Monday, Wednesday and Friday, 8:00-8:50AM

Aero and Mechanical Engineering, room S212

Access lecture video recordings through Panopto in D2L

Instructor: Rodger Elkins
Office: Engr 153, Hours 9:00-10:00 M,W
rhelkins@arizona.edu

Graduate Teaching Assistants:

Ahmed Alhamada

alhamadah@arizona.edu

Office Hours: TBD

Mohammad Ahmad
ahmadi@arizona.edu

Office Hours: TBD

Course Description:

The purpose of this course is to introduce selected topics, issues, problems, and techniques in the area of project management. Project management is implemented in most areas of business today; it is usually an assignment that provides essential exposure to decision-makers within a company. This course examines project management roles and environments, the project life cycle, and various techniques of work planning, control, and evaluation for project success.

Upon completion of the course, the students should be familiar with the tools and processes of project management (the how-to of a project), as well as typical issues and problems encountered during real-world implementation. After course completion the student should be able to address the issues that are important in effectively managing projects.

Course Prerequisite(s):

SIE 305, or consent of instructor

Course Format and Course Communication:

This course is lecture based. This class will use web-based D2L as the only means of distributing class materials including assignments. All Projects and Homework must be uploaded into Assignment Folders on or before the due dates. **No late assignments will be accepted without a valid excuse.** Your grades for this course will also be available on D2L. You will need a UANet ID to access D2L at the following site: http://d2l.arizona.edu/. You are expected to check D2L frequently for class information

Course Objectives and Expected Learning Outcomes:
Upon completion of this course:
Both **graduate** and **undergraduate** students will understand the foundations, principles, methods and tools for effective design and management of projects in technology-based organizations, including:

- Organization strategy and project selection
- Organizational structure and culture
- Project definition and planning including scope, time, cost and quality
- Scheduling resources and costs and reducing project duration
- Managing project risks and procurement
- Leadership and management of project teams and interorganizational relations
- Progress and performance measurement and evaluation
- International projects
- Project closure

For **graduate** students, additional project assignments will be given for advanced learning outcomes including:

- Ability to develop a risk mitigation action plan
- Ability to develop a hardware utilization plan for resources
- Ability to estimate the costs of a project including human and material resources

Students will be able to address the major questions and issues that project managers face including:

- What is the strategic role of projects in contemporary organizations?
- How are projects prioritized?
- What organizational and managerial styles will improve chances of project success?
- How do project managers orchestrate the complex network of relationships involving vendors, subcontractors, project team members, senior management, functional managers and customers that affect project success?
- What factors contribute to the development of a high-performance team?
- What project management system can be set up to gain some measure of control?

Students will be prepared to take the Certified Associate in Project Management (CAPM) Certification Exam or the Project Management Professional (PMP) for experienced project managers.

Absences and Class Participation Policy:
Participating in the course and watching lectures and other course events are vital to the learning process. Students are responsible for all materials covered during class.

Students who miss assignments due to illness or emergency are required to bring documentation from their health-care provider or other relevant, professional third parties. Failure to submit third-party documentation will result in unexcused absences

The UA's policy concerning Class Attendance, Participation, and Administrative Drops is available at: http://catalog.arizona.edu/policy/class-attendance-participation-and-administrative-drop

The UA policy regarding absences for any sincerely held religious belief, observance or practice will be accommodated where reasonable, http://policy.arizona.edu/human-resources/religious-accommodation-policy.

Absences pre-approved by the UA Dean of Students (or Dean Designee) will be honored. See: https://deanofstudents.arizona.edu/absences

Class Guidelines:
All students:
- Check D2L regularly.
- Turn-in assignments by due date/time – Sunday evenings at 11:59 pm (allow for D2L "glitches").
- Treat instructors, speakers and peers with respect.
- Always behave in an ethical manner.
- View lectures in a timely manner, preferably within 48 hours of the lecture date.

Grad students:
- In some cases, Content will be developed "For Grad Students Only". Pay careful attention to all communications.

Required Text:
Project Management: the managerial process, 8th edition by Larson and Gray. The 7th 6th and 5th editions are very close and will also work. I will provide any notable differences.

This semester you have the option to use digital textbook materials through the Inclusive Accessprogram.
- Required course materials are delivered digitally through your course D2L site
- All students have access on the first day of class
- Students receive use of the material free through the University's add/drop date w/o a (W).
- During the free access period, students must take action if they don't want to purchase the required materials. Otherwise, the cost will be applied to their Bursar account.
- The Inclusive Access program significantly reduces the cost of the materials, making it more affordable for students to purchase.

Required Materials:
MS Project 2019 or later - available through MSDN for Engineering Majors
Go to http://engineering.arizona.edu/IT/IT-support

You can also find MSDN Directions on D2L Content under Course Business

Required Extracurricular Activities:
None

Examinations:
Since we will be conducting this class on-campus you have two choices for taking the exams.
- **Option 1** take the exams in the classroom
- **Option 2** is that we will conduct a Zoom session and we will monitor you as you take the exam. Your video will need to be on the whole time so that we can observe you.. This Option may be better for DRC students also as we can easily extend the test window to accommodate exceptions.   We will schedule two zoom exam sessions each for the Midterm and Final: one session will be concurrent with the in-class exam and the other will be scheduled on an adjacent Saturday. By exception, if neither of those scheduled sessions work, we will schedule a separate session as required.

Final Examination:
The Final Exam Regulations can be found at https://www.registrar.arizona.edu/courses/final-examination-regulations-and-information, and Final Exam Schedule can be found at http://www.registrar.arizona.edu/schedules/finals.htm.

30% Final Exam - **Note: The Final Exam is required.**
- In classroom – Wednesday, 13 December from 8:00am -10:00AM
- Via Zoom - Wednesday, 13 December from 8:00am -10:00AM
- Via Zoom - Saturday, May 9th,   from 12:00 noon to 2:00 PM
- 30% Midterm
  - There will be a similar schedule posted on D2L for the midterm on the class D2L site

Grading Scale and Policies:
The grade for this course will be determined as follows:

Grade Item	Grading Distribution, %	
	Undergraduate	Graduate
Final Exam	30	30
Midterm Exam	30	30
Homework	20	20
Class Project	20	20
Risk Mitigation Plan(s)	Not Required	Required
Hardware/Equipment Utilization Matrix	Not Required	Required
Detailed Project Cost Estimates	Not Required	Required

Final Grades for this course will be computed as follows:

>90%   A
>80%   B
>70%   C
>60%   D
<60%   E

Note: Graduate students will have extra components for the class Project

Scheduled Topics/Activities:
The Class Schedule is available on D2L. It lists all material to be covered by date and includes references to the textbook chapters. All assignments are listed with their respective due dates.

All homework/projects/presentations and papers are to be submitted by the due date/time to the D2L Dropbox unless otherwise specified. All D2L activities, including Projects, Surveys and Quizzes, must be complete by the due date/time. No late work is accepted. No extra credit is available.

Classroom Behavior Policy:
To foster a positive learning environment, students and instructors have a shared responsibility. We want a safe, welcoming, and inclusive environment where all of us feel comfortable with each other and where we can challenge ourselves to succeed.

Threatening Behavior Policy
The UA Threatening Behavior by Students Policy prohibits threats of physical harm to any member of the University community, including to oneself. See http://policy.arizona.edu/education-and-student-affairs/threatening-behavior-students.

Accessibility and Accommodations:
At the University of Arizona, we strive to make learning experiences as accessible as possible. If you anticipate or experience barriers based on disability or pregnancy, please contact the Disability Resource Center (520-621-3268, https://drc.arizona.edu) to establish reasonable accommodations.

Code of Academic Integrity
Students are encouraged to share intellectual views and discuss freely the principles and applications of course materials. However, graded work/exercises must be the product of independent effort unless otherwise instructed. Students are expected to adhere to the UA Code of Academic Integrity as described in the UA General Catalog. See: http://deanofstudents.arizona.edu/academic-integrity/students/academic-integrity.

The University Libraries have some excellent tips for avoiding plagiarism, available at http://www.library.arizona.edu/help/tutorials/plagiarism/index.html.

Selling class notes and/or other course materials to other students or to a third party for resale is not permitted without the instructor's express written consent. Violations to this and other course rules are subject to the Code of Academic Integrity and may

result in course sanctions. Additionally, students who use D2L or UA e-mail to sell or buy these copyrighted materials are subject to Code of Conduct Violations for misuse of student e-mail addresses. This conduct may also constitute copyright infringement.

UA Nondiscrimination and Anti-Harassment Policy
The University is committed to creating and maintaining an environment free of discrimination; see http://policy.arizona.edu/human-resources/nondiscrimination-and-anti-harassment-policy

Our classroom is a place where everyone is encouraged to express well-formed opinions and their reasons for those opinions. We also want to create a tolerant and open environment where such opinions can be expressed without resorting to bullying or discrimination of others.

Additional Resources for Students:
UA Academic policies and procedures are available at http://catalog.arizona.edu/policies

Student Assistance and Advocacy information is available at http://deanofstudents.arizona.edu/student-assistance/students/student-assistance

Academic Advising:
If you have questions about your academic progress this semester, or your chosen degree program, please note that advisors at the Advising Resource Center can guide you toward university resources to help you succeed.

Life Challenges:
If you are experiencing unexpected barriers to your success in your courses, please note the Dean of Students Office is a central support resource for all students and may be helpful. The Dean of Students Office can be reached at 520-621-2057 or DOS-deanofstudents@email.arizona.edu.

Physical and Mental-health Challenges:
If you are facing physical or mental health challenges this semester, please note that Campus Health provides quality medical and mental health care. For medical appointments, call (520-621-9202. For After Hours care, call (520) 570-7898. For the Counseling & Psych Services (CAPS) 24/7 hotline, call (520) 621-3334.

Confidentiality of Student Records
All student records are held in strict confidence. Additional information can be found at http://www.registrar.arizona.edu/personal-information/family-educational-rights-and-privacy-act-1974-ferpa?topic=ferpa

Subject to Change Statement:
The information contained in the course syllabus, other than the grade policies, may be subject to change.