



ORGL 422 Project Leadership Course Syllabus: Fall 2018

This syllabus provides course information, which includes materials required for the course, the course description, and student learning outcomes (LOs) to help you navigate the course and complete requirements.

Course Information

Students will explore leadership's responsibility for conceiving, designing, implementing and managing the organization's overall objectives, culture, and environment as part of the project management process. Within this context, primarily focuses on understanding project management, aligning project management with the organization, project management oversight, projects as capital investments, globalization and resources optimization.

Pretest

The Pretest for this Project Leadership course assesses your knowledge of project management tools and knowledge to lead a project team.

The purpose of the pretest is to provide a baseline understanding of your knowledge in this competency. The pretest is required for the course. Passing grades for all competencies and assignments for this course are a score of 80 points or higher.

Content	Description	Time	Value	Notes
Pretest	Measures your competency of	120 minutes	100 points	

	learning outcomes through essays, short answer, and multiple choice questions.			
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Posttest

The Posttest for this Project Leadership course assesses your knowledge of project management tools and knowledge to lead a project team.

The Posttest is an assessment of your knowledge of the material required for the competency. A score of 80 points or higher is required to demonstrate competency.

If you score less than 80 points on any competency you will have an opportunity to review the material and re-take the competency Posttest. You may take the Posttest assessment up to three times. If you have not passed the competency in three attempts, you will have to repeat the class. In order to demonstrate competency, a score of 80 points or higher is required.

Content	Description	Time	Value	Notes
Posttest	Measures your competency of learning outcomes through essay, short answer, and multiple choice questions.	180 minutes	100 points	

Learning Outcome 1: Project Management Defined

Learning Outcome: Define key concepts of projects and project management.

According to *A Guide to the Project Management Body of Knowledge*, a **project** is "a temporary endeavor undertaken to create a unique product, service, or result." The broader definition states that a project is "an endeavor that requires an organized set of work efforts that are planned in a level of detail that is progressively elaborated as more information is discovered." Projects should result in developing a new product or service, improving or modifying existing goods, services, and procedures. The bringing together of skilled resources to create something new or different using effective management processes is the cornerstone of project management. In practice, project management is defined as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements." A project manager should be able to identify project requirements, address the various needs, concerns, and expectations of the stakeholders as the project is planned and carried out, and also to balance the competing project constraints in terms of project scope, quality, schedule, budget, resources and risk.

Learning Outcome 2: Project Life Cycle

Learning Outcome: Describe the phases of a project.

Every project has a life cycle, or a series of milestones and accomplishments that must be met throughout the project. The first stage of the project management life cycle (PML) is initiation. In this stage, the project is chartered and mission statements as well as the project's overall goals are defined. The project manager is identified and the team is assembled. In this stage, some organizations draft a mission statement just for the project. The next phase is the planning phase. During this second phase, tasks are assigned and details are provided to describe each task. Project deliverables are also identified. In phase three, prototypes are developed, the project is tested, quality is reviewed, and production is initiated. This is called the execution phase. It is also referred to as the control or implementation phase. The last phase of a project is closure. Reviews are held when the project is complete. During this last phase, one has the opportunity to review lessons learned and to archive data and records. Customer feedback is sought regarding the life cycle and delivery of the system. In this unit, you will learn that projects should follow a systematic approach with a defined beginning and ending.

Learning Outcome 3: Organizational Design

Learning Outcome: Identify challenges and formulate strategies for leading conflict resolution.

Many businesses have struggled with organizing projects under a separate organizational system than their ongoing operations. Upon the chartering of a project, organizations must determine how their project will be implemented. In many cases, traditional organization designs fall short of providing the type of structure needed for successful project implementation. Thus, the manner in which a project is organized may change with each new charter through a temporary design project which fits the current project's needs. There are various project management systems that provide the proper framework for implementing project activities within organizations. This unit will discuss how project managers can balance the needs of both the overall organization and the project by utilizing effective design techniques..

Learning Outcome 4: Project Initiation and Planning

Learning Outcome: Identify, describe, and apply various tools used in initiating and planning a project.

Project initiation is the most critical phase in the project life cycle, as it is the first phase of the overall initiative. During this phase, the scope is defined and the team and other resources are positioned. The organization defines the objectives, purpose, and mission of the project as well as determines the deliverables and expected outcomes. The project manager is responsible for creating the baseline project plan. In this unit, you will learn about the project charter and the various frameworks and tools that can be utilized in this phase to create the proper foundation for project success.

Learning Outcome 5: Project Execution

Learning Outcome: Analyze risks associated with project execution.

Execution involves building the deliverables and controlling the project scope and costs. Risks must also be managed during this phase. Control mechanisms should be in place to control issues and problems as well as to ensure quality. Once the project initiation and planning is complete, the execution phase begins. Ideally the project plan has been approved and base-lined so that the actual work can start. This phase includes the coordination of resources to perform the activities outlined in the plan. The project manager must unify all associated areas of the project and engage all stakeholders, project staff, customers, and other resources to achieve a successful outcome. Report gathering is performed regularly during this phase to analyze ongoing status, task changes, and other variances to the plan. Administratively, the project manager must complete or coordinate all status reports to keep the

organization abreast of project standing. The majority of the project's tasks are performed during this phase. In this unit, you will learn the core of project management through a review of the organizational techniques required to make sure deliverables are completed on time and on budget.

Learning Outcome 6: Project Implementation and Closure

Learning Outcome: Explain the process of project implementation and describe how to close a project.

The final phase of the project life cycle is the implementation and closure phase. This includes winding down tasks, implementing the product or service to the client or internally within the organization, releasing staff and conducting a lessons-learned review. This phase is very crucial to preventing the project from moving beyond the original scope and budget as defined in the baseline project plan. There must be acceptance of the project deliverables and feedback must be sought regarding project performance. Evaluation reports must also be created and lessons-learned, or post-mortem meeting must be held to discuss project strengths and weaknesses. Outstanding contributors are also recognized during this phase and the achievements of the overall project team are celebrated. This unit will review how to close down projects and use the insights gained to make improvements going forward; it will also discuss how to celebrate the team for peak-performance and how to seek and obtain customer feedback and acceptance.

Assignments

Assignments are optional and are designed to help increase your understanding of the material. Since these assignments are optional, you will not be required to submit them for grading and you will not receive instructor feedback.

Technology Requirements

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari,	The current major version of iOS

Device	Operating System	Browser	Supported Browser Version(s)
		Chrome	(the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.
 - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - [Adobe Reader](https://get.adobe.com/reader/) <https://get.adobe.com/reader/>
 - [Adobe Flash Player](https://get.adobe.com/flashplayer/) (*version 17 or later*) <https://get.adobe.com/flashplayer/>
 - [Adobe Shockwave Player](https://get.adobe.com/shockwave/) <https://get.adobe.com/shockwave/>
 - [Apple Quick Time](http://www.apple.com/quicktime/download/) <http://www.apple.com/quicktime/download/>
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

Brightspace Support

Need Help?

Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “click here” to submit an issue via email.



System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Course Concerns

If you have questions pertaining to the content of this course (e.g., questions about an exam, about course due dates, etc.), please contact your instructor via email, through the "Virtual Office," or during office hours.

Other Questions/Concerns

Contact the appropriate TAMU-C department related to your questions/concerns. If you are unable to reach the appropriate department with questions regarding your course enrollment, billing, advising, or financial aid, please call 903-886-5511 between the hours of 8:00 a.m.-5:00 p.m., Monday through Friday.)

Communication and Support

Email is the best way to communicate as it is checked throughout the day. However, in order to avoid duplication of questions and answers, I prefer that you post all class related questions in the Virtual Office course tab. It is likely that your peers will have the same question. Emails of a personal nature should be sent to my e-mail address via eCollege.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](http://www.albion.com/netiquette/corerules.html)
<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

ADA Statement

Students with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.