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## Course Syllabus

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### Course Information

OPRE 6373.PW1  
Project Planning  
Online Summer 2016

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### Professor Contact Information

Larry Bassuk, J.D.	<a href="mailto:Lawrence.Bassuk@utdallas.edu">Lawrence.Bassuk@utdallas.edu</a>
Bill Hefley, PhD	<a href="mailto:William.Hefley@utdallas.edu">William.Hefley@utdallas.edu</a>
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### Course Pre-requisites, Co-requisites, and/or Other Restrictions

OPRE 6372 Project Initiation

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### Course Description

This course covers the initial stages of planning a project including organizational and interpersonal considerations, scope management, quality planning, project team building, dealing with conflict, and negotiation.

Important note: Learning from the OB6301 modules included in sequence with this course should be applied with learning from this course in your preparation of course assignments.

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### Student Learning Objectives/Outcomes

Students demonstrate the ability to initiate and define projects while being attentive to the organizational and interpersonal environment. Students describe how key elements of initial project planning are applied in their organization and propose actions to improve the project management process.

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### Required Textbooks and Materials

*Textbooks (purchased by student):*

Heldman, K. (2013). *PMP® Project management professional exam study guide* (7<sup>th</sup> ed.). Indianapolis: Wiley (Sybex). ISBN: 978-1-118-53182-2

Larson, E. and Gray, C. (2011). *Project management: The managerial process* (5<sup>th</sup> ed.). New York: McGraw-Hill/Irwin. ISBN 978-0-07-742692-7 [International Edition ISBN 978-007-128929-0]

- Lewicki, R. J., Barry, B. and Saunders, D. M. (2006). *Essentials of negotiation* (4<sup>th</sup> ed.). New York: McGraw-Hill/Irwin ISBN 978-0073102764
- Mantel, S. J. et al. (2011). *Project management in practice* (4<sup>th</sup> ed.). Hoboken, NJ: John Wiley & Sons. ISBN-13: 978-0470533017
- Project Management Institute. (2013). *A guide to the project management body of knowledge* (5<sup>th</sup> ed.). Newtown Square, PA: Project Management Institute. ISBN: 978-1-935589-67-9 [[download from PMI Standards](#)]
- Project Management Institute. (2006). *Practice standard for work breakdown structures* (2<sup>nd</sup> ed.). Newtown Square, PA: Project Management Institute. ISBN 1-933890-13-4 [[download from PMI Standards](#)]
- Rose, K. H. (2014). *Project quality management: Why, what and how* (2<sup>nd</sup> ed.). Boca Raton, FL: J. Ross. ISBN 978-1604271027 [[first edition available as eBook from UTD Library; you may read it instead](#)]
- Shaler, R. (2006). *Wrestling rhinos: Conquering conflict in the wilds of work* (2<sup>nd</sup> ed.). San Diego: People Skills Press. ISBN 978-0971168985
- Verma, V. K. (1997). *Managing the project team*. Newtown Square, PA: Project Management Institute. ISBN 1-880410-42-7

### Assignments & Academic Calendar

Title/Date	Overview	Objectives	Assignments
<p><b>Project Planning Course Assignment</b></p> <p><b>Bill Hefley</b> <b>Rhoberta Shaler</b></p>	<p>This is a reflective assignment, meaning you will reflect on the concepts and practices discussed in this course in the context of how they are applied (or not) in your project management environment</p>	<ul style="list-style-type: none"> <li>• To explore the applicability and extent to which the processes and models discussed through this course are used where you work</li> <li>• To identify potential opportunities, barriers, and actions for improving your practice of project management</li> </ul>	<p><b>Refer to the instruction sheet on eLearning Assignments</b></p> <p>Submit on eLearning by <b>11:59 PM, July 31, 2016</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>Skills &amp; Strategies for Managing Negotiation and Conflict</b></p> <p><b>Rhoberta Shaler</b></p> <p><b>May 30 - June 5</b></p>	<p>Overview of essential people skills for communicating well in the business world generally is foundational to specific skills.</p> <p>Students will learn and experience both the theory and practical application of differing approaches to negotiation and conflict management. They will do this through the lens of their own experiences as well as theoretically.</p> <p>This module also includes insights and skills to accommodate diversity of all kinds.</p> <p>Students will learn key concepts in understanding and working with the differences between positions and interest.</p>	<p>With this foundational course, students will:</p> <ul style="list-style-type: none"> <li>• Assess for gaps in their understanding &amp; implementation of communication, conflict management, anger management &amp; negotiation strategies and skills</li> <li>• Have an overview of the three main approaches to negotiation: distributive, integrative &amp; associative</li> <li>• Gain insights into cross-cultural communication/negotiation factors as well as cross gender, roles, generations, expectations, values &amp; purposes</li> <li>• Gain facility with the language of negotiation</li> <li>• Demonstrate a practical understanding of the shift from positions to interests</li> </ul>	<p><b>Required Reading</b></p> <ul style="list-style-type: none"> <li>• Shaler, <i>Wresting Rhinos</i> <ul style="list-style-type: none"> <li>○ Rhino Rants, pp. 79-131</li> <li>○ Rhino Rampages, pp. 137-177</li> <li>○ Rhino Wrangling, pp.237-261</li> </ul> </li> <li>• Lewicki, <i>Essentials of Negotiation:</i> <ul style="list-style-type: none"> <li>○ Chapter 2, pp. 27-36</li> <li>○ Chapter 3, pp. 58-61</li> <li>○ <i>Chapter 11, pp. 229-252</i></li> </ul> </li> <li>• Articles (found in eLearning Lectures) <ul style="list-style-type: none"> <li>○ <i>Associative Negotiation: An Innovative Paradigm for Capturing Mutual Value &amp; Sustaining Long-Term Relationships</i></li> <li>○ <i>Communication Freezers</i></li> <li>○ <i>Moving from Positions to Interests</i></li> <li>○ <i>Using Interests to Negotiate</i></li> </ul> </li> <li>• Glossary of Negotiation Terms: <a href="http://www.negotiations.com/definition/">http://www.negotiations.com/definition/</a></li> </ul> <p><b>Individual Assignment:</b></p> <ul style="list-style-type: none"> <li>• Complete the <i>Personal Bargaining Inventory</i> provided on eLearning Assignments and submit by <b>11:59 PM, June 2, 2016.</b></li> <li>• Continue with Negotiation Journal from Module 1, including your personal responses to <i>Communication Freezers</i>: how you use them, how you feel when they are used by others. Submit by <b>11:59 PM, June 4, 2016.</b></li> </ul> <p><b>Webconference: June 5, 2016 5:00 pm CDT</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>Scope Management, Part 1</b></p> <p><b>Bill Hefley</b></p> <p><b>June 6 – 12</b></p>	<p>This module explores the processes, tools, and techniques that are used to initiate projects and manage their scope. These include stakeholder analysis and involvement, project chartering, collecting requirements, goal/objective alignment, and deliverables definition.</p> <p>Teams prepare project scope documents.</p>	<p>As a result of this module you will be able to:</p> <ul style="list-style-type: none"> <li>• Determine and document project goals, product or service deliverables, project management process outputs, constraints, and assumptions</li> <li>• Define the project strategy by evaluating alternative approaches</li> <li>• Identify and list performance criteria</li> <li>• Identify, estimate, and document key resource requirements</li> <li>• Define and document an appropriate project budget and schedule</li> <li>• Provide comprehensive information by producing a formal project charter and scope statement</li> </ul>	<p><b>Required Reading</b></p> <ul style="list-style-type: none"> <li>• Larson and Gray: Chapter 4, “Defining the Project” through <i>Step 2: Establishing Project Priorities</i>, pp. 101-108</li> <li>• Heldman, Chapter 3 (non-PMPs)</li> <li>• Mantel et al, pp. 44-53, 79-87</li> <li>• PMI, <i>PMBOK® Guide</i> <ul style="list-style-type: none"> <li>• Chapter 4: introduction through section 4.2 Develop Project Management Plan, pp. 63-78</li> <li>• Chapter 5: introduction through section 5.3 Define Scope, pp. 105-125</li> </ul> </li> </ul> <p><b>Team Assignment:</b> Project charter and scope statement for a project of your choosing (not a help desk project).</p> <p>Submit a written project charter, scope statement and PowerPoint presentation on eLearning Assignments by <b>11:59PM, June 25, 2016</b> and present during web-conference on <b>June 26</b>.</p> <p><b>Web-conference: June 12, 2016 5:00 pm CDT</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>Quality Foundations and Strategy</b></p> <p><b>Bill Hefley</b></p> <p><b>June 13 – 19</b></p>	<p>This module emphasizes the need to plan for the quality of both the project product and the project management processes by exploring the quality planning process and the role of the project manager in setting work standards, understanding customer requirements, and implementing these requirements. Teams continue to develop a project plan.</p>	<p>As a result of this module you will be able to:</p> <ul style="list-style-type: none"> <li>• Describe the foundation of quality improvement.</li> <li>• Consider project quality management implications of: <ul style="list-style-type: none"> <li>• Determining and documenting project goals and product/service deliverables.</li> <li>• Identifying, documenting, and communicating project management process outputs.</li> <li>• Identifying and documenting project constraints.</li> <li>• Defining project strategy.</li> <li>• Identifying/listing performance criteria.</li> <li>• Identifying/implementing project controls.</li> </ul> </li> <li>• Develop a project quality plan.</li> </ul>	<p><b>Reading Assignments</b></p> <ul style="list-style-type: none"> <li>• Heldman, Chapter 7, Section: Quality Planning, pp. 310-322 (5<sup>th</sup> ed., pp. 305-317) (non-PMPs)</li> <li>• PMI, <i>PMBOK® Guide</i>: Chapter 8, pp. 227-254</li> <li>• Rose: Chapters 1-5, pp. 3-65</li> </ul> <p><b>Team Assignment:</b> Preliminary project quality plan and PowerPoint presentation consistent with your project scope statement and stakeholder analysis.</p> <p>Submit your written quality plan on eLearning Assignments by <b>11:59 PM, June 25, 2016.</b></p> <p><b>Web-conference:</b> No web conference on Father’s Day June 19</p>

Title/Date	Overview	Objectives	Assignments
<p><b>Scope Management, Part 2</b></p> <p><b>Bill Hefley</b></p> <p><b>June 20 – 26</b></p>	<p>This module concludes the discussion of the scope management processes with the creation of the work breakdown structure (WBS) and introduction of the monitoring and controlling processes of scope verification and scope (change) control.</p> <p>Topics to be Covered</p> <ul style="list-style-type: none"> <li>• Work Breakdown Structure (WBS)</li> <li>• Relation to Activity Definition process</li> <li>• WBS Dictionary</li> <li>• WBS validation</li> <li>• Scope baseline</li> <li>• Scope verification</li> <li>• Scope change control</li> </ul>	<p>As a result of this module you will be able to:</p> <ul style="list-style-type: none"> <li>• Develop the Work Breakdown Structure (WBS) using the Scope Statement, Statement of Work (SOW), other project documents, and decomposition techniques.</li> <li>• Baseline the scope of work</li> <li>• Identify and implement project scope controls.</li> </ul>	<p><b>Required Reading</b></p> <ul style="list-style-type: none"> <li>• Larson and Gray: Chapter 4, <i>Step 3: Creating the Work Breakdown Structure though Summary</i>, pp. 108-121</li> <li>• Mantel et al, pp. 87-101</li> <li>• Project Management Institute <ul style="list-style-type: none"> <li>○ <i>PMBOK Guide</i>: Chapter 5, Section 5.4 Develop WBS through Section 5.6 Control Scope, pp. 125-140</li> <li>○ <i>Practice Standard for Work Breakdown Structures</i></li> </ul> </li> </ul> <p><b>Team Assignment:</b> Prepare a WBS and WBS Dictionary for the team Project. Present approach and overview during web-conference. Submit presentation and supporting documents on eLearning by <b>11:59PM, June 25, 2016</b>.</p> <p><b>Web-conference: June 26, 2016 5:00 pm CDT</b></p> <p><b>Course Team Project Peer Assessment:</b> Submit via eLearning assignments before <b>8 AM, June 29, 2016</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>Project Planning Tools</b></p> <p><b>Jim Szot</b></p> <p><b>June 27 – July 3</b></p>	<p>In this module we discuss project planning tools and the use of Microsoft Project on up-coming individual and team assignments.</p>	<p>Subjects will be able to:</p> <ul style="list-style-type: none"> <li>• Describe some of the commonly used project management tools and their advantages and limitations</li> <li>• Use the basic features of Microsoft Project to develop a project plan</li> </ul>	<p><b>Individual Assignments</b></p> <ul style="list-style-type: none"> <li>• Make a list of the tools that you have seen used in the practice of project management. Identify the benefits and limitations of each. Post on eLearning <b>Discussion Board</b> before <b>11:59 PM, July 2, 2016</b>. Review and comment on the postings of others before <b>11:59 PM August 6, 2016</b>.</li> <li>• Download and install a copy of MS Project on your computer (Note: If you are running Office 365,</li> <li>• If you are not familiar with MS Project, work through Parts I and II of Microsoft Project 201x: Step by Step</li> <li>• Complete the MS Project assignment found on eLearning Assignments <b>11:59 PM, Saturday, July 2, 2016</b></li> </ul> <p><b>Web-conference:</b> No conference on 4<sup>th</sup> of July weekend</p>

Title/Date	Overview	Objectives	Assignments
<p><b>From Conflict to Cooperation and Collaboration</b></p> <p><b>Rhoberta Shaler</b></p> <p><b>July 4 - 10</b></p>	<p>Pro-active consideration of potential areas of conflict when balancing stakeholder interests is imperative. Students will learn to foresee pitfalls and forestall unnecessary conflicts using pre-planning strategies.</p> <p>Building on the conflict management and negotiation skills presented in module two, emphasis will be on thinking through strategies for engaging negotiating partners in successful interactions leading to working well together for the best outcomes for all concerned.</p> <p>Students will learn the differences among distributive, integrative and associative negotiation and their wise applications.</p> <p>In-depth consideration of the skills and perspectives of integrative negotiation is included.</p>	<p>Students will understand, integrate and be able to demonstrate:</p> <ul style="list-style-type: none"> <li>• Facility with three types of negotiation and their appropriate uses</li> <li>• An effective pre-planning process: considerations, understanding, research &amp; intent</li> <li>• Understanding and implementation of integrative negotiation</li> <li>• Integration of conflict styles from module one with negotiation strategies from module two to shift perceived conflicts to collaborative negotiations</li> <li>• An examined understanding of collaboration</li> </ul>	<p><b>Reading Assignments:</b></p> <ul style="list-style-type: none"> <li>• Lewicki, <i>Essentials of Negotiation</i>, <ul style="list-style-type: none"> <li>○ Chapter 3, pp.61-82</li> <li>○ Chapter 4, pp. 85-110</li> </ul> </li> <li>• On eLearning Lectures <ul style="list-style-type: none"> <li>○ Shaler, <i>Preparing for Your Negotiation</i></li> <li>○ Shaler &amp; Andersen. Abstract from <i>CollaborEase: Taming Tension, Capturing Value</i></li> </ul> </li> </ul> <p><b>Written Assignment:</b></p> <ul style="list-style-type: none"> <li>• Continue with Negotiation Journal and <b>submit on eLearning Assignments by 11:59 PM, July 9, 2016.</b></li> </ul> <p><b>Team Assignment:</b></p> <ul style="list-style-type: none"> <li>• Prepare negotiating strategy for the Web-conference. On <b>June 25</b>, you will be assigned a negotiating partner and partners will receive the same scenario, background information &amp; worksheet. During our Web-conference, each pair will have eight minutes to negotiate and be evaluated on preparation and outcome by peers &amp; instructor using criteria provided during the call.</li> </ul> <p><b>Web-conference: July 10, 2016 5:00- 6:30 pm CDT</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>The Ethics of Negotiation</b></p> <p><b>Rhoberta Shaler</b></p> <p><b>July 11 – July 17</b></p>	<p>The ethics of negotiation are cultural, situational and personal. Students will be lead to consider their own filters, beliefs and stances.</p> <p>Students will practically understand the differences among integrative, distributive &amp; associative negotiation, the practices and perspectives, and how to assess situations for best outcomes.</p> <p>The process of resolving conflicts in situations where inequity, acknowledged or unacknowledged, is clearly present requires particular skills. Ethical negotiation requires a non-manipulative approach. Insights and questions regarding the ethics of negotiation are addressed.</p> <p>Distributive bargaining, well-understood, allows negotiating partners to arrive at equitable solutions in particular situations. Essentials of effective and ethical distributive bargaining are a primary topic in this module.</p>	<p>Students will understand, integrate and be able to demonstrate:</p> <ul style="list-style-type: none"> <li>• Understanding power and its use in negotiation</li> <li>• Considerations for cross-cultural ethics in negotiation planning</li> <li>• Applications of three approaches to negotiation within their personal ethical contexts</li> <li>• Ethical considerations in pre-planning</li> <li>• Ability to solve an ethical dilemma from a personal and an organizational perspective</li> <li>• Clearly how distributive bargaining can be used and when it is applicable</li> <li>• How they have internalized their understanding of the broad range of elements to be considered when negotiating</li> <li>• Differences between manipulation, influence, persuasion, mediation and negotiation</li> </ul>	<p><b>Reading Assignments:</b></p> <ul style="list-style-type: none"> <li>• Lewicki. <i>Essentials of Negotiation</i>, Chapters 7 &amp; 8</li> <li>• On eLearning Lectures <ul style="list-style-type: none"> <li>○ Aaronson. <i>Winning at the Sport of Negotiation</i></li> <li>○ Friedman &amp; Shapiro. <i>Deception and Mutual Gains Bargaining</i>.</li> <li>○ Shaler &amp; Andersen. <i>Ethinomics: Declaring &amp; Demonstrating your Personal Ethics</i></li> <li>○ Shaler &amp; Andersen. <i>Power Paradigms &amp; People Skills</i></li> <li>○ Shaler &amp; Andersen. <i>The Communications Complex: Game-Free, Non-Manipulative Influence</i></li> </ul> </li> </ul> <p><b>Written Assignment:</b></p> <ul style="list-style-type: none"> <li>• After completing the reading for this module, in Negotiation Journal, respond personally to the individual application of tactics in the <i>Winning at the Sport of Negotiation</i>. Then, summarize your current personal &amp; professional perspective on and approach to negotiation in fewer than 35 words. <b>Submit to eLearning Assignments by Noon PDT, July 16, 2016.</b></li> </ul> <p><b>Team Assignment:</b></p> <ul style="list-style-type: none"> <li>• For one hour, play <i>The Power Game</i> with your team and answer the questions provided, succinctly &amp; individually. <b>Post to eLearning Assignments by Noon PDT, July 16, 2016.</b></li> </ul> <p><b>Web-conference: July 17, 2016 5:00- 6:30 pm CDT</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>Legal Considerations: Real Estate, Environmental, Workplace Safety and OSHA</b></p> <p><b>Nicole LeBoeuf</b></p> <p><b>July 18 – 24</b></p>	<p>This module addresses topics on real estate law, as it pertains to residential and commercial property; environmental considerations for businesses, including potential exposure to fines, lawsuits and criminal liability; and workplace health and safety, including the agencies who administer such laws and the administrative code that further defines the law.</p>	<p>The student will be able to discuss key aspects of:</p> <ul style="list-style-type: none"> <li>• Commercial real estate transactions, including leases, sales, mineral rights, evictions, security deposits</li> <li>• Residential real estate transactions, including leases, evictions, security deposits</li> <li>• Environmental laws, including federal and state rules and regulations, criminal and civil liability, Phase I environmental site assessments.</li> <li>• Workplace Safety and OSHA, including the governmental agencies responsible for administration and enforcement of workplace safety laws, OSHA inspections, whistleblower protections, OSHA-approved state workplace safety plans, Youth Worker Safety &amp; Health, workers' compensation.</li> </ul>	<p><b>Individual Assignment</b></p> <ul style="list-style-type: none"> <li>• Complete the module quiz on eLearning by <b>11:59 PM, July 23, 2016</b></li> </ul> <p><b>Web-conference: July 24, 2016 5:00 CDT</b></p>
<p><b>Legal Considerations: Intellectual Property</b></p> <p><b>Larry Bassuk</b></p> <p><b>July 25 – 31</b></p>	<p>This module discusses property rights, focusing on patents, trademarks, copyrights, and trade secrets.</p>	<p>The student will be able to describe the intellectual property considerations and key actions required to protect the rights of intellectual property owners including:</p> <ul style="list-style-type: none"> <li>• Setting up and maintaining physical security</li> <li>• Obtaining agreements with employees to maintain secrets</li> <li>• Marking documents proprietary</li> <li>• Providing education on rules and procedures</li> </ul>	<p><b>Individual Assignment</b></p> <ul style="list-style-type: none"> <li>• Complete the module quiz on eLearning by <b>11:59 PM, July 30, 2016</b></li> </ul> <p><b>Web-conference: July 31, 2016 5:00 CDT</b></p>

Title/Date	Overview	Objectives	Assignments
<p><b>Project Team Building</b></p> <p><b>Jeff Hicks</b></p> <p><b>Saturday</b></p> <p><b>August 8 – 14</b></p>	<p>In this module, we will explore basic aspects of initially building an effective project team, focusing on the key elements of:</p> <ul style="list-style-type: none"> <li>• Sponsorship alignment</li> <li>• Team competency and influence</li> <li>• Assimilating the team members into the project</li> <li>• Launching the project as a cohesive team</li> <li>• Conducting effective kick-off meetings</li> </ul>	<p>Provide the basic skills required to:</p> <ul style="list-style-type: none"> <li>• Effectively align the project, the project manager and the project sponsor</li> <li>• Establish a self-discovered (team) set of key competencies and influences that will be required to successfully complete the project</li> <li>• Effectively measure each team member against those competencies and the influences required to determine if the “right” team is in place or if a different mix is required</li> <li>• Define the project in ways that effect buy-in and comprehensive understanding</li> <li>• Provide the platform for the team members to move from individual agendas to adopt the project as the objective</li> <li>• Provide the tools necessary to identify each team member’s expertise and concerns</li> <li>• Design successful kick-off meetings</li> </ul>	<p><b>Required Reading</b></p> <ul style="list-style-type: none"> <li>• Larson and Gray, Review <ul style="list-style-type: none"> <li>○ Chapter 10 “Leadership: Being an Effective Project Manager”</li> <li>○ Chapter 11 “Managing Project Teams”</li> </ul> </li> <li>• Heldman, Chapter 8 (non-PMPs)</li> <li>• Verma, Chapter 3, “Effective Team Building”</li> </ul> <p><b>Prepare...</b></p> <ul style="list-style-type: none"> <li>• In accordance with the worksheet found on eLearning Assignments</li> <li>• Deliverable: team presentation during the web conference</li> </ul> <p><b>Web-conference: August 14, 2016 5:00 pm CDT</b></p>

## Grading Policy

Graded assignments should be posted to eLearning by midnight of the day listed unless otherwise specified. Assignment listings disappear after the deadline. If you do not find a link, e-mail Jim Szot [jimszot@utdallas.edu].

Assignments	Module	Percentage	Type	Due Date
Personal Bargaining Inventory	Skills and Strategies for Managing Conflict and Negotiation (Shaler)	5%	Individual	June 2
Negotiation Journal & <i>Communication Freezers</i>	Skills and Strategies for Managing Conflict and Negotiation (Shaler)	2.5%	Individual	June 4
Project Charter and Scope Statement	Scope Management, Part 1 (Hefley)	5%	Team	June 25
Project Quality Plan and Presentation	Quality Foundations and Strategy (Hefley)	5%	Team	June 25
Project WBS/WBS Dictionary and Presentation	Scope Management, Part 2 (Hefley)	5%	Team	June 25
Peer Assessment	Scope/Quality (Hefley)	May adjust team assignment score	Individual	June 29
PM Tools Discussion Board Posting and MS Project	Project Planning Tools (Szot)	3%	Individual	July 2
Negotiation Journal	From Conflict to Cooperation and Collaboration (Shaler)	2.5%	Individual	July 9
Negotiation Journal & <i>Winning at the Sport of Negotiation</i>	The Ethics of Negotiation (Shaler)	5%	Individual	July 16 Noon PDT
<i>The Power Game</i>	The Ethics of Negotiation (Shaler)	5%	Team/Individual	July 16 Noon PDT
Negotiation	From Conflict to Cooperation and Collaboration (Shaler)	5%	Team	July 10
Quiz	Legal Considerations 3 (LeBoeuf)	5%	Individual	July 23
Quiz	Legal Considerations 4 (Bassuk)	5%	Individual	July 30
Project Planning Assignment	Course (Hefley and Shaler)	40%	Individual	July 31
PM Tools Discussion Board Comments	Project Planning Tools (Szot)	2%	Individual	August 6
Presentation	Project Team Building (Hicks)	5%	Team	August 14

Possible course grades are A, A-, B+, B, B-, C+, C, and F. The anticipated grading scale based on past experience is shown below. This scale is subject to revision based on analysis of class performance by, and at the sole discretion, of the grading instructor of record.

Percentage Score	Grade	Percentage Score	Grade	Percentage Score	Grade
95-100	A	80 < 85	B	65 < 70	C
90 < 95	A-	75 < 80	B-	< 65	F
85 < 90	B+	70 < 75	C+		

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## Technical Support

For assistance with eLearning and other Project Management Program technology issues, e-mail Wei Wang [weiwang@utdallas.edu] and Debbie Samac [debbie@utdallas.edu].

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 Computer Helpdesk at 972-883-2911. **Do not contact the UTD Computer Helpdesk for questions about or problems with eLearning or WebEx.** They cannot help you – these products are supported by the Project Management Program.

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## UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

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