



**IE 411 Engineering Management, *Three semester hours***  
**Fall 2014,**  
TR 11:00AM-12:15 A.M./AG/IT 211

**Instructor:**

E. Delbert Horton, Ph.D., P.E.  
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Department Engineering & Technology

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*"Appointment Recommended"*

<b>COURSE INFORMATION</b>
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**COURSE TEXT**

**Project Management, the managerial process, Fifth Edition**

Erik W. Larson, Clifford F. Gray,  
ISBN 978-0-07-340334-2  
©2011

**COURSE REFERENCE TEXT/MATERIALS**

**Project Management: A Systems Approach to  
Planning, Scheduling, and Controlling, 9th Edition**

Harold Kerzner, Ph.D., Baldwin-Wallace College, Berea,  
Ohio  
ISBN: 978-0-471-74187-9  
©2006  
1040 pages

**Engineering Management,**

Robert E. Shannon  
ISBN: 0-471-03408

**Developing Managerial Skills in Engineers and Scientists, Second Edition**

Michael K. Badawy  
ISBN: 0-471-28634-6

Instructor will provide handouts and use selected-  
Websites as references

**COURSE REQUIREMENTS**

Techniques relating to managing engineering activities; engineer's transition into management; engineering managerial functions; motivation of individual and group behavior; productivity assessment/improvement; managing the quality function and communications. This course will also teach the team approach to understand how the design, planning, implementation, tracking and close out of a project should be managed on an industrial-level project. The student must be senior classification or consent of faculty of record.

**ASSESSMENT OF STUDENT OUTCOMES**

Upon completion of this course, the student will be able to:

1. identify and use the tools of project management,
2. effectively use project reporting tools and techniques,
3. understand and appraise the changing business climate and how the changes have impacted project management
4. understand the importance of risk, cost, schedule and resource control and management of a project,
5. understand the need for effective project management skills, training and the specific training needs of project managers,
6. demonstrate an understanding of the role of Project Management vs. Functional Management,
7. write clear goal and objective statements and establish measurable criteria for project success,

<b>COURSE REQUIREMENTS</b>
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**COURSE EVALUATION**

The final grade will be based on the following factors.

Examinations: Two examinations plus the final examination

Class Participation: Students are expected to participate in class presentations and any problem sessions. Each student will be expected to prepare presentations of assigned topics and to solve problems related to topics of the course and turn these assignments in on time. Late submittals will be subject to a late grade

penalty.

<u>Evaluation Factors:</u>	<u>Values</u>
Examinations:	50%
Final Examination (comprehensive):	30%
Class Participation:	20%

Class Assignments: The instructor will make regular class assignments during the daily class periods. It is expected that the student will do these assignments for the student's benefit. This Class Participation component of the course grade will be derived from the instructor's evaluation of reviewed assignments and class participation. These reviewed assignments will be assigned and evaluated by the instructor in the following manner and will account for 15% of the students course grade.

1. 5 percentage points of the course grade will be assessed as to the student's consistent and timely submittal of each assignment. (Check)
2. 10 percentage points of the course grade will be assessed on the student's aggregate score of four (4) or five (5) of these assignments. The instructor selectively chooses these 4 or 5 assignments for scoring. (Check minus, Check, Check plus)

Students are expected to participate in class presentations and any problem sessions. Each student will be expected to present if called on by the instructor their understanding of assigned topics and/or solutions to assigned problem to the class. Non participation in these exercises will be counted against the student's Class Participation component of the course grade.

Grading Scale:

- A = 90-100%
- B = 80-89%
- C = 70-79%
- D = 60-69%
- Fail < 60%

Note

All handouts including syllabi, exams, and topic presentation materials are instructor's material. The instructor will keep all exam questions and presentation materials. The student will not be allowed to keep their examination submittals. If you desire to make a copy of your examination, please make it before submitting the examination for recording..

Examinations: Each of the three examinations including the final examination will be given in class. The Final Exam is comprehensive. No make-up examinations will be given. If a student misses one of the first three examinations, then that missed examination will be assigned 85.0% of that student's Final Exam grade, regardless of the reason(s) for missing the examination. An examination grade equal to "0" because of a violation of the student expectations or academic

dishonesty policy stated earlier counts as a missed examination, but the grade cannot be replaced. Upon missing the second of the first three examinations, students will be assigned a final grade of "F" for the course and will not be allowed to attend any more class meetings, regardless of the reason(s) for missing the examination. If a student misses the Final Exam, then that student will be assigned a final grade of "F" for the course, regardless of the reason(s) for missing the Final Exam. A Final Exam grade equal to "0" because of a violation of the student expectations or academic dishonesty policy stated earlier counts as a missed Final Exam. Students are required to use 8.5"×11" sheets of green engineering paper handwritten front and back. Any graphical requirements will be done on the green engineering paper. Students will need a scientific calculator for each test - unless the instructor states otherwise, it is the only computing or electronic storage device allowed during tests. If an examination is designated to be "open book" examination, the student will **NOT** be allowed to use an electronic book format during the exam period.

Assignments: Working and understanding all assignments is essential to succeeding in this course. Any information provided in or learned from working an assignment is fair game to be asked on an examination. If students are not entirely comfortable with a particular concept in an assignment, then they should work additional problems from the text.

## COURSE AND UNIVERSITY PROCEDURES/POLICIES

### **CONDUCT IN CLASSROOM**

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. Attendance will be kept and evaluated as part of class participation. The no sounding of cell phones and using a cell phone or text messaging is prohibited in class. No tobacco products, food and drinks are allowed in the classroom. Each student will be expected to follow the TAMU-Commerce CoSE Academic Honesty Policy.

### **STUDENT EXPECTATIONS:**

- Students are expected to attend all class periods. Students who do not attend class regularly may find this course to be more challenging than it should be. Students missing more than **four (4) class meetings** will be assigned a final grade of "F" for the course and will not be allowed to attend any more class meetings, regardless of the reason(s) for the absences. Students are considered absent from a class meeting if they miss any portion of class time. Class time begins when the instructor arrives, but no earlier than the scheduled start of class time. Class time ends when the instructor dismisses class, but no later than the scheduled end of class time.

- Students are expected to make a legitimate attempt to pass the course, as judged by the instructor. Students who do not make a legitimate attempt to pass the course will be assigned a final grade of "F" for the course and will not be allowed to attend any more class meetings.

Any violations of the following student expectations, as judged by the instructor, will result in letter grade reductions to course work grades and/or to the final course grade of the offending student.

- Students are expected to have complete knowledge of and to be fully compliant with the Code of Student Conduct in the current Student Guidebook at <http://www.tamu-commerce.edu/studentlife/guidebook.htm>
- Students are expected to be fully prepared for each class before it meets.
- Students are expected to refrain from any disruptive behaviors during class. This includes (but is not limited to) not being in their seat at the scheduled start time of class; packing up and leaving class before it is dismissed by the instructor; talking or making other noises while the instructor is presenting material or a student is asking a question; sleeping; doing work for another course; reading newspapers, magazines, or other non-course materials; and using a computer at times and for purposes other than those designated by the instructor.
- Students are expected to have cell phones (**NO TEXTING**), music devices, and pagers turned off during class.

### **ACADEMIC DISHONESTY**

Efforts made by any student to achieve dishonestly will not be tolerated. Course work that students submit to the instructor is to be their own. Students may discuss course work and other course material with the instructor and/or fellow students (except during tests), but it is inappropriate to have another student do their course work (course assignment, examination, or presentation) or provide them with any portion of it. If the instructor determines a student has performed dishonestly on course work, then that student will be assigned a grade of "0" for that specific course work. If the instructor determines a student has committed a second act of academic dishonesty, then that student will be assigned a final grade of "F" for the course and will not be allowed to attend any more class meetings.

### **UNIVERSITY SPECIFIC PROCEDURES:**

#### **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 132**  
**Phone (903) 886-5150 or (903) 886-5835**  
**Fax (903) 468-8148**

<b>COURSE OUTLINE / CALENDAR</b>
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COURSE OUTLINE AND SCHEDULE

WEEK 1: INTRODUCTION TO PROJECT MANAGEMENT

WEEK 2: ORGANIZATION STRATEGY AND PROJECT SELECTION

WEEK 3: ORGANIZATION STRUCTURE AND CULTURE

WEEK 4: DEFINING THE PROJECT

WEEK 5: CONTINUE DEFINING THE PROJECT

WEEK 6: ESTIMATE PROJECT TIME AND COSTS, CHAPTER 5

WEEK 7: CONTINUE CHAPTER 5.

WEEK 8: DEVELOPING A PROJECT PLAN, CHAPTER 6

WEEK 9: CONTINUE CHAPTER 6

WEEK 10: MANAGING RISK CHAPTER 7

WEEK 11: SCHEDULING RESOURCES AND COSTS CHAPTER 8

WEEK 12: CONTINUE CHAPTER 8

WEEK 13: PROGRESS AND PERFORMANCE MEASUREMENT AND  
EVALUATION

WEEK 14: CONTINUE PROJECT EVALUATION

WEEK 15: CONTINUE PROJECT EVALUATION

EXAMINATION SCHEDULE:

Exam #1, October 2, 2014, Chapters 1 thru 4.0

Exam #2, November 4, 2014, Chapters 5.0 thru 7.0

Final Exam, December 9, 2014, Comprehensive plus Chapters 8 & 13.

SYLLABUS CHANGES: The instructor has made every effort to provide the students with an accurate syllabus. However, situations may arise during the semester resulting in changes in the information provided in this syllabus. If this occurs, the changes will be announced in class. If students miss a class, it is their responsibility to find out if any changes have been made.

Owner - E. Delbert Horton --of this syllabus, examinations and all lectures notes. Students are prohibited from selling (or being paid for taking) notes during this course to or by any person or commercial firm without the express written permission of the professor teaching this course.