

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)



## **COURSE TMGT 455 01W (80821)**

### **Project Planning and Scheduling**

Three (3) semester credit hours

## **COURSE SYLLABUS: FALL 2021**

### **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 Ms. Brittani Fasci (E&T 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](mailto: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, 3rd Edition, Saleh Mubarek.  
John Wiley & Sons, Inc. ISBN 13: 978-1-118-84600-1  
2010

##### **Optional Texts and/or Materials**

##### ***Suggested Readings***

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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](http://www.atmae.org)
- [www.plagiarism.org](http://www.plagiarism.org)
- [www.tamu-commerce.edu/studentlife/guidebook.pdf](http://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 examinations.

**Student Learning Outcome #2:** The learner will demonstrate the ability to allocate and level resources efficiently through class assignments and 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 examinations.

**Student Learning Outcome #4:** The learner will demonstrate the ability to solve complicated precedence networks calculations through class assignments and examinations.

**Student Learning Outcome #5:** The learner will demonstrate the ability to develop clear and accurate project reports through class assignments and examinations.

**Student Learning Outcome #6:** The learner will demonstrate the ability to manage construction schedule risks through class assignments and examinations.

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## COURSE REQUIREMENTS

### Minimal Technical Skills Needed

The student is required to have a basic knowledge of and operational proficiency with the MyLeo Online (referred to elsewhere as D2L Brightspace) learning management system as well as the software required for this course (see "Technology Requirements").

### General Overview of this Course of Study

***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. 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. Much of the learning achieved in this class will come as a result of student discussions. In this environment, the instructor will serve largely as a guide and facilitator for the student learning experience. 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

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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. It is a senior-level class. Consequently it is expected that you will spend more time completing the assignments in this class than you may have in other previous classes. Also, the assignments in this class include a writing assignment that is intended to present a 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. Assignments turned in late will be subject to a ten percent (10%) score reduction for each day they are late. After five (5) days, assignments will receive a grade of zero (0). This policy will be enforced strictly!**
- 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 twelve (12) clock hours to this course each week of the semester.
- E-mail will be our primary means of communication. Consequently, you will be expected to log into D2L Brightspace often (i.e., 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

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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 Discussion Boards.** 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 your responsibility to contact your instructor (presumably through university e-mail). Monitor your class grade regularly! 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 Element Summary

Grading Element	Unit Points	Quantity	Points	Weight (%)
<b>Assignments</b>				

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Exercise #1	20	1	20	3.85
Exercise #2	20	1	20	3.85
Exercise #3	20	1	20	3.85
Exercise #4	20	1	20	3.85
Exercise #5	20	1	20	3.85
Exercise #6	20	1	20	3.85
Exercise #7	20	1	20	3.85
Exercise #8	20	1	20	3.85
Exercise #9	20	1	20	3.85
<b>Discussion Boards</b>				
Discussion Board #1	30	1	30	5.76
Discussion Board #2	30	1	30	5.76
Discussion Board #3	30	1	30	5.76
<b>Project</b>				
Final Project	100	1	100	19.23
<b>Exams</b>				
Mid-term Exam	50	1	50	9.62
Final Exam	100	1	100	19.23
<b>TOTAL</b>			<b>520</b>	<b>100.01</b>

### Grading Scale

This course is completely online. This course consists of a series of assignments, discussion posts, and a final project. 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

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yourself in a manner consistent with that as would be expected by business managers and executives.

The assignments for this course of study are provided in this class syllabus. ***You are responsible for turning in your assignments on-time. In the real world, your boss would 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 five specific, well-rounded attributes: ❶ sources, ❷ content completeness and accuracy, ❸ APA formatting, ❹ mechanics, ❺ and length.

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 with 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”).**

## **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.



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## Course Assignments Guides & Instructions

### Specific Instructions for Completing Final Report Assignment

#### APA Formatting

For details on APA formatting for fonts, margins, paragraph spacing, paragraph indentions, headers, APA references, and page numbers. Follow the example on the [Purdue University OWL website](#). Required sections include the body and APA reference page. In-text and after-text references are required. A table of content, title page, and abstract are not required. Add a footer on all pages of the paper with your full name (last name first) and your CWID using a 10-point font:

Example: Doe, John-12345678

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.

#### Grading Rubric for Written Assignments

Rubric Categories 100 Total Points	Excellent 20 to 17 points	Proficient 16 to 9 points	Novice 8 to 3 points	Needs Improvement 2 to 0 points
Sources	Three or more current sources of which at least 2 are peer-review journal articles or scholarly books. Properly referenced with in-text citations. Properly paraphrased.	Three current sources of which only 1 was peer-reviewed. Some references are not properly documented with in-text citations. Paraphrase needs minor improvement.	Less than three current sources; some are current and only 1 or none are peer-viewed. Many references are not properly documented with in-text citations. Paraphrase needs major improvement.	No sources are credible or peer-reviewed. Most references are not properly documented with in-text citations. Paraphrase borders on or is plagiarism.
Content Completeness and Accuracy	Paper demonstrates that the author fully understands and has applied concepts learned in their research. Ties together information from all sources. Paper flows smoothly from one issue to the next. Author's writing demonstrates a professional tone and writing is clear to the reader.	Paper demonstrates that the author understands and has applied some of the concepts. Information from all sources needs minor improvements. Most of the paragraph writing flows. Author's writing demonstrates a progress toward professional tone but could be clearer.	Paper demonstrates that the author has a poor understanding of the concepts. Information from all sources needs major improvements. Many of the paragraphs do not flow from one issue to the next. Author's writing demonstrates weak writing skills for a graduate-level student.	Paper too incoherent for the reader to gain any information about the research.



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APA Formatting	Written in third person. Error free. Correctly constructed APA citations (in-text and after-text references) and APA formatting.	No more than 2 errors	No more than 4 errors	5+ errors
Mechanics	No spelling &/or grammar mistakes	Minor spelling &/or grammar mistakes	Major noticeable spelling &/or grammar mistakes	Unacceptable number of errors
Length	Paper satisfies the number of words/pages specified in the instructions			Paper has <b>more</b> or <b>fewer</b> words/pages than the number specified in the instructions

### **Submission Instructions**

Written assignments are to be submitted through the associated D2L Brightspace course assignment folder. The file name **must** follow this format: Your Last Name, First Name Assignment X:

Example: Doe, John Assignment X

Example: Team 1 (Doe, John, Hernandez, Maria) Assignment X

Assignments are to be turned in to your instructor via the associated D2L Brightspace assignment folder. **Submit your assignments only once. The first one submitted will be the one graded.**

### **Discussion Board Posts**

Online course discussion boards is an opportunity for communication between students and instructors. To facilitate student engagement, discussion board postings are a required part of this course and very helpful in explaining textbook concepts and assignment instructions. All discussion boards have the same grading rubric: 20 points for the post and 15 points for each of two replies.

### **Due Dates**

**All weekly assignments are due by 11:59 pm on the Sunday of that week with the exception of the final project (due by 12/05/21, 11:59 pm).**

### **Guide & Instructions for Completing Pre-assignment: Acceptance of Academic Honesty Policy and Confirmation of Syllabus Review (via Preliminary Quiz)**

**DUE:** Friday, September 3, 2021 by 11:59 pm

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Download Undergraduate Academic Dishonesty policy ([Undergraduate Academic Dishonesty 13.99.99.R0.03](#)). Review carefully the course syllabus. Take Preliminary Quiz.

### **Guide & Instructions for Completing Chapter Exercises**

**DUE:** See "Course Calendar"

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

#### **PRE-ASSIGNMENT ACTIVITIES:**

- Read associated chapter in textbook.
- Review Instructor Notes for associated chapter including any listed videos.

#### **DIRECTIONS:**

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.

#### **SUBMISSION INSTRUCTIONS:**

Assignment is to be submitted through the associated D2L Brightspace course assignment folder. The file name **must** follow this format: Your Last Name, First Name Exercise Chapter X:

Example: Doe, John, Exercise Chapter X

### **Guide & Instructions for Completing Discussion Boards (1-3)**

**DUE:** see "Course Calendar"

**VALUE:** 90 Points (3 discussion boards @ 30 points each)

#### **DIRECTIONS:**

Online course discussion boards are an opportunity for communication between students and instructor. Three discussion boards are scheduled during the semester. Each board will be related to a case study provided by the instructor. To receive full credit for the assignment, you must **complete a post of no less than 40 words**, in your own words, on the topic. These posts are to be completed by **Thursday at midnight of the week due**. You must also develop **two substantive replies** to the posts of other students (**due by the following Sunday at midnight**). Responses such as "I agree" or "that's right" are not substantive. All discussion boards have the same grading rubric: 10 points for the post and 10 points for each of two replies (30 points total).

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## Guide & Instructions for Completing Final Project (Project Management Plan)

**DUE:** December 5, 2021, 11:59 pm

**VALUE:** 100 Points

### DIRECTIONS:

Develop a 1,800-2,000 word 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

**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”).

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- **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 (e.g., site photos, sketches, etc.)
- **Appendix B:** Gantt chart depicting the overall project schedule including the identification of the project's critical path.

See “Course Assignments Guides & Instructions” for guidance on the grading rubric and assignment submission.

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## Guide & Instructions for Completing Mid-term and Final Exams

**DUE:** See "Course Calendar"

**VALUE:** 150 Points (50 points for Mid-term Exam; 100 points for Final Exam)

### DIRECTIONS:

The Mid-term and Final Exams will consist of twenty-five (25) and fifty (50) multiple choice questions, respectively. The Mid-term Exam will cover the materials covered by Chapters 1-8. The Final Exam will cover all materials not covered by the Mid-term Exam. Exams are timed and can only be accessed once each; 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 grade of "zero" will be assigned for that exam.

## 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.

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## 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, Chrome	The current major version of iOS (the latest minor or <b>point</b> release of that major version) and the previous major version of iOS (the latest minor or <b>point</b> 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.

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## 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.



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## 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](mailto: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 from *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 David A. Talbot 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](mailto: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.

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- 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.

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## 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>

### University's Pandemic Response

A&M-Commerce requires the use of face-coverings in all instructional and research classrooms/laboratories. Exceptions may be made by faculty where warranted. Faculty have management over their classrooms. Students not using face-coverings can be required to leave class. Repetitive refusal to comply can be reported to the Office of Students' Rights and Responsibilities as a violation of the student Code of Conduct.

Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments.

### 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

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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.

### ***Collaboration***

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

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

### ***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

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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

Velma K. Waters Library-Room 162

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

Fax (903) 468-8148

E-mail: [studentdisabilityservices@tamuc.edu](mailto: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](#)

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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

Week	Beginning Monday, ...	Class Activities/Assignments	Points (Total = 520 pts)
1	August 30	Review syllabus thoroughly. Read the "Acceptance of Academic Honesty Policy." Take "Preliminary Quiz."  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 6	Chapter 1 – Introduction Chapter 2 – Bar (Gantt) Charts Exercise #1 (due 09/12/21, 11:59 pm)	20 pts
3	September 13	Chapter 3 – Basic Networks Chapter 4 – Critical Path Method Discussion Board #1 Posts (due 09/14/21, 11:59 pm) Discussion Board #1 Replies (due 09/19/21, 11:59 pm) Exercise #2 (due 09/19/21, 11:59 pm) Exercise #3 (due 09/19/21, 11:59 pm)	10 pts 20 pts 20 pts 20 pts
4	September 20	Chapter 5 – Precedence Networks Chapter 6 – Resource Allocation and Resource Leveling Exercise #4 (due 09/26/21, 11:59 pm)	20 pts
5	September 27	Chapter 7 – Schedule Updating and Project Control Chapter 8 – Schedule Compression and Time-Cost Trade-off Exercise #5 (due 10/03/21, 11:59 pm)	20 pts
6	October 4	Chapter 9 – Reports and Presentations Exercise #6 (due 10/10/21, 11:59 pm)	20 pts
7	October 11	Midterm Examination opens on Thursday (covers Chapters 1-8)	
8	October 18	Midterm Examination due Wednesday, 10/20/21, 11:59 pm Chapter 10 – Scheduling as Part of the Project Management Effort Chapter 11 – Other Scheduling Methods Exercise #7 (due 10/24/21, 11:59 pm)	50 pts  20 pts
9	October 25	Chapter 12 – Dynamic Minimum Lag Discussion Board #2 Posts (due 10/28/21, 11:59 pm) Discussion Board #2 Replies (due 10/31/21, 11:59 pm)	30 pts
10	November 1	Chapter 13 – Construction Delay and Other Claims Exercise #8 (due 11/07/21, 11:59 pm)	20 pts
11	November 8	Chapter 14 – Schedule Risk Management Begin Final Project (if you have not already!) Exercise #9 (due 11/04/21, 11:59 pm)	20 pts
12	November 15	Chapter 15 – BIM-based 4D Modeling and Scheduling Continue Final Project (due 12/05/21, 11:59 pm)	
13	November 22	Continue Final Project (due 12/05/21, 11:59 pm)	



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November 25-26		THANKSGIVING HOLIDAY	
14	November 29	Final Project Due 12/05/21, 11:59 pm Discussion Board #3 Posts (due 11/30/21, 11:59 pm) Discussion Board #3 Replies (due 12/05/21, 11:59 pm)	100 pts 30 pts
15	December 6	Final Examination opens Thursday (covers Chapters 9-20)	
16	December 13	Final Examination due Wednesday, 12/15/21, 11:59 pm	100 pts
December 17		Final Day of the Fall 2021 Semester	

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 a Bachelor of Science degree in Computer Science from the Missouri University of Science & Technology located in Rolla, Missouri.

Dr. Smith has over thirty-five years of information technology experience including ten years in the Chief Information Officer (CIO) role for three companies. 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.

Prior to joining AT&T, Dr. Smith served as CIO for Pabst Brewing Company, Mallinckrodt Medical Company, and OmniAlert (a technology start-up). He also worked for top-tier consulting firms including Price Waterhouse, Ernst & Young, and Computer Sciences Corporation (CSC). While at CSC, Dr. Smith led the development of a set of innovative frameworks and methods for a new consulting practice that linked and aligned clients' business plans with their information technology plans.