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## MBAD 6207-U90/DSBA 6207-U90 Business Project Management Course Syllabus – Spring 2023

### Instructor

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Office: Friday 218c  
By Appointment Only

### Text

Project Management, The Managerial Process, 8th Edition, Eric W. Larson and Clifford F. Gray, McGraw Hill ISBN: 978-1259666094.

All students will need to ensure that they have a license to access the publisher's online LMS, McGraw-Hill Connect. This has come as part of the purchase of a new text but needs to be done separately if using previously used text. Buy obtaining access to McGraw-Hill Connect, an electronic version of the text is available.

### Syllabus

This syllabus contains the policies and expectations the instructor has established for this course. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

Instructor may make minor modifications to the standards and requirements set forth in this syllabus at any time. Notice of such changes will be by announcement in the class and/or by changes to this syllabus posted on the Course Canvas website

### Course Description

**Catalog Description:** Project management is widely used in a variety of business environments to manage complex, non-routine endeavors. Examples of projects include consulting and process improvement projects, advertising projects, and technology projects. This course focuses on tools, techniques, and skills for business project management, with attention to both the quantitative and the qualitative aspects of project management. Topics include project evaluation, estimation, monitoring, risk management, audit, managing global projects, outsourcing, and project portfolio management. Students

also gain experience using Project Management Software.

**Prerequisite:** MBAD 5121 or equivalent and MBAD 6141.

### Course Learning Objectives

All significant human undertakings can be viewed as projects; some have more successful outcomes than others. Project management is essential both to the individual worker planning his/her own week and the multinational company developing new production facilities for the new century. The role of projects in organizations is receiving increasing attention. Projects are becoming the major tool for reaching the strategic goals of the organization. Given savage worldwide competition, many organizations have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization that is flexible, and project driven.

This course introduces both a holistic and integrative view of project management. A holistic view of project management focuses on how projects contribute to the strategic goals of the organization. The linkages for integration include the process of selection of projects that best support organizational strategy and all the technical and managerial processes to manage and complete those projects.

The course will introduce various concepts and techniques of project management in enough detail to be immediately useful in a working environment. The first part of this course will consider the evaluation and selection of projects including time analysis, constraints, cost estimation, benefits, and risks while second part will examine their management including project teams, progress monitoring, project audit and closure. Critical issues such as cost control, budgets, technical quality, and international projects will also form part of class discussions.

### Canvas LMS

You are required to regularly access the Canvas Course website. In addition to containing helpful information, Canvas will be used to communicate information on assignments, changes to syllabus, and other announcements of general interest. All official grading will be held in Canvas.

### McGraw Hill Connect

Some assignments will be completed through the McGraw Hill Connect online learning management system for the course. The Web address for the course is

<https://connect.mheducation.com/class/b-williams-spring-2023-wednesdays-mbad-and-dsba-6207-u90>.

## Grading Policies

Following letter grades will be used:

A	90.0 – 100%
B	80.0 – 89.99%
C	70.0 – 79.99%
U	69.99% and below

Student performance in this course will be weighted as follows:

Midterm Exam	15%
Final Exam	15%
Weekly Checkup	15%
MSP Exercises	20%
Group Project	15%
Quizzes	10%
Participation	10%

## Exams (Midterm & Final)

There will be two exams for the course. The exams will be given as scheduled in the syllabus. Exams will be non-cumulative and are intended to aid in preparation for the PMI PMP™ Exam. These will be based on the assigned readings from the course text.

All exams will be closed book and closed notes. Typical duration of the exam will up to 2 hours.

## Weekly Checkup

Most weeks, we will have a Checkup exercise to ensure understanding of the week's material. These are to be completed using the publisher's online platform, "McGraw Hill Connect" which can be accessed from Canvas.

## Quizzes

There will be two brief quizzes on what I believe to be two of the more critical technical aspects of managing a project; the creation of a WBS and how to use a network diagram to understand the critical path in order to crash a timeline.

## Project/Major Case

The class will be organized into groups in the class after the Midterm Exam. Each Group will work on a complex Project Management Case issue. The team will review the case history, project documents and other related facts presented in the case and prepare an executive presentation (20 Minutes) to the Steering Committee to present and justify a recommendation to address the issue at hand. The project will be graded on:

1. Demonstrates an understanding of the case details and relevant facts.
2. Quality of presentation materials in providing important information in a concise but effective manner.
3. Coherence between analysis and recommendation
4. Responses to Discussion Question to be provided.

## Participation

Participation will be graded in three primary ways. 1) Completion of Checkups on time 2) Participation in the two research article discussion threads and 3) Peer Feedback from the Project/Major Case assignment.

## MSP Exercises

There are three multi-step problems using Microsoft Project (MSP) which you will complete. To access MSP, many of you will need to use the College's Virtual Computer Lab, Apporto ([www.charlotte.apporto.edu](http://www.charlotte.apporto.edu)).

## Class Policies

### Class Attendance

Students must attend all lectures, labs, quizzes, examinations, and presentations and are expected to contribute actively to the class discussions. Class attendance is highly correlated

with learning the material and performing well on the course assessments. If you earn an F or U grade, your last date of attendance will be reported. Students will be held responsible for any material covered, announcements made, assignments passed out, and any other type of work that they may miss during any absence from class.

#### Class Preparation and Participation:

Students are expected to study the textbook and other posted materials (tutorials, notes, videos, presentations, etc.) **prior to each respective class session**. Additionally, students must be prepared to intelligently contribute to active class discussions and answer questions related to the current topics.

#### Due Dates Policy:

Late work will generally not be accepted and will receive a grade of zero. If you know that you will miss a class, plan to turn in your work ahead of time. “Life Happens”, so if conditions arise where the University formally authorizes an absence (and thus an assignment due date) then proceed through the proper channels and I will accommodate.

#### Grades Appeals Policy:

If you believe that the grade you received on an assignment or an exam was in error or unfair, you can appeal to the professor in writing within seven calendar days after the grades are posted. The appeal should clearly state the reasons why you believe the grade to be unfair or the nature of the error. Overdue appeals will not be considered.

#### Disruptive Behavior

Disruptive behavior in the class distracts other students’ ability to benefit from their in-class experience. Such behavior includes but is not limited to side-bar conversations between two or more students during lecture, unnecessary comments that add no value to class, arriving late, leaving early, surfing the net, and any activities that negatively impact the ability of other students to learn and/or listen in the class.

Rude and disruptive behavior will not be tolerated. If necessary, the instructor will deduct points from grades for any student who chooses to disrupt the class and distract others repeatedly. In particularly egregious cases, the instructor will have the student permanently removed from the class. Under no circumstances will students be permitted to spend their class time working on assignments for other classes, checking e-mail, surfing the Web, texting, or engaging in activities not related to the class. Attempts to engage in such behavior will be reflected in lower grades and may lead to removal from the course.

#### Electronic Devices in Class:

Use of computing, communication, or other devices during the class time for purposes other than those required for the class is prohibited and may result in being asked to leave the classroom for the remainder of the class period. This includes the use of laptops, lab computers, phones or other devices for Internet browsing, game playing, reading news, emailing, texting, chatting, IM, Facebook, or other activities not required for the class. Cellular phones and other communication devices must be silenced and stored away during class.

#### Class Recording:

**Electronic video and/or audio recording is not permitted during class unless the student obtains permission from the instructor.** If permission is granted, any distribution of the recording is prohibited. Students with specific electronic recording accommodations authorized by the Office of Disability Services do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. Any distribution of such recordings is prohibited.

#### Extra Credit Work:

There will be NO EXTRA CREDIT work offered for any individual student during the semester. From time to time I will provide class-wide extra credit opportunities to support University or College actions/events that may be important/relevant to the course. Please do not rely on the expectation that this will occur.

#### Class Cancellation:

If the instructor is unable to attend class, or the University is closed unexpectedly, assume the course material will be moved forward to the next meeting.

## General Policies

#### Student Academic Integrity:

Integrity is amongst the core values of the Belk College of Business. Students are responsible for knowing and observing the UNC Charlotte Code of Student Academic Integrity. All work on exams and quizzes is to be done on an individual basis. This may also be extended to certain assignments and will be specified as such in class. There is always the possibility and temptation to consult with someone who has had the course (or class) previously or to consult case/class notes or project reports from another section or from a previous year or semester or that might be available on the Internet.

This practice is strictly prohibited under all circumstances and unequivocally constitutes a violation of the Code of Student Academic Integrity. Obviously, group projects involve cooperative effort. Everyone, however, is required to contribute to the effort for this class, and individual contributions will be evaluated through group peer review and participation score.

For this class, it is permissible to assist classmates in general discussions of computing techniques. General advice and interactions are encouraged. Each person, however, must develop his or her own solutions to the assigned homework and exercises. Students may not "work together" on graded assignments. Such collaboration constitutes cheating unless it is a group assignment. A student may not use or copy (by any means) another's work (or portions of it) and represent it as his/her own. If you need help on an assignment, contact your instructor or other classmates. Any further specific requirements or permission regarding academic integrity in this course will be stated by the instructor and are also binding on the students in this course.

#### Ownership of Course Materials:

The lectures and course materials provided by the instructor including presentations, tests, quizzes, exams, videos, outlines, and similar materials are protected by copyright. The instructor is the exclusive owner of copyright in those materials created by instructor. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor you may knowingly allow others to reproduce or distribute course materials publicly without instructor's express written consent. This includes providing materials to commercial course material suppliers such as CourseHero, Chegg, etc. and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of the instructor's materials may be in violation of [University Code of Student Responsibility](#).

#### Diversity and Inclusion:

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socioeconomic status.

#### Disability Accommodations:

Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations. If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services during the first week of class. For more information regarding accommodations, please contact

the Office of Disability Services at (704) 687-4355 or stop by their office in 230 Fretwell.

#### Religious Accommodation for Students:

The instructor will observe University Policy on Religious Accommodations for Students on matters requiring religious accommodation. Please note that the procedure prescribed by this policy requires a notice to the instructor prior to the census date of the semester (typically, the tenth day of the instruction).

#### Withdrawal from Class:

The administration of this institution has set deadlines for withdrawal from any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, the instructor cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "U" in the course if you choose not to attend the class once you are enrolled.

#### Incomplete Grade:

As per UNCC Policy, incomplete grades will be granted when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed by the deadline specified by the instructor or during the next semester (fall or spring) in residence, but no later than 12 months after the term in which the "I" grade was assigned, whichever comes first. If the "I" grade is not removed during the specified time, a grade of "F", "U" or "N" as appropriate is automatically assigned. *The grade of "I" cannot be removed by enrolling again in the same course.*

#### Course Changes Disclaimer:

The instructor reserves the right to make minor changes to the course content, schedule, and policies. Changes will be announced in class and/or will also be posted on the Course Canvas website.

## Course Schedule: Spring 2023

	Date	Agenda	Reading	Deliverable (Prior to Class)
Week 1	11-Jan	Introduction Syllabus Review Ch1. Modern Project Management Ch2. Org. Strategy & Project Selection	Chapter 1 & 2	Read Chapter 1 Read Chapter 2
Week 2	18-Jan	Journal Article Review/Discussion Ch3. Organization: Structure & Culture	Chapter 3	Read Chapter 3 Week 1 Checkup Read Journal Article & Discussion Entry
Week 3	25-Jan	Ch 4. Defining the Project <i>Create Project Charter</i> <i>WBS In-Class Exercise</i>	Chapter 4	Read Chapter 4 Week 2 Checkup
Week 4	1-Feb	QUIZ 1 - WBS Ch 5. Estimating Project Times & Cost	Chapter 5	Read Chapter 5 Week 3 Checkup
Week 5	8-Feb	Ch 6. Developing a Project Schedule POM+ Project (MSP Exercise)	Chapter 6	Read Chapter 6 Week 4 Checkup
Week 6	15-Feb	Managing Risk Midterm Preparation	Chapter 7	Read Chapter 7 Week 5 Checkup
Week 7	22-Feb	Midterm		Week 6 Checkup NASA Paper Discussion Post POM+ Project MSP Due (2/21 @ 11:59PM)
Week 8	1-Mar	No Class – Spring Break		
Week 9	8-Mar	Ch.8 Scheduling Resources & Costs	Chapter 8	Read Chapter 8
Week 10	15-Mar	Ch.9 Reducing Project Duration Red Zuma Project (MSP Exercise)	Chapter 9	Read Chapter 9 Week 9 Checkup
Week 11	22-Mar	Quiz 2 – Project Crashing Ch.10 Being an Effective Project Manager	Chapter 10	Read Chapter 10 Week 10 Checkup
Week 12	29-Mar	Ch. 11 Managing Project Teams	Chapter 11	Read Chapter 11 Week 11 Checkup
Week 13	5-Apr	Ch.13 Progress & Performance Measurement	Chapter 13	Read Chapter 13 Week 12 Checkup Red Zuma Project MSP Due
Week 14	12-Apr	Ch.15 Agile Project Management	Chapter 15	Read Chapter 15 Week 13 Checkup
Week 15	19-Apr	Lab Day for Group Projects		Week 14 Checkup
Week 16	26-Apr	Group Project Presentations		Conveyor Belt MSP Due
Week 17	4-May	Final Exam		