creating mitigation strategies; (2) evaluating alternative contingency proposals; (3) developing a comprehensive project plan; and (4) utilizing software tools to support project planning.

Additionally, there will be assigned and graded threaded discussions within the Canvas Learning Management System.

## **ACCOMMODATION:**

UNCG is committed to fully complying with the Americans with Disabilities Act (ADA). Students who require accommodations due to a disability should contact the Office of Accessibility Resources and Services (OARS) located in 215 Elliott University Center, by calling (336) 334-5440, or visiting <https://oars.uncg.edu>.

## **RELIGIOUS OBLIGATIONS:**

The university permits a limited number of excused absences each academic year for religious observances required by a student's faith. Students are required to inform their instructors in advance of the date of the religious observance. Please refer to the [UNCG Religious Obligations Policy](#) for further details.

## **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/2023/11/Faculty-and-Student-Guidelines-2018-2019.pdf>.

## ASSIGNMENTS AND ASSESSMENTS:

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

The course uses a **point-based** grading system, with students' points tracked via Canvas. A student's final grade will be determined by the following:

Component	Points	%	Cumulative Points	Overall Grade
Project Selection Case	40	13.33	280-300	A
Risk Analysis Case	50	16.66	270-279	A-
Project Planning Case	60	20.00	260-269	B+
Discussion Questions	45	15.00	250-259	B
Readiness Assessment	5	1.68	240-249	B-
Final Exam	100	33.33	230-239	C+
<b>Total</b>	<b>300</b>	<b>100</b>	220-229	C
			210-219	C-
			209 and below	F

## 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 15	Chapters 1 & 2	
Martin Luther King, Jr. Holiday on Jan 20			
2	Jan 22	Chapter 3	
3	Jan 29	Chapter 4	
4	Feb 5	Chapter 5	Project Selection Case due by 11:59 p.m. Feb 5
5	Feb 12	Chapter 6	
6	Feb 19	Chapter 7	
7	Feb 26	Chapter 8	
8	Mar 5	Chapter 9	Risk Analysis Case due by 11:59 p.m. Mar 5
Spring Break Mar 8-16			
9	Mar 19	Chapter 10	
10	Mar 26	Chapter 11	
11	Apr 2	Chapter 12	
12	Apr 9	Chapter 13	Project Planning Case due by 11:59 p.m. Apr 9
13	Apr 16	Chapter 14	
Spring Holiday on Apr 18			
14	Apr 23	Chapter 15	
15	Apr 30	Chapter 16	Respondus Software Readiness Assessment by 11:59 p.m. Apr 30
16	May 7		Final Exam due by 11:59 p.m. May 7

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

## ACADEMIC INTEGRITY POLICY:

By submitting an assignment, each student is acknowledging their understanding and commitment to the Academic Integrity Policy on all major work for the course. Refer to the following URL: <https://osrr.uncg.edu/academic-integrity/>.

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."**

## CASES:

**Project Selection Case:** You will assume the role of a project manager tasked with evaluating four potential projects using discounted cash flow (DCF) analysis and payback period analysis. Your deliverable will be a comprehensive business report that outlines your evaluation of each project, including your recommendations. The report should include detailed calculations of Net Present Value (NPV), payback periods, and any relevant project dependencies. Your analysis should be thorough enough to enable the company's senior leadership to make a well-informed decision.

**Risk Analysis Case:** You will assume the role of a project manager, with senior leaders concerned about potential disruptions to a construction project that could lead to delays and unforeseen costs. Your task is to produce a detailed risk analysis, evaluating various management strategies to mitigate these risks. You will recommend the most suitable course of action and provide a clear rationale for your choice.

**Project Planning Case:** You will assume the role of a project manager responsible for successfully guiding a product to market. Your deliverable will be a comprehensive project plan that includes, but is not limited to, a Work Breakdown Structure (WBS), network diagram, Gantt chart, critical path, and resource loading graph. In addition, your plan should include a comparative analysis, risk assessment, project goals and objectives, a clear definition of project scope (including in-scope and out-of-scope elements), stakeholder analysis, and estimates for project costs and duration.

Students are required to complete the Project Planning Case using Microsoft Project software. Access to this software is available via MyCloud, a virtual desktop platform. MyCloud provides access to many of the applications available in on-campus computer labs, including Microsoft Project. You can access MyCloud at <https://mycloud.uncg.edu>.

## DISCUSSION QUESTIONS:

Graduate students set standards for personal contribution and practice effective time management. There are 45 discussion questions on Canvas, with 1 point awarded for each answer. Most take under 10 minutes, and all must be completed by 11:59 PM Eastern on April 30 (UNCG's last day of classes). Aim to answer at least three questions each week.

Your score may be adjusted based on the quality, timeliness, and clarity of your contributions, as well as your respect and curiosity toward classmates and the instructor.

You're encouraged to respond to peers' answers, which, while not graded, provide valuable feedback.

## **RESPONDUS READINESS ASSESSMENT:**

The Respondus LockDown Browser is required for Part A of your final exam. A readiness assessment will be assigned the week before the exam to help you practice installing and using the software. For an overview, visit: <https://web.respondus.com/lockdownbrowser-student-video/>.

## **FINAL EXAM:**

The Final Exam is online via Canvas and available two days before the due date. 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 from your textbook, **chapters 6, 8, 9, and 13**. 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 regarding your work or family requirements to be available during this period since the Final Exam will not be rescheduled.

## **TECHNICAL SUPPORT:**

Students with technical issues with the course and email should contact 6TECH for support either by email or phone or chat (<https://its.uncg.edu/Help/6TECH/>). Please also make your instructor aware of the issue, and if there will be any delays in resolving the issue.