

## *Course Syllabus*

### **Course Information**

Course Number/Section:	OPRE 6362-5U1 & SYSM 6311.5U1 (Updated 05/26/15)
Course Title:	Project Management in Engineering and Operations
Term:	Summer 2015
Days & Time:	Wednesday, 06:00 PM – 9:45 PM, Room 1.117

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### **Contact Information**

Instructor:	Shawn Alborz
Office:	SOM 3.207
Office Hours:	Wednesday 04:00 PM – 06:00 PM
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### **Course Pre-requisites, Co-requisites and/or Other Restrictions**

No Pre-Requisites

### **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 considerations.

### **Learning Outcomes**

Students will be able to:

- Develop an overall project charter, project plan and work breakdown structure (WBS)
- Apply knowledge to develop a project schedule with predecessors, resources and cost structure
- Develop a project S-Curve and earned value management (EVM) and apply concepts to track the project

### **Required Textbooks and Materials**

- Contemporary Project Management, 2<sup>nd</sup> edition, Timothy Kloppenborg, ISBN 9780538477017
- Search internet for best pricing
  - <http://www.abebooks.com/>
  - <http://www.hpbmarketplace.com/>
  - <http://www.bookfinder.com/>
  - <http://www.half.ebay.com/>
- Windows MS Project 2010 or newer is **required** for completing assignments. You can download a trial version: <http://www.microsoft.com/en-us/evalcenter/evaluate-project-professional-2010>
- MAC Free Project Software: <http://sourceforge.net/projects/openproj/>

### **Optional Reference Materials**

- PMI, Practice standard for earned value management, ISBN 9781930699427
- Harold Kerzner. Project management: a system approach to planning, scheduling and controlling, 11th edition. Book is available online through the UTD library:
- <http://utd.ebilib.com.libproxy.utdallas.edu/patron/FullRecord.aspx?p=1113482&echo=1&userid=4zrQXEg1XB2JLA9eCWomag%3d%3d&tstamp=1432668589&id=8D2BCF3C2D2C287774164829C9DFC99C5F405E2>

The following is a **tentative schedule**, which will be followed as closely as possible. However, should any changes become necessary, it will be announced in the class or via Blackboard. It is your responsibility to keep track of announcements regarding changes to this schedule.

## Tentative Schedule

Week	Chapter / Lecture	Assignments & Due Dates
May 27	Chapter 1 - Introduction to project management - PMI PMBOK overview & code of conduct - Research article components	•
Jun 3	Chapter 2 - Project selection and prioritization Chapter 3 - Organizational capability& structure	•
Jun 10	Chapter 4 - Chartering project Chapter 6 - Scope planning	•
<b>Jun 17</b>	<b>Exam 1 – Testing Center (Ch 1, 2, 3, 4 and 6)</b>	•
Jun 24	Chapter 7 - Scheduling projects Chapter 10 - Project risk planning	•
Jul 1	Chapter 9 - Budgeting projects and building S-Curve Chapter 13 - Leading and managing project team	•
<b>Jul 8</b>	<b>Exam 2 – Testing Center (Ch 7, 9, 10, 13 and S-Curve)</b>	•
		•
Jul 15	Chapter 11 - Project quality planning & project kickoff Chapter 12 - Project SCM & procurement	•
Jul 22	Chapter 14 - Determining project progress & EVM	•
Jul 29	- Group presentations	•
<b>Aug 5</b>	<b>Exam 3 – Testing Center (All Chapters/Slides)</b>	

Grading Policy		Scale	
Exams	70%	93 – 100 A	80 – 83 B-
Quizzes	10%	90 – 92 A-	77 – 79 C+
Assignments/Group Project	20%	87 – 89 B+	70 – 76 C
<b>Total</b>	<b>100%</b>	84 – 86 B	Below 70 F
<b>Grade Calculation</b>			
20 points homework/project			
10 points quiz			
70 points exams [(exam1 + exam2 + exam3) / 150] x 70			

## Course Policy: Be Advised

1. You are expected to attend every class, read the assigned chapter before the class and actively participate in discussions.
2. Announcements/changes will be through the eLearning. It is your responsibility to check it once a day.
3. If you missed a class, then please ask your classmate about what was covered in class.
4. There will be NO make-up for a missed assignment, quiz, exam nor any project for an extra credit.

5. Assignments must be submitted in person in class, unless otherwise is announced. Assignments will be graded based on its appropriateness, content and most importantly the formatting.
6. There will be in class quizzes without any notice.
7. Exams will be in testing center. Comet card is required. Plan accordingly so you do not miss any exam.
8. Exams cannot be taken sooner or later than scheduled dates. In emergency/medical circumstances, your exam will include SIGNIFICANT discussion, essay and short answer questions.
9. If you miss a class either planned or unplanned including but not limited to attending a conference, work related meeting, project or business trip, then you will receive a grade of zero for that missed assignment, quiz or exam (No exceptions).
10. 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, project or course.

## Formatting Your Documents (MS Files)

Throughout the semester, you will be preparing several documents using Microsoft Office products such as Word, Excel, PowerPoint and MS Project. Please follow the formatting guidelines below very diligently. Remember, each document that you produce as a project manager represents you and your credibility. Thus, as a project manager, you need to develop a habit of delivering quality documents with proper formatting.

Note: 1 point will be deducted for each non-compliance with the formatting as noted below:

- NO PDF, RAR, Zip or a graphic file is acceptable. Submit only Microsoft Word, Excel, PowerPoint, Visio or Project.
- Use Times New Roman size 12 for content/ paragraphs with single space only.
- Do not change the format (fonts, headers, size, etc.) of your project charter or the project plan templates.
- In Windows MS Word, use F9 Function button to refresh and update the table of content (TOC) so the TOC is formatted with correct headings and page numbers are aligned with no error messages.
- **Bullets, make sure:**
  - a. You must have at least a paragraph before you begin listing your bullets.
  - b. Essentially, you cannot list bullets right after a heading.
- **Tables, make sure:**
  - a. All tables are symmetrical on each page and are numbered sequentially.
  - b. Each table should have a number and you need to refer to it within your content. For example, you should not have in your paragraph “see table below”, instead you should have “see Table 1” or “Table 1 indicates that...” and the first letter “T” should be capitalized.
  - c. Use Times New Roman font size 11 and bold for the tables’ headings.
  - d. Use Times New Roman font size 10 for the text within each cell of your table.
- **Diagrams/Graphics, make sure:**
  - a. All diagrams, charts or graphics are placed on each page properly and symmetrically. Use your judgment.
  - b. Each diagram, chart or graphic should have a number and you need to refer to it within your content. For example, in your paragraph, you should not say, “see diagram below”, instead you should say, “see Diagram 1” or “Diagram 1 indicates that.....” and the first letter “D” should be capitalized.
  - c. All diagrams, charts or graphics must be numbered sequentially.

## Excel Files

You will be preparing some Excel files such as S-Curve, EVM tables. Therefore, it is crucial that you format the file properly. The best way to see if formatting is correct is to use the “Print Preview” function and visually check the formatting and appearance. If tables are broken into several pieces and spans on several pages, then modify your formatting, so your table shows in one page instead. You may need to change the page format from portrait to landscape. You may need to change the font and size to Calibri 9 point to fit your data properly. You can format your table in one page and the graph can be on another page. Use your judgment for formatting.

## PowerPoint Slide Presentation

You have been assigned a group project in which you need to assume that you have started, planned, executed and completed the project. At the end of the semester, you will be presenting your product to the audience (project sponsor, project key stakeholders, potential buyers, some VIPs).

Your presentation must focus on the output (the result of your project) and not the project management methodology. Essentially, you are trying to tell the audience what you have done with the given budget, what you have built and what the product looks like and how it functions. Remember, there will be some potential buyers in the audience who might be interested in hiring your team, so your presentation will have some sort of sales pitch.

- **PowerPoint Slides**

- a. Use letter size page (8.5 x 11 inches) for your slides and all are numbered sequentially.
- b. No color background. keep it professional. No slide animation or slide transition. Do not use the Prezi software.
- c. Presentation must have at least the following slides.
  - i. Executive summary.
  - ii. Maximum of 2-3 slides that talk about the project management methodology (e.g., timeline, budget, team structure, S-Curve, EVM, etc.) used.
  - iii. A comparison between your product and similar products in the market (e.g., cost, feature analysis).
  - iv. An schematics/diagram/blueprint of your prototype (if you possible) .
  - v. Challenges you faced during the project and solutions that you put in place.
  - vi. As many slides as you need to show your product features and capabilities. This is the HEART of your presentation. Make sure you show a final picture of the product in order to get the audience excited.

## File Naming Convention

You are required to name your files properly. Simply combine your class number, class time, group number and the name of the document. For example, OPRE6362\_4pm\_Group#\_Charter.docx or OPRE6362\_7pm\_Group#\_EVM.xlsx.

## Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations of the Board of Regents of the University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, *Rules on Student Services and Activities of the Course Syllabus Page 8, University's Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972/883- 6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

## Academic Integrity

The faculty and administration of the School of Management expect from our students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work. We want to establish a reputation for the honorable behavior of our graduates, which extends throughout their careers. Both your individual reputation and the school's reputation matter to your success.

The Judicial Affairs website lists examples of academic dishonesty. Dishonesty includes, but is not limited to cheating, plagiarism, collusion, facilitating academic dishonesty, fabrication, failure to contribute to a collaborative project and sabotage. Some of the ways students may engage in academic dishonesty are:

- Coughing and/or using visual or auditory signals in a test;
- Concealing notes on hands, caps, shoes, in pockets or the back of beverage bottle labels;
- Writing in blue books prior to an examination;
- Writing information on blackboards, desks, or keeping notes on the floor;
- Obtaining copies of an exam in advance;
- Passing information from an earlier class to a later class;
- Leaving information in the bathroom;
- Exchanging exams so that neighbors have identical test forms;
- Having a substitute take a test and providing falsified identification for the substitute;
- Fabricating data for lab assignments;
- Changing a graded paper and requesting that it be regarded;
- Failing to turn in a test or assignment and later suggesting the faculty member lost the item;
- Stealing another student's graded test and affixing one's own name on it;
- Recording two answers, one on the test form, one on the answer sheet;
- Marking an answer sheet to enable another to see the answer;
- Encircling two adjacent answers and claiming to have had the correct answer;
- Stealing an exam for someone in another section or for placement in a test file;
- Using an electronic device to store test information, or to send or receive answers for a test;
- Destroying or removing library materials to gain an academic advantage;
- Consulting assignment solutions posted on websites of previous course offerings;
- Transferring a computer file from one person's account to another;
- Transmitting posted answers for an exam to a student in a testing area via electronic device;
- Downloading text from the Internet or other sources without proper attribution;
- Citing to false references or findings in research or other academic exercises;
- Unauthorized collaborating with another person in preparing academic exercises.
- Submitting a substantial portion of the same academic work more than once without written authorization from the instructor.

<http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-Basicexamples.html>

**Plagiarism on written assignments, especially from the web, from portions of papers for other classes, and from any other source is unacceptable. On written assignments, this course will use the resources of [turnitin.com](https://www.turnitin.com), which searches the web for plagiarized content and is over 90% effective.**

**During tests and quizzes, students in this section are not allowed to have with them any food or drinks, scratch paper, course materials, textbooks, notes, invisible ink pens, or electronic devices, including iPads, iPhones, iPods, MP3 Players, earphones, radios, smart phones, cameras, calculators, multi-function timepieces, or computers. When possible, students should sit in alternating seats, face forward at all times, and remove any clothing which might conceal eye movements, reflect images of another's work, or hide course material for copying. Exam proctors will monitor any communication or signaling between students by talking, whispering, or making sounds, or by using your hands, feet, other body movements, the test paper itself or your writing implement.**

**Students in this course suspected of academic dishonesty are subject to disciplinary proceedings, and if found responsible, the following minimum sanctions will be applied:**

- 1. Homework – Zero for the Assignment**
- 2. Case Write-ups – Zero for the Assignment**
- 3. Quizzes – Zero for the Quiz**
- 4. Presentations – Zero for the Assignment**
- 5. Group Work – Zero for the Assignment for all group members**
- 6. Tests – F for the course**

These sanctions will be administered only after a student has been found officially responsible for academic dishonesty, either through waiving their right for a disciplinary hearing, or being declared responsible after a hearing administered by Judicial Affairs and the Dean of Student's Office .

In the event that the student receives a failing grade for the course for academic dishonesty, the student is not allowed to withdraw as a way of preventing the grade from being entered on their record. Where a student receives an F in a course and chooses to take the course over to improve their grade, the original grade of F remains on their transcript, but does not count towards calculation of their GPA.

The School of Management also reserves the right to review a student's disciplinary record, on file with the Dean of Students, as one of the criteria for determining a student's eligibility for a scholarship.

### **Judicial Affairs Procedures**

Under authority delegated by the Dean of Students, a faculty member who has reason to suspect that a student has engaged in academic dishonesty may conduct a conference with the student in compliance with the following procedures:

- (i) the student will be informed that he/she is believed to have committed an act or acts of academic dishonesty in violation of University rules;
- (ii) the student will be presented with any information in the knowledge or possession of the instructor which tends to support the allegation(s) of academic dishonesty;
- (iii) the student will be given an opportunity to present information on his/her behalf;
- (iv) after meeting with the student, the faculty member may choose not to refer the allegation if he/she determines that the allegations are not supported by the evidence; or
- (v) after meeting with the student, the faculty member may refer the allegations to the dean of students along with a referral form and all supporting documentation of the alleged violation. Under separate cover, the faculty member should forward the appropriate grade to be assessed if a student is found to be responsible for academic dishonesty;
- (vi) the faculty member may consult with the dean of students in determining the recommended grade;
- (vii) the faculty member must not impose any independent sanctions upon the student in lieu of a referral to Judicial Affairs;
- (viii) the faculty member may not impose a sanction of suspension or expulsion, but may make this *recommendation* in the referral documentation

If the faculty member chooses not to meet with the student and instead forwards the appropriate documentation directly to the dean of students, they should attempt to inform the student of the allegation and notify the student that the information has been forwarded to the Office of Dean of Students for investigation.

The student, pending a hearing, remains responsible for all academic exercises and syllabus requirements. The student may remain in class if the student's presence in the class does not interfere with the professor's ability to teach the class or the ability of other class members to learn. (See Section 49.07, page V-49-4 for information regarding the removal of a student from class).

Upon receipt of the referral form, class syllabus, and the supporting material/documentation from the faculty member, the dean shall proceed under the guidelines in the Handbook of Operating Procedures, Chapter 49, Subchapter C. If the respondent disputes the facts upon which the allegations are based, a fair and impartial disciplinary committee comprised of UTD faculty and students, shall hold a hearing and determine the responsibility of the student. If they find the student in violation of the code of conduct, the dean will then affirm the minimum sanction as provided in the syllabus, and share this information with the student. The dean will review the student's prior disciplinary record and assess additional sanctions where appropriate to the circumstances. The dean will inform the student and the faculty member of their decision.

## Technical Support

If you experience any problems with your UTD account you may send an email to: [assist@utdallas.edu](mailto:assist@utdallas.edu) or call the UTD Helpdesk at 972 883-2911.

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## Field Trip Policies

### Off-Campus Instruction and Course Activities

*Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address [http://www.utdallas.edu/BusinessAffairs/Travel\\_Risk\\_Activities.htm](http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm). Additional information is available from the office of the school dean. Below is a description of any travel and/or risk-related activity associated with this course.*

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The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

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## Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

## Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.



## **Withdrawal from Class**

The administration of this institution has set deadlines for withdrawal of 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, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

## **Student Grievance Procedures**

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

## **Incomplete Grade Policy**

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

## **Disability Services**

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:  
The University of Texas at Dallas, SU 22  
PO Box 830688  
Richardson, Texas 75083-0688  
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

**Religious Holy Days**

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

**Off-Campus Instruction and Course Activities**

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address given below. Additional information is available from the office of the school dean. ([http://www.utdallas.edu/Business Affairs/Travel\\_Risk\\_Activities.htm](http://www.utdallas.edu/Business Affairs/Travel_Risk_Activities.htm))

***These descriptions and timelines are subject to change at the discretion of the Professor.***