

ENTR/SIE 457/557- Project Management Spring 2026, University of Arizona

Instructor:	Mark R Nicol Office: ENGR 153 Email: mnicol@arizona.edu Office Hours: Tuesday & Thursday 1100-1130
Teaching Assistants:	Mina Kim- mkim6@arizona.edu
Class meetings:	Tuesday & Thursday – 0930-1045, AME Room S212
Catalog description:	Foundations, principles, methods and tools for effective design and management of projects in technology-based organizations. This course focuses on the scope, time, cost, performance and quality concerns of engineering projects characterized by risk and uncertainty. Initiating, planning, executing, monitoring, controlling and closing process are addressed. Students design and complete a project from concept through completion. Project management software is utilized.
Prerequisite(s):	Upper division standing or the consent of the instructor.
Textbook (required):	<i>Project Management: A Socio-Technical Approach</i> , 2024 Release by Larson and Gray
Software packages:	MS Project Professional
Outcome Related Course Learning Objectives:	<p>Upon completion of this course both graduate and undergraduate students will be able to:</p> <ul style="list-style-type: none">• Understand organization strategy and project selection• Describe organizational structure and culture• Define project planning including scope, time, cost and quality• Schedule resources and costs and reduce project duration• Manage project risks and procurement• Describe the importance of leadership and management of project teams and interorganizational relations• Manage project progress, performance measurement and evaluation• Describe nuances of international projects• Manage project closure <p>For graduate students, additional project assignments will be able them to:</p> <ul style="list-style-type: none">• Develop a risk mitigation action plan• Develop a hardware utilization plan for resources• Estimate the costs of a project including human and material resources

D2L Website:

You will access this site by going to <http://d2l.arizona.edu> and logging in with your UA Net ID. If you need assistance with D2L you should contact D2L Help (<http://help.d2l.arizona.edu>); you may also try the 24/7 IT Support center on campus (<http://the247.arizona.edu>), which is available 24 hours a day, 7 days a week. When you log on to D2L, this course will be listed on the welcome page under “My Courses”.

Announcements, class notes, PowerPoint files, spreadsheets used in class, homework assignments and solutions, and links to news items of interest will be posted to this website. You must be registered for the class to be permitted entry to the site.

Grading:

The final grades will be computed according to the table below. Grades are earned and they are not given. *Final grades are based on your performance throughout the semester and not on the generosity of the professor.* The beginning of the semester and throughout the semester is the time to be concerned about your grades, not after the final exam.

Grade Item	Grading Distribution, %	
	Undergraduate	Graduate
Individual Homework	20	20
Midterm Exam	20	20
Project Assignments	20	20
Final Exam	40	40
Risk Mitigation Plan(s)	Not Required	Required
Hardware/Equipment Utilization Matrix	Not Required	Required
Detailed Project Cost Estimates	Not Required	Required

Homework Assignments:

- a. All homework assignments will be available on D2L.
- b. Reading assignments are listed in the lesson plan and should be completed prior to class.
- c. Academic integrity: Students are expected to uphold the University of Arizona academic integrity policy.

Course Project:

There will be a course project that will be conducted in small groups, 2 to 3 students depending on course enrollment. This project will be a real-world application of the course material and is designed to bring theory to life for the students. More specific information about the project will be shared later in the semester in a separate document.

Exams:

- a. There will be one midterm exam during the semester and a final exam at the end of the semester. The final exam will be comprehensive.
- b. Calculators may not be programmed unfairly or connect wirelessly to internet or to each other.
- c. All cellphones must be OFF and put away during exams. This applies to class time, too.
- d. No one will be allowed to leave the room once the exam starts unless they have handed in their exam.
- e. Anyone caught acting against UA Code of Academic Integrity, will receive a non-droppable grade of zero on an exam.
- f. If you are stuck on a problem and write a verbal explanation of how you might approach it and what concepts apply, you will get partial credit. Partial credit is better than no credit!
- g. Unless you are registered for the online section of the course and have paid a fee, you must take the midterm and the final exam in person during the designated class period. *For online students only*, we will be using Honorlock to proctor the exams.

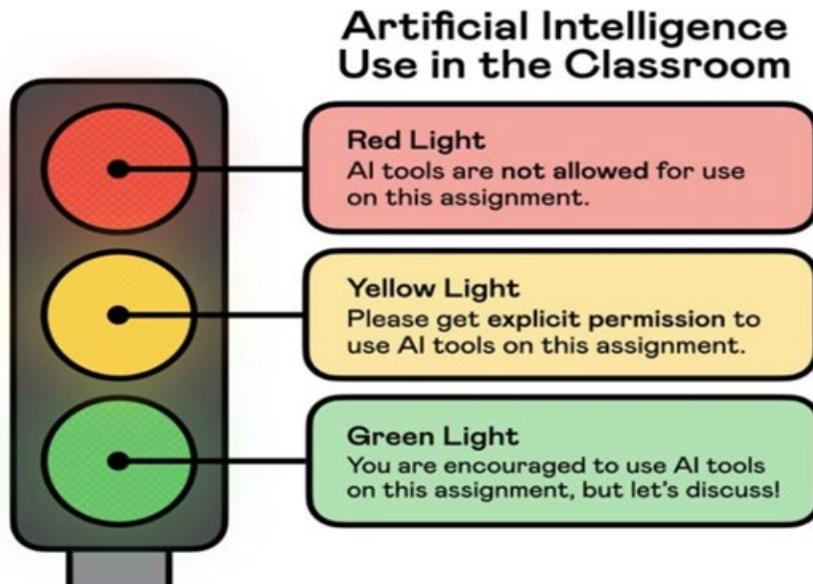
Attendance policy:

Attendance for all exams is mandatory. To miss a scheduled exam, you must have a Deans Excuse and notify the instructor ahead of time. Class time is the best time to interact with the instructor and clarify information presented. It also helps make the class better when there are students there with whom to collaborate and learn. There will be material that is not in the text that will be presented in class. In class examples are performed, demonstrations will be done with the computer, and discussions will be conducted on the material. All material from the class is fair game on the exams. The webpage can be used as a backup for a missed class and for additional help, but it is not a substitute for class activities, discussions, demonstrations, and performed examples. Missed announcements that may pertain to exam schedules, modifications in syllabus, handouts, and homework assignments are your responsibility if you miss a class.

- All holidays of special events observed by organized religions will be honored for those students who have affiliation with that religion. Please work with the instructor to ensure awareness of the holiday. It is not the instructor's responsibility to track all the holidays.
- Absences pre-approved by the UA Dean of Students (or Dean's designee) will be honored.

Use of Generative AI - Yellow

In this course, students are welcome to use generative artificial intelligence (AI)/large language model tools such as ChatGPT, Dall-e, Google Bard, Microsoft Bing, etc. for quizzes, projects and other assignments. However, the use of AI tools for either the Midterm Exam or the Final Exam will be considered a violation of the Code of Academic Integrity, specifically the prohibition against submitting work that is not your own.



Please note all Quizzes, Team projects and Exams are RED LIGHTS.

The University's Syllabus Policies can be found at the following URL - <https://catalog.arizona.edu/syllabus-policies>.

Additional Statements

Class Recording

Students should be mindful that instructor course content is subject to intellectual property protections, and that fellow students have privacy rights and expectations as part of class activities. Some students may have an approved accommodation from the Disability Resource Center, which automatically notifies instructors through the DRC Instructor portal. Students who do not have DRC accommodation must notify the instructor if they wish to record (audio and/or video) or photograph any class activity. When course activities are recorded, they should be used for a student's own personal educational use only.

Campus Pantry

Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live and believes this may affect their performance on the course, is urged to contact the Dean of Students for support. In addition, the University of Arizona Campus Pantry is open for students to receive supplemental groceries at no cost. Please see their website at: campuspantry.arizona.edu for open times.

Additional Resources for Students

UA Academic policies and procedures are available at <https://catalog.arizona.edu/policy/all>.

Campus Health

<http://www.health.arizona.edu/>

Campus Health provides quality medical and mental health care services through virtual and in-person care. Phone: 520-621-9202

Counseling and Psych Services (CAPS)

<https://health.arizona.edu/counseling-psych-services>

CAPS provides mental health care, including short-term counseling services.

Phone: 520-621-3334

The Dean of Students Office's Student Assistance Program

<https://deanofstudents.arizona.edu/support/student-assistance>

Student Assistance helps students manage crises, life traumas, and other barriers that impede success. The staff addresses the needs of students who experience issues related to social adjustment, academic challenges, psychological health, physical health, victimization, and relationship issues, through a variety of interventions, referrals, and follow up services.

Email: DOS-deanofstudents@arizona.edu

Phone: 520-621-7057

Survivor Advocacy Program

<https://survivoradvocacy.arizona.edu/>

The Survivor Advocacy Program provides confidential support and advocacy services to student survivors of sexual and gender-based violence. The Program can also advise students about relevant non-UA resources available within the local community for support.

Email: survivoradvocacy@arizona.edu

Phone: 520-621-5767