



COURSE TMGT 455 01W (80821)

Project Planning and Scheduling

Three (3) semester credit hours

COURSE SYLLABUS: FALL 2018

INSTRUCTOR INFORMATION

Instructor: Dr. Marcus L. Smith, Jr.

Office Location: Charles J. Austin Engineering & Technology Building, 213A

Virtual Office Hours: Wednesday: 9:30-11:30 a.m., 12:30-2:30 p.m.

On-campus office visits are available by appointment only.

Call ET Administrative Assistant at 903-886-5474 to schedule an on-campus appointment.

You will be required to present a valid and current TAMUC student ID at the time of your scheduled on-campus appointment.

Office Phone: 903-886-5699

Office Fax: 903-886-5960

University E-mail Address: Marcus.Smith@tamuc.edu

Preferred Form of Communication: E-mail

Communication Response Time: 24 hours

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required:

Construction Project Scheduling and Control, 2nd Edition, Saleh Mubarek.
John Wiley & Sons, Inc. ISBN 13: 978-1-118-84600-1
2010

Optional Texts and/or Materials

Suggested Readings

The course textbook has a list of "Further Reading" at the end of each chapter. These readings have application to the content of the course.

Reference Sources

- www.atmae.org
- www.plagiarism.org
- www.tamu-commerce.edu/studentlife/guidebook.pdf
- **Publication Manual of the American Psychological Association (APA)**
6th Edition
ISBN: 10:1-4338-0561-8
2010

Course Description

Study of the concepts used in planning and scheduling of projects in both industrial and construction applications.

Prerequisites: TMGT 352

Student Learning Outcomes

Student Learning Outcomes define what you should know and be able to do as a result of your participation in this course of study. All of the activities that constitute this course are designed toward the accomplishment of that goal.

- **Student Learning Outcome #1:** The learner will demonstrate competency in the development of a construction schedule through class assignments and quizzes/examinations.
- **Student Learning Outcome #2:** The learner will demonstrate the ability to allocate and level resources efficiently through class assignments and quizzes/examinations.
- **Student Learning Outcome #3:** The learner will demonstrate the ability to update a schedule to control the progress of a project effectively through class assignments and quizzes/examinations.
- **Student Learning Outcome #4:** The learner will demonstrate the ability to solve complicated precedence networks calculations through class assignments and quizzes/examinations.
- **Student Learning Outcome #5:** The learner will demonstrate the ability to develop clear and accurate project reports through class assignments and quizzes/examinations.
- **Student Learning Outcome #6:** The learner will demonstrate the ability to manage schedule risks through class assignments and quizzes/examinations.

COURSE REQUIREMENTS

Minimal Technical Skills Needed

The student is required to have a basic knowledge of and operational proficiency with the MyLeo Online learning management system as well as the software required for this course (see "Technology Requirements").

General Overview of this Course of Study

Please note: the textbook made available to students at the campus bookstore was Edition 2. However your instructor is working from Edition 3. Usually there are but few changes between textbook editions (e.g., additional footnotes, updates to case studies, etc.) However, I will take the precaution of posting your homework assignments to ensure there were no numbering or sequence changes of the chapter exercises between the editions!

This class will be conducted in an environment similar to what one would expect to find in a well-operated business. It should be the objective of each of us to carry ourselves in a professional, business-like manner. In the context of this class, that means taking responsibility for one's assignments, producing **quality** work, communicating clearly, and acting in a civil manner.

As you are aware, this is a senior-level course. This fact alone dictates a different learning environment than you may have experienced in your past education and will require, in some cases, a new approach to the learning process on your part. A degree has value in its ability to expand and enhance the depth and breadth of your current career, future career goals, and your overall ability to become a more aware thinker, decision maker, resource manager, project manager, and communicator. You will be expected to develop your reading, research, and writing skills to a level that you may never have experienced previously. This will require dedication to this course and a desire to advance your education and the art of learning to a degree that may be new to you. Additionally, your time management skills will be put to the test as you try to balance other courses, career, family, leisure time, and other obligations along with your responsibilities to this course. Do not fall behind in this class! Being busy is not an excuse for turning in assignments late!

The educational philosophy of this course. The student is the center of the learning process; therefore, you are expected to assume the responsibility for your learning - to the degree and level that learning is achieved. You are expected to approach learning with purpose, commitment, dedication, seriousness, and an attitude of exploration. Accordingly, you must be self-driven by reading carefully all materials provided by the instructor, completing all course assignments in accordance with the instructions and specifications provided by the instructor, complying with assignment deadlines, and working within the assignment/course evaluation criteria.

As the student, you are to be an active learner, fully engaged in all facets of the course and its content. You will be expected to proof and assess the quality of your work

before it has been presented to your instructor. It is critical to your success for you to comply with the writing and formatting guides associated with this course of study and for you to have a high level of understanding of these documents. Before you turn any work into the instructor, it is your responsibility to compare your written material with the requirements/specifications of the writing and formatting guides provided for this course of study and to ensure to the instructor that you have fully complied with all requirements of the assignments.

Coursework in this class. The coursework in this particular course may be different from other classes you may have taken in the past. The assignments in this class include a writing assignment that is intended to a present real world situation and environment.

Student Responsibilities

This course will require you to read, conduct research, and write at a level appropriate for a senior-level student. It is assumed that you can read and write at this level coming into the course.

- You will be expected to read and comprehend the course syllabus, e-mails, and announcements.
- You will be expected to manage your time effectively and efficiently throughout the semester.
- You will be expected to meet all deadlines and due dates.
- You will be expected to participate fully in the course by checking announcements and e-mails and responding to e-mails when requested. This should be a daily habit!
- You will be expected to employ a **formal business writing style and format** in all of your written correspondence (including e-mails).
- You will be expected to practice civility in your verbal interactions with the instructor, staff, and other students.
- You will be expected to devote at least 12 clock hours to this course each week of the semester.
- You will be expected to log into D2L daily to check for correspondence from your instructor.

Tips for Success in the Course

This course of study uses online learning and collaboration tools; therefore, I am providing you the following tips for success:

Do Not Presume. Many students assume that online courses require less work and time and are generally “easier” than in traditional face-to-face university courses. In reality, online courses are designed to be just as rigorous, detailed, and demanding as their face-to-face course counterparts. Be prepared to devote a minimum of twelve (12) clock hours a week for this course including required online assignments.

Study and Pay Attention to the Course Student Learning Outcomes. Every course has established learning outcomes that are expected of the student. These are carefully crafted and serve as the foundation on which a well-designed course is built. Every aspect of the academic course including readings, research, assignments, and projects flow from the course student learning outcomes. Understanding these will provide a better understanding of what is expected of you, the student, in all aspects of the course.

Communication in the Course. The majority, if not all of the communication in an online course will be by written word; therefore, be prepared talk by typing. There will be discussion boards, written and oral assignments/projects, etc. E-mail is the common mode of communication in this type of course. This is different than the typical face-to-face course where verbal communication is prevalent. Be prepared to read and write a “great amount.”

Participation in an Online Class. You will be required to participate in the discussion boards (see below). Always respond to discussion board questions with substantive, well-researched remarks. An example of a bad posting would be a very short, non-value added response such as, “I agree with the previous post.” An acceptable response would be multi-sentenced, thoroughly researched by you, and generates additional thoughts that relate directly to the lesson’s subject matter. Use this opportunity to interact and to have a meaningful conversation with your classmates.

Be Proactive and Take Responsibility for Your Grade. If you have course-related questions or do not understand an assignment, it is time for you to contact your instructor (presumably through university e-mail). Do not wait until your grade is in jeopardy to act. Your instructor is there to guide you through the course. However, your questions should be serious, well-written, positive, and to the point.

Establish a Regular Schedule. It is a good habit to work on your course each day or at least five days a week. Your course requires you to spend at least 12 hours per week reading, researching, and/or writing. It is not wise or effective to wait until the assignment or project is due to begin—your grade will suffer. Time management, planning ahead, and organization are the keys to success in any academic course.

GRADING

Grading Scale

Final grades in this course will be based on the following grading scale:

A = 520-468 points

B = 467-416 points

C = 415-364 points

D = 363-312 points

F = 311-000 points

Maximizing Your Grade

In this class, you are preparing yourself to be a respected professional in a real world environment. Consequently, you should take advantage of this opportunity and conduct yourself in a manner consistent with that as would be expected by business managers and executives.

The assignments for this course of study have been provided in this class syllabus. You are responsible for turning in your assignments on time. In the real world, your boss will not be sending you reminders to get your work done on time and I will not be either! If you have questions about any of the assignments, it is your responsibility to bring those questions to me in a timely manner. Special allowances will not be made for mismanagement of time.

In the business world, attention to detail is critical. In this day of texting shortcuts and slang, you may not have placed a great deal of importance on spelling, grammar, or arithmetic calculation accuracy. But you can bet your boss will! These are the details that indicate a dedication to high professional standards and will separate you from others who lack these disciplines. Consequently my grading rubric for written assignments contains three specific attributes: ❶ subject completeness, ❷ factoid accuracy, and ❸ proper paper formatting/language.

No extra credit, additional work to improve a grade, or the re-doing of an assignment, project or examination will be permitted in this course.

All work in this course is to be completed individually, without collaboration from others.

Each student in this course of study agrees to accept and abide by the Academic Honesty Policy.

ASSIGNMENTS

All work in this course is to be completed individually, without collaboration from others.

Refer to the section in this course syllabus on “Plagiarism.”

Each student in this course of study agrees to accept and abide by the Academic Honesty Policy (see “Academic Integrity”).

As you read the textbook and conduct outside readings and literature searches, familiarize yourself with the requirements in the following assignments. I will be looking for evidence in your response that you read the textbook, conducted appropriate outside readings, and that you understood and were able to analyze the information you read.

IMPORTANT NOTICE

It is assumed that as a student in this course you know how to read at a high level, conduct word searches, and write (author) original papers/assignments on a given topic that fully comply with APA formatting guidelines. This course of study is not designed to provide you instruction on how to conduct research and/or write papers, respond to assignments, etc. Therefore, if you feel you do not have this level of knowledge and skill required in this course of study, you will need to discuss this matter immediately with your academic advisor to determine if you should remain in this course of study or what other action(s) you might wish to explore.

Turning In Written Course Assignments

- Assignments are to be turned in to your instructor via the associated assignment Dropbox.
- Do NOT turn-in your assignments prior to 24 hours before it is due.
- **Submit your assignments only once. The first one submitted will be the one graded.**

Course Assignments Guides & Instructions

General Guide & Instructions for Completing Course Writing Assignments

As you read the textbook, outside readings, and conduct research, familiarize yourself with the questions and/or the intent of the assignments. As you read, take notes of points that you may wish to include in your assignment responses. After you have read and researched your source materials, review each assignment and begin to organize your thoughts as to the most effective, complete and concise response. Write a draft first, then read, think, and make necessary revisions. Repeat this process as many times as you need in order to produce your best response.

Be careful of format, word usage, spelling, and grammar and be sure to cite all your reference sources, if applicable. Additionally, I will be looking for evidence that you read the textbook; conducted outside readings/research and that you understood what you have read. Give much attention to paper organization. Write to your intended audience and at a level they can understand. Use the Publication Manual of the American Psychological Association (APA) for all style and writing questions not addressed in this course syllabus. As a test of the degree to which you have been successful in satisfying the communication challenge, you may choose to have someone outside of the class read your paper and provide feedback.

Guide & Instructions for Completing Pre-assignment: Acceptance of Academic Honesty Policy

DUE: Friday, August 31, 2018 by 11:59pm

Download Undergraduate Academic Dishonesty policy ([Undergraduate Academic Dishonesty 13.99.99.R0.03](#)) and send the document to your instructor as an indication of your understanding and acceptance of this policy.

Guide & Instructions for Completing Assignments

DUE: See “Course Calendar”

VALUE: 180 Points (9 assignments @ 20 points each)

Each assignment will be associated with an exercise identified in the textbook. The learner will supplement the materials found in the textbook with outside resources which may provide greater explanation and/or clarity.

Guide & Instructions for Completing Quizzes

DUE: See “Course Calendar”

VALUE: 90 Points (9 assignments @ 10 points each)

Ten multiple choice topical quizzes covering nine chapters of the course textbook will be administered worth 10 points each. Quizzes are timed and can only be accessed once each; so, be ready to complete the entire quiz once it is entered. Quizzes automatically close at the posted deadline and will not be reopened for late submission. Each quiz MUST be completed by the posted deadline or a zero will be earned.

Guide & Instructions for Completing Exams

DUE: See “Course Calendar”

VALUE: 150 Points (50 points for Midterm Exam; 100 points for Final Exam)

The Midterm and Final Exams will consist of twenty-five (25) and fifty (50) multiple choice questions, respectively, including many questions contained in the quizzes. The Midterm Exam will cover the materials covered by Chapters 1-8. The Final Exam will cover all materials not covered by the Midterm Exam. Exams are timed and can only be accessed once each; so, be ready to complete the entire exam once it is entered. Exams automatically close at the posted deadline and will not be reopened for late submission. Each exam MUST be completed by the posted deadline or a zero will be earned.

Guide & Instructions for Completing Final Project: Project Management Plan

DUE: See “Course Calendar”

VALUE: 100 Points

Develop a project management plan (often referred to as a “project charter”) paper that follows this outline:

1.0 PROJECT OVERVIEW**1.1 EXECUTIVE SUMMARY**

- 1.2 KEY PROJECT INFORMATION
- 1.3 ALTERNATIVES CONSIDERED
- 1.4 PROJECT OBJECTIVES
- 1.5 SCOPE/APPROACH
- 1.6 PROJECT TEAM ORGANIZATION
- 1.7 ROLES/RESPONSIBILITIES of PROJECT TEAM MEMBERS
- 2.0 PROJECT EXPECTATIONS
 - 2.1 METHODOLOGY
 - 2.2 MAJOR PROJECT DELIVERABLES
 - 2.3 RISKS/MITIGATION PLANS
- 3.0 PROJECT PROCEDURES
 - 3.1 ISSUE RESOLUTION/SCOPE CHANGE CONTROL
 - 3.2 QUALITY MANAGEMENT/REAPPRAISAL
 - 3.3 ACCEPTANCE CRITERIA/PROCEDURES
- APPENDIX A—DESIGN DOCUMENTS
- APPENDIX B—GANTT CHART with CRITICAL PATH

- Your charter is to be 1800 to 2000 words.
- Use proper APA formatting to assist your reader.
- **Assignment Submission Instructions:** Paper is to be submitted to the “Assignment 2” submission folder. The file name must follow this format: 01W-Your Last Name-Final Project.
- Your paper is to be written in Times New Roman, 12 point font.
- Margins: One (1”) inch margins left, right and bottom and a two (2”) inch margin at top of page (an exception to APA).
- Line Spacing: Single-spaced between all text lines of the paper (an exception to APA).
- On all pages of the paper, place your full name (last name first), CWID, course number and section, and the date submitted in the upper left-hand corner of the page. Use 10 point font.

Example: Doe, John-12345678

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- Pagination: On all pages of the paper, place page numbers in the upper right-hand corner of the page. Use 10 point font.

Examples: 1 of 10 or Page 1 of 10

- Summary Title: On the first line of page 1, centered and bold in 12 point font, place the research paper title. The title is to be (example): **ASSIGNMENT: PROJECT CHARTER**
- Short bulleted lists are acceptable as they make it easier for the reader to process information. However, they should not serve as a replacement for narrative! Follow APA guidelines for developing bulleted lists.
- Section Definitions: Be sure to include all of the sections contained in this outline!
 - ✓ **Executive Summary:** a **high-level** summary of the key points contained in the charter (e.g., purpose, budget, schedule highlights, construction/design techniques, etc.) Should be no more than three paragraphs in length.
 - ✓ **Key Project Information:** a description of the project in terms of the project's purpose and intended outcomes, key risks, key third-party arrangements, and key implementation strategies (e.g., "design-build").
 - ✓ **Alternatives Considered:** a review of the alternatives considered together with an explanation as why the chosen approach was selected.
 - ✓ **Project Objectives:** expressed as a set of outcomes (e.g., interchange at [location] capable of supporting automobile speeds of a minimum 50 miles per hour and provide traction and skid-protection capabilities for icy conditions).
 - ✓ **Scope/Approach:** provide specifics on the qualities of the final product deliverable (e.g., references to design documents in an appendix, thickness of the pavement, mix ratios, construction/management methods to be employed, description of landscaping, etc.)
 - ✓ **Project Team Organization:** an organization chart depicting the management team of the project.
 - ✓ **Roles/Responsibilities of Project Team Members:** for each role represented on the project team, provide a description of the responsibilities of that role (example: Project Manager—provides overall project management (including plan management and periodic status reporting), ensures resource availability, resolves project issues, and sets the day-to-day project direction).
 - ✓ **Methodology:** a description of the method or methods expected to be used during the project. Description should provide a link to the risk mitigation plan.
 - ✓ **Major Project Deliverables:** description of the major project deliverables including a reference to design documents in the appendix.
 - ✓ **Risks/Mitigation Plans:** description of known risks (e.g., weather, labor strikes, etc.) and plans for avoiding and/or reducing the impact of the risks (example: risk—labor strike; mitigation plan—ensure current contract extends beyond the anticipated life of the project).
 - ✓ **Issue Resolution/Scope Change Control:** description of the processes the project management group will follow to ensure the project comes in on time and budget including processes for change orders and issue resolution.

- ✓ **Quality Management/Reappraisal:** description of methods to be followed for the duration of the project to ensure deliverables meet specifications. Also to include a method for testing and reappraisal at the end of the project to demonstrate stated design requirements have been satisfied.
- ✓ **Acceptance Criteria/Procedures:** description of final sign-off process.
- ✓ **Appendix A:** design documents that support the descriptions of scope, objectives, and the executive summary.
- ✓ **Appendix B:** Gantt chart depicting the overall project schedule including the identification of the project's critical path.

TECHNOLOGY REQUIREMENTS

Technology Support

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

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
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, Chrome	The current major version of iOS (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.

Basic Technology Requirements

- 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. The following settings are required:

- Pop-ups are allowed;
- JavaScript is enabled; and
- 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 \(version 17 or later\) https://get.adobe.com/flashplayer/](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.
- Jing is the preferred product for development of your project under Assignment 5.

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

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 E-mail.



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.

Assistance Through *The Writing Center*

The Writing Center at Texas A&M University is committed to assisting student writers at all levels. The Writing Center is located on-campus in the Hall of Languages Building, Room 103. The hours of operation are Monday through Thursday from 9:00 a.m. until 4:00 p.m. and on Friday from 9:00 a.m. until 1:00 p.m. There is also an Online Writing Lab, accessed by sending an e-mail to: writing.tamuc@gmail.com

Interaction with Instructor Statement

- Correspondence with your instructor in this course will be done via e-mail.
- All e-mails to your instructor must be written clearly in a formal business format.
- E-mails must be written to reflect your professionalism: complete sentences, correctly spelled words, correct punctuation, grammar, etc.
- All e-mails sent to your instructor MUST have the following in the e-mail
SUBJECT LINE: TMGT 510 01W – M. Smith: Your First Name, Your Last Name, Your CWID #, Subject of E-mail
- **Virtual Office Hours:** Virtual office hours are noted on page 1 of this course syllabus. I check also my e-mail inbox regularly and try to reply to all messages within 24 hours.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

This class will operate according to the following policies to ensure fairness and equal treatment to all students:

- Work, vacation, travel, sickness/accident/death outside your immediate family does NOT constitute an approved excuse for not completing assignments and/or not meeting course deadlines and due dates.
- If you find it necessary to miss a deadline/due date and you believe you have a valid reason that meets university guidelines and course policy, notify the instructor immediately in writing!
- Grading policies and requirements identified in this course syllabus are non-negotiable and will be adhered to in this course of study with all students held to an identical and equal standard.
- If you do not agree with any requirement herein, believe any requirement to be “unfair” or “unreasonable,” or believe that less should be expected of you than your classmates in order to earn a comparable course grade, you should **WITHDRAW IMMEDIATELY** from this course and re-evaluate your dedication to the principle of academic integrity and success!
- Grades earned in this course will be based on a numerical value and the final course grade will be recorded/posted as a letter grade (see “Grading Scale”).
- Numerical scores that determine the final course grade will not be rounded-up.

NOTICE: If you are not willing to devote the time and effort necessary for the successful completion of this course or if you do not have the prerequisite knowledge/skills to successfully complete this course, you need to discuss this matter with your academic advisor immediately.

Civility is the rule at all times!

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

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](#)

Plagiarism

United States law recognizes that words and ideas have value and can be stolen. The expression of original ideas is considered intellectual property and is protected by copyright laws. Almost all forms of expression fall under copyright protection as long as they are recorded in some way (such as a book, article, musical composition, or computer file).

All of the following are considered examples of plagiarism:

- Turning in someone else's work as your own.
- Copying words and/or ideas from someone else without giving proper credit (references).
- Failing to put a quotation in quotation marks.
- Providing incorrect information about the source of a quotation or information source.
- Changing words, but copying the sentence structure of a source without giving proper credit.
- Copying so many words or ideas from a source that it makes up the majority of the work you have written, whether you give credit or not.

Be aware that your instructor will be actively looking for all occurrences of plagiarism and, when caught, the results may be devastating to your academic career (see "Academic Integrity"). To avoid plagiarism, a student must give credit whenever they:

- use another individual's idea, opinion, or theory;
- use facts, statistics, graphs, and drawings that are not common knowledge;
- use quotations of another individual's spoken or written words; or

- paraphrase another individual's spoken or written words.

Any works referenced should be properly cited in accordance with the APA 6th edition Publication Manual. **Turnitin**, or other similar plagiarism verification services, may be utilized to verify the absence of or presence of plagiarism in any or all student assignments, projects, and examinations or other coursework. In most cases plagiarism can be avoided by citing sources correctly. Simply acknowledging that certain material has been borrowed, and providing your audience with the necessary information to locate that source is usually enough to avoid a plagiarism charge.

Plagiarized assignments, projects, and examinations will receive a grade of F with zero (0) points

Collaboration

All work in this course is to be completed individually, **without collaboration from others**.

Use of Outside Sources for Written Work, Papers, and Assignments

In this course, if it is determined that a student used paid services to obtain previously written work, have the service write course papers, or prepare course assignments, that student will receive a failing grade (0 points) on the work in question. In addition, the student may be subject to recourse according to University policy (see "Academic Integrity").

This type of practice is unethical and is not in keeping with the established tenets of obtaining a higher education degree. **Zero tolerance applies to this policy!**

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

E-mail: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/)

<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.

COURSE CALENDAR*

Date		Class Activities/Assignments	Point Credits	Notes
Week	beginning Monday, ...	Quizzes are due by 11:59 pm (CT), on Sunday of the week assigned. Presentation activities are due by 11:59 pm (CT), on Wednesday of the week indicated, unless otherwise indicated.	Total = 520pts	Days are for the week indicated in the first column. Weekly "Check-ins" required
1	August 27	Review syllabus thoroughly. Read, sign, and forward the "Acceptance of Academic Honesty Policy." Familiarize yourself with the courseware and follow the initial instructions provided in the online course. Post on-line introductions with photo for class roster. Acquire copy of text and begin reading assignments.		
2	September 3	Chapter 1 – Introduction Chapter 2 – Bar (Gantt) Charts	Quiz 1 - 10pts	
3	September 10	Chapter 3 – Basic Networks Chapter 4 – Critical Path Method	Quiz 2 - 10pts Quiz 3 - 10pts	Thursday - Last Day to Drop course(s) with no grade while remaining enrolled. Friday - Last day to apply

				<i>for Fall Graduation</i>
4	September 17	Chapter 5 – Precedence Networks Chapter 6 – Resource Allocation and Resource Leveling	Quiz 4 - 10pts	
5	September 24	Chapter 7 – Schedule Updating and Project Control Chapter 8 – Schedule Compression and Time-Cost Trade-off	Quiz 5 - 10pts	
6	October 1	Chapter 9 – Reports and Presentations	Quiz 6 - 10pts	All students in the Engineering & Technology Department are encouraged to attend Engineer's Day activities
7	October 8	Midterm Examination opens on Thursday (covers Chapters 1-10)		
8	October 15	Midterm Examination due Wednesday Chapter 10 – Scheduling as Part of the Project Management Effort Chapter 11 – Other Scheduling Methods	Midterm Exam - 50pts Quiz 7 - 10pts	Midterm Exam must be submitted no later than midnight on Wednesday.
9	October 22	Chapter 12 – Dynamic Minimum Lag		
10	October 29	Chapter 13 – Construction Delay and Other Claims	Quiz 8 - 10pts	
11	November 5	Chapter 14 – Schedule Risk Management Begin Final Project (if you have not already!)	Quiz 9 - 10pts	
12	November 12	Chapter 15 – BIM-based 4D Modeling and Scheduling Continue Final Project		
13	November 19	Continue Final Project		
	November 22-23	THANKSGIVING HOLIDAY		
14	November 26	Continue Final Project		
15	December 3	Final Examination opens Thursday (covers Chapters 11-20) Final Project due Wednesday		
16	December 10	Final Examination due Wednesday Course Evaluation THE END	Final Exam - 50pts	Final Exam must be submitted no later than 11:59 pm on Wednesday. No submissions will be accepted after this time. Complete the student course evaluations for all courses, available through your myLeo account.
	December 14	Final Day of the Fall 2018 Semester		

***Homework assignments including dates to be determined**

Refer to the University Master Calendar for additional important dates.

Biographical Summary for Your Instructor

Dr. Marcus L. Smith, Jr. is an assistant professor of technology management in the Department of Engineering & Technology/College of Science & Engineering. He received his Doctor of Business Administration from the University of the Incarnate Word, San Antonio, Texas. He also holds a Master of Science degree in Engineering Management and Bachelor of Science degree in Computer Science from the Missouri University of Science & Technology located in Rolla, Missouri.

Dr. Smith has over thirty years of project management experience including ten years of large project management assignments with consulting firms including Price Waterhouse Coopers, Ernst & Young, and Computer Sciences Corporation. He extended his project management experience in the Chief Information Officer (CIO) role for Pabst Brewing Company, Mallinckrodt Medical Company, and OmniAlert (a technology start-up). Additionally he served as the Chief Technology Strategist for AT&T's Signature Client Group. In that capacity, he assisted major customers including United Services Automobile Association (USAA), Clear Channel Communications, H.E. Butt Grocery Company (H-E-B), Valero, Whole Foods, and Advanced Micro Devices (AMD) in aligning their strategic business objectives with a technology roadmap. His total body of career experiences represents a combination of consulting best practices and industry practitioner.