



## Course Syllabus

<b>Course:</b>	<b>OPRE 6362, ENGY 6362, IMS 6362, &amp; SYSM 6311</b>
<b>Section:</b>	502
<b>Course title:</b>	Project Management in Engineering and Operations
<b>Term:</b>	Spring 2023
<b>Days &amp; Time:</b>	Monday – 7:00PM - 9:45PM
<b>Room:</b>	JSOM 2.803

### Contact information

<b>Professor:</b>	<b>Sarmann I Kennedy</b> , PhD, MBA, PMP, CSM
<b>Office:</b>	JSOM 3.621
<b>Office hours:</b>	<b>Monday &amp; Tuesday 4 – 7 pm: Wednesday &amp; Thursday 1 – 4 pm</b>
<b>Email:</b>	sarmann.kennedy@utdallas.edu
<b>Phone:</b>	(972) 883-4795
<b>TA:</b>	TBA

---

**Course Pre-requisites, Co-requisites and/or Other Restrictions:** No Prerequisites

### Course Description

Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives. A project is a finite endeavor (having specific start and completion dates) undertaken to create a unique product or service which brings about beneficial change or added value. Project Management discipline includes critical path methods for planning and controlling projects including time/cost tradeoffs, resource utilization and other considerations.

This is an **in-class course**. Students may log into the eLearning platform at any time (24/7) and review course lectures and other materials remotely. Students are expected to review the posted course lectures and material regularly before class session. There won't be any online modality setup at any time, and if the student misses a class session, it's their responsibility to catch up what they missed.

### COVID-19 Resources

Students may review [University's COVID-19 resources](#) for information.

### Learning Outcomes

Students will be able to:

- Define important terms and concept in project management
- Develop a business case, project charter, scope, WBS
- Understand how the collection of project requirements are done
- Develop project plans for schedule, budget, risk & quality
- Understand the difference between traditional project management (Waterfall) and agile methodologies



## Suggested Reading Textbooks and Materials

Students are expected to conduct research about the concepts discussed in lectures to complement their learning and gain in-depth knowledge about those concepts. The following is a good reference book in which you can access it online at UT Dallas Library:

### Contemporary Project Management

Timothy Kloppenborg, Vittal S. Anantatmula, Kathryn Wells 4th Edition | Copyright 2019

ISBN-13: **978-9353502201**

UT Dallas digital library also offers many free project management books to view such as:

- A guide to the project management body of knowledge (PMBOK 6th or 7th edition)
- Fundamentals of project management, Joseph Heagney, 2016, ISBN 9780814437360
- Project management, Gary Heerkens, 2002, ISBN 0071379525
- Project management professional (PMP) examination, PMI, 2005, ISBN 9781930699885
- Successful project management, Larry Richman, 2005, ISBN 9780761214373
- Successful project management, Trevor Young, 2016, ISBN 9780749475833
- Construction project management 6<sup>th</sup> edition, Keoki Sears, ISBN 9781118745250
- More...

### Required Tools

- MS Excel is required for developing charts and graphs.
- MS Project is **required** for completing project schedule assignment.
- Download the Microsoft Project software free from [Azure Dev Tools for Education](#) (see section "C1. MS Project Software: How to Download").

### Class Materials

The Instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course; however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student Access Ability accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

### MAC Users

- MAC users need to find a free open source Project Software such as [Open Project](#). Also, there is a good possibility that one of your team members in the group is using Microsoft Windows platform and that person can install the MS Project software and collaborate with the team, instead of installing the MAC version.
- Optional: Free Mind Mapping software called [FreeMind](#) in which you may want to consider downloading.



## Essential Information

### Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

### Course Access and Navigation

This course can be accessed using your UT Dallas NetID account on the [eLearning](#) website.

Please see the course access and navigation section of the [Getting Started with eLearning](#) webpage for more information. To become familiar with the eLearning tool, please see the [Student eLearning Tutorials](#) webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The [eLearning Support Center](#) includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

### Communication

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [Student eLearning Tutorials](#) webpage for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

### Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student accessibility, and many others. Please see the [eLearning Current Students](#) webpage for more information

### Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online [eLearning Help Desk](#). The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

### Office of Student Accessibility

It is the policy and practice of The University of Texas at Dallas to make reasonable accommodations for students with properly documented disabilities. However, written notification from the Office of Student Access Ability (OSA) is required. If you are eligible to receive an accommodation and would like to request it for this course, please discuss it with me and allow one-week advance notice. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact the Office of Student Access Ability for a confidential discussion. OSA is located in the Administration Building, suite 2.224. They can be reached by phone at 972- 883-2098, or by email at [studentaccess@utdallas.edu](mailto:studentaccess@utdallas.edu).



## Tentative schedule

The following is a **tentative schedule**, which will be followed as closely as possible. However, should any changes become necessary, it will be announced.

Week	Dates	Lecture & Exam Dates	Homework 15%	Team assignment 20%
Week 1	1/16/23	Chapter 1: Introduction to Project Management	Homework Chapter: 1 & LinkedIn Certificate 5%	
Week 2	1/23/23	Chapter 2: Project selection and prioritization	Homework Chapter: 2	
Week 3	1/30/23	Chapter 3: Chartering Projects	Homework Chapter: 3	Project charter
Week 4	2/6/23	Chapter 4: Organizational Capability: Structure, Culture, and Role	Homework Chapter: 4	Collect requirements
<b>Week 5</b>	<b>2/13/23</b>	<b>Exam 1 – Testing Center 20%</b>	<b>Chapters: 1, 2, 3, 4</b>	
Week 6	2/20/23	Chapter 6: Stakeholder Management	Homework Chapter: 6	Stakeholder planning
Week 7	2/27/23	Chapter 7: Scope Planning	Homework Chapter: 7	WBS indented format
Week 8	3/6/23	Chapter 8: Schedule management	Homework Chapter: 8	Project schedule
<b>Week 9</b>	<b>3/13/23</b>	<b>Spring Break</b>	<b>No Classes</b>	
Week 10	3/20/23	Chapter 9: Agile Project Management	Homework Chapter: 9	
<b>Week 11</b>	<b>3/27/23</b>	<b>Exam 2 – Testing Center 20%</b>	<b>Chapters: 6, 7, 8, 9</b>	
Week 12	4/3/23	Chapter 10: Budgeting Projects - (Cost Management)	Homework Chapter: 10	Project budget
Week 13	4/10/23	Chapter 11: Project Risk Management	Homework Chapter: 11	Risk plan
Week 14	4/17/23	Chapter 12: Project Quality management	Homework Chapter: 12	Quality plan
Week 15	4/24/23	Chapter 13: Project Supply Chain Management	Homework Chapter: 13	
Week 16	5/1/23	<b>Final Exam – Testing Center 20%</b>	<b>Chapters: 10, 11, 12, 13</b>	

All exams will be in the Testing Center - open notes

Class section '502 meets each Monday – 7:00PM - 9:45PM

All homework questions will be part of the exams

Grading Policy		Scale	
Exams (3)	60%	94 – 100	A
Project assignments	20%	90 – 93	A-
Homework	15%	87 – 89	B+
LinkedIn Certificate	5%	83 – 86	B
		79 – 82	B-
<b>Total</b>	<b>100%</b>	75 – 78	C+
		69 – 74	C
		< 69	F

### Student Guidelines for the Testing Center:

Please read and follow all the instructions for the Testing Center at the link below:

<https://ets.utdallas.edu/testing-center/students/>

### Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same: “As a Comet, I pledge honesty, integrity, and service in all that I do.”



## Course Policy

### General

- a. Announcements or changes will be through the eLearning and/or UT Dallas email and it is your responsibility to log into eLearning (Blackboard) periodically (i.e., daily) and review the provided materials. Instructor makes every effort to inform you of any changes.
- b. Read the syllabus thoroughly and get familiar with the course policy, assignments, due dates and expectations.
- c. The office hours are to be used to discuss specific concerns and should not be viewed as an opportunity for additional instruction or tutoring. Your primary source of instruction is the eLearning materials, the research you conduct online to compliment your learnings and books you review from UT Dallas digital library.
- d. Without exception, you MUST communicate with the instructor via your UTD email account (FERPA purposes). Do not use a personal email account (e.g., Gmail, yahoo, QQ, etc.), it will not be answered.
- e. When sending an email to instructor, make sure to include the course number, section and time.
- f. Any student who is found responsible for committing an act of academic dishonesty will receive a grade of "F" or "0" (zero) on that quiz, exam, assignment, project or course.
- g. The instructor reserves the right to:
  - i. *Change the grading policy without any notice due to unforeseen circumstances such as dishonesty, cheating, etc.*

### 1. Assignments

- a. Please review homework assignment section carefully.
- b. Assignments must be submitted via eLearning (email submission receives a grade of zero). The instructor will notify you of other methods of delivery if it becomes necessary due to unforeseen circumstances.
- c. Late work will NOT be accepted and receives a grade of zero.
- d. It is your responsibility to ensure you have internet access in order to submit assignments by the scheduled due dates. Late submissions are not accepted based on you not having internet accessibility.
- e. It is your responsibility to ensure submitted documents have been uploaded properly and are available to the instructor.
- f. If you have difficulty to upload your document to eLearning, then try changing the browser, clearing cookies and cache and turning off pop-up blockers. If still unable to upload your document, then contact JSOM helpdesk support at 972-883-5800. Lastly, you may want to ask one of your group members to upload the document on-time.
- g. Do not submit documents a few minutes before the deadline, instead, allow yourself enough time in case there is an issue with your system, internet or document.

### 2. Group Assignments

- a. You will be assigned a group and the group lead submits the group assignments before the due dates. In a case that a member drops from the group for any reason, then the group goes forward with 2 members and no additional member will be added. This is a reality of the corporate world setting and you as a professional do not get a replacement, but your manager still expects the remaining 2 members to deliver all the deliverables on-time.
- b. You will not be allowed to work alone (no group of 1 member or submit a work only by yourself). Everyone needs to work in a group setting and learn how to be a team player. However, in special circumstances and at the discretion of the instructor, the request might be granted, if student makes a strong case and justifies why that should be the case.



# Operations Management

## 3. Exams, Quizzes, Make-up, Extra Credit and Academic Dishonesty

- a. There are three exams in this course, and each has 50 multiple choice questions. The duration of all exams are 90 minutes.
- b. All exams are open notes (**no textbooks are allowed during the testing session**).
- c. When the grades are posted on eLearning, you have 72 hours to review and notify the instructor, if there is an issue with your grade, otherwise, the grade remains “as is” and will not be changed under any circumstances.
- d. Pay close attention to all the due dates and exam dates, so plan/schedule your personal activities around those dates. Never purchase a plane ticket (no matter how cheap it is) before the posted final “Exam Week” (review UTD calendar for specific dates).
- e. You will receive a grade of zero or “F” for any missed assignment, exam or quiz, no exceptions.
- f. There will be NO make-up for any missed assignment, quiz, exam nor any project for an extra credit. Emailing the instructor after an exam or a quiz and requesting extra credit for what actually earned will not be answered.
- g. Exam make up may be accepted only for medical emergencies (written statement justifying the situation from a physician required). Scheduling a surgery/operation on an exam date is not considered a medical emergency. The written statement should include the physician’s (not a physician assistant) address and phone number for the verification purpose. In medical emergency circumstances, your exam will include SIGNIFICANT discussion, essay and short answer questions.

### Testing Area

- Lighting in the room must be bright enough to show the students’ face and surrounding area in a clear and detailed manner.
- Be sure the desk or table is cleared of all other materials. This means the removal of all books, notes, papers, calculators, etc. unless the instruction has specifically permitted in the posted guidelines for that particular examination.
- Students must show work area as well as the entire room during the room scan.
- No visible writing on desk or on walls.
- All other programs and/or windows on the testing computer/laptop must be closed prior to logging into the proctored test environment.
- Music, television or other distractions playing in the background are prohibited.
- No other persons or parties aside from the exam taker should be permitted near the testing environment and all communication between exam taker and third parties is prohibited.
- Live chat, guide and calculator are available online. If you face any issue, please use the live chat to get help from the proctoring support member.

### Testing Behavior

- You must not leave the room during the testing period at any time. You must not take the computer into another room to finish testing (exam must be completed in the same room the “Exam Environment View” is completed in).
- No breaks will be permitted.
- Use of hats, hoodies, headsets, and/or earplugs is not permitted.
- Do not use a phone for any reason. The only exception is to contact support, which you should do within your exam window itself.
- The student’s face must remain within view of the camera at all times.
- No additional time will be added for proctoring questions or technical issues encountered during the exam.



## UT Dallas Syllabus Policies and Procedures

### Academic Support Resources

The information contained in the [Academic Support Resources](#) lists the University's academic support resources for all students. The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. Please go to [UT Dallas Syllabus Policies](#) webpage for these policies.

***The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.***