



## BUSA 521: Project Management

Fall II, 2023, Course # 88442, Section 82B

**Instructor:** Dr. William J. Harris, Adjunct Professor of Business Analytics

**Email Address:** [William.Harris@tamu.edu](mailto:William.Harris@tamu.edu)

**Course Location:** Dallas, Building DAL, Classroom 2040

**Office Hours & Contact Information:** Tuesday - Thursday: 10:00 AM – 6:00 PM CDT/CST (or by appointment via Zoom). Most of the time I will work remotely, but I will be on campus occasionally. However, I will make myself available for appointments at a convenient time for both students and myself. The best way to contact me is by email. To protect your academic privacy, please always send me emails from your tamuc.edu email. Please use emails to ask me questions. This is the quickest way to reach me.

### COURSE INFORMATION

#### **Course Modality**

This course is designated as In-Person. Meaning, the class will meet on campus once each week per the instructor's schedule. Furthermore, all course assignments and materials will be available and submitted online via myLeo (D2L). Students may proceed working on and submitting assignments in advance of due dates if they so choose with the exception of the Team assignment, Individual Case Study/Report, and MS degree comprehensive exam. Most assignment and activity due dates will be by 11:59 CDT/CST every Sunday per the course schedule posted on D2L.

Important information covering learning objectives, learning materials and clarifications are presented in my once-a-week live lecture. In addition, I will also cover course expectations as a part of the lectures. It is mandatory that students attend all lectures. However, there may be times that a student cannot attend due to work obligations or personal hardship and must inform the Professor in advance if they cannot attend the live lectures. It is the prerogative of the faculty to drop students from courses in which they have accrued excessive absences as defined in the course syllabus. Therefore, there is a limit of missing up to 3 live lectures in order to pass this course.

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This syllabus is tentative for the semester. Certain topics may be stressed more or less than indicated in schedule. Depend on class progress, certain topics and/or quizzes may be omitted or added.

### **COVID-19 Related**

Texas A&M 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 to your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments.

### **Required Textbooks & Software**

**Textbook:** *A Guide to the Project Management Body of Knowledge: PMBOK Guide* (5th Edition). ISBN: 978-1935589679

You may use any format of this textbook to include the use of and eBook version of this textbook. In addition, a used book works just fine. Make sure you study the content as listed on myLeo Online (D2L) for each weekly module. Supplemental textbook and/or reading material will be provided on the class D2L website. Optional textbooks that will enhance learning will also be listed.

**Access to Microsoft Project 2016 or 2019.** Instructions to access to Microsoft Project 2016 can be found in D2L.

**Access to Microsoft Excel with Solver Add-on**

## **COURSE DESCRIPTION**

Project Management is the discipline of defining and managing the vision, tasks, and resources required to complete a project. This course covers management techniques to plan, execute and control software development projects. It will provide an introduction to the project management knowledge areas of scope, resource management (time, money, and people), quality control, risk, and communications as well as software specific areas such as estimation and metrics.

### **College of Business Student Learning Outcomes**

Upon successful completion of the course, student should be able to:

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1. Demonstrate knowledge of key project management success factors.
2. Demonstrate knowledge of the project life cycle.
3. Apply project management concepts by working on a project as a project manager.

Through a combination of lectures, textbook work and business case studies, graduate students will learn how project managers plan, execute, control and measure successful projects. The textbook work and case studies will illustrate how industries use different sources of data and analytical techniques to improve project performance.

### COURSE REQUIREMENTS

#### **Minimal Technical Skills Needed**

This is a capstone class to complete your degree. Prior to taking this class, students must have data analytic skills (data mining, time series analysis, regression analysis etc.) and research skills (data collection, survey design etc.). The following prerequisites are required in order to take this course - no waverers are allowed.

**Prerequisites:** Lvl G ECO 595 Min Grade C and Lvl G BUSA 511 Min Grade C and Lvl G BUSA 523 Min Grade C and Lvl G BUSA 542 Min Grade C and Lvl G BUSA 526 Min Grade C and Lvl G BUSA 532 Min Grade C and Lvl G BUSA 537 Min Grade C

#### **Student Responsibilities/Tips for Success in the Course**

The course is **classroom in-person** with Student Responsibilities or Tips for Success provided in the course online D2L. You are responsible for reviewing all announcements within the course D2L pages, responding to all emails or postings and completing assignments on time. You are required to attend scheduled in-person lectures each week arriving at the start of the scheduled class. The in-person lectures are designed to provide students interactive learning and use of hands-on critical thinking tools. As a result, students must inform the instructor at least 3 days prior to being absent to scheduled lectures. Failure to do these items will adversely affect your grade. Please use the following tips to be successful.

1. Get the correct version of the textbook. The textbook forms an important part of course learning.
2. Review all the announcements. Check email daily for any feedback I will provide.
3. Please note, assignment due dates are generally Sundays and will notices be provided both in-person and posted in the D2L course environment.

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4. Stay on schedule for textbook assignments, projects and case study/report projects. A detailed schedule will be provided in the course D2L. Generally, it will be difficult for a student to succeed in this course if they are more than two weeks behind in their textbook assignments. All assignment due dates are absolute with exception by the Professor.
5. Students are expected to:
  - a. Read text assignments as scheduled
  - b. Watch tutorial videos as scheduled
  - c. Attend all class lectures and watch supplemental recorded videos as scheduled
  - d. Participate in both in-class and online discussions
  - e. Collaborate with teammates to finish a group project by the end of semester and submit the group project phased requirements in the appropriate D2L assignment submission folder.
6. Feedback for each project phase will be given the week following its due date. It is highly recommended for all teammates to meet with the professor either as a team or individually to ask questions or attain clarifications of the assignment requirements.
7. Feel free to ask questions through email or during online discussion. I am accessible 24/7 through these channels even during weekends or holidays. You may ask any questions related to course topics, team projects, and individual assignments and I will do my best to answer them within a couple of days. In online discussions, you may also answer others' questions, but you are expected to maintain etiquette and decency in your responses.
8. Attendance Policy: regular attendance will be taken. Unexcused absences from class will result in the loss of participation points and bonus points will not be awarded. Excused absences will be determined by the professor. A notification must be made to the professor at least 3 days prior to the scheduled class. You, by yourself, are responsible for getting to class on time and collecting notes from classmates for missed classes due to unavoidable circumstances. However, exams and assignments have corresponding due dates which will not be extended for unexcused absences.
9. **Any form of cheating – copying, sharing files, submitting the work of another as your own – is not permitted.** Students who participate (as givers/receivers) in any form of cheating will fail the course. Please read the course policy below for further information.

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### GRADING

This is a fast-paced course spanning eight weeks. Grades are based on total points and will be earned based on the Final Grading section of this syllabus. Your weekly textbook, research and supplemental material as well as the team project assignments will be announced in class and posted in your D2L course area.

Each student must fully participate in the team project as assessed by team peers and one individual case study with at least a 70% (minimal C grade) grade for both in order to receive a passing grade in this course. In addition, each student must complete either an individual research report or textbook assignment as assigned by the Professor. Finally, each student must earn participation points as assigned in the classroom and/or D2L environments.

All assignments shall be turned in using the myLeo (D2L) online course environment. The percentage points earned on the two case study assignments (team & individual) will be multiplied by 60 and 20 to obtain the final assignment grade. For instance, if you achieve 90% of the 20 available points on a case, you will receive 18 points toward your final course grade. All reports and case studies shall be submitted through D2L with Turn-It-to be used to assess originality and to detect plagiarism. Late assignments may receive 10% penalty for each late day.

#### **Participation Grading**

This course involves intensive in-class discussion of cases, exercises and other information from your learning as well as from others in the class. Your classmates will depend on your participation. Class participation is graded based on the extent to which you ask questions, answer questions and otherwise participate in open discussions during class and online. In addition, students are expected to provide introductory background information and complete the course evaluation. Student will earn participation points for these submittals and class engagement.

**Note:** The atmosphere of the class is inclusive, non-critical, exploratory, professional and opinion forming. Honest academic search for facts, current status and investigation occurs in an open and risk-free environment. Ask your questions, formulate your thoughts and learn to express them in class while being respectful of others' beliefs, values and contributions.

#### **Team Project Case Study**

Students are to demonstrate knowledge of key project management success factors and be able to apply project management concepts. This will be achieved by serving on a team and participating in a project as a project manager during the BUSA 521 single semester course. Meaning, students are required to design, implement, and complete a team project producing a final analytical research study. Students will benefit by working on a team applying project management phased processes to undertake and complete novel research using business analytic methods. In other words, the team will apply project management planning, process and artifacts to conduct impactful research demonstrating the use of analytical techniques.

The professor will assign each student to a team of 5-6 members early in the semester. The team must contact each other and hold an initial meeting no later than the first Sunday of the

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first week of class. Students may also recruit team members by posting an interesting research topic to solicit membership. The soliciting team member will then notify the Professor of a full or partial team membership formation also by Sunday of the first week of class. The Professor will adjust team membership to ensure at least five members will serve on each team. Once assigned to a team, members will not be allowed to change teams. This assignment is designed to ensure full participation by all team members. Lack of satisfactory participation by any team member may result in the student's failure or removal from this course.

Students will gain both knowledge and experience as a project manager. As a result, each student is required to lead major delivery items within the team activities. Table 1 shows team role assignments which are to be selected and agreed upon by the team for all members. In effect, a commitment between all team members is required and fulfillment of that commitment will be assessed by their peers. Each content lead shall be responsible to determine tasks and steps associated with their content to achieve success. Content leads shall also reconcile delivery dates and resources needed in consideration of the overall project plan – a content sub-plan should be ratified by the entire team. Additional unassigned activities shown in table 1 shall be assigned as a part of the overall project resource plan. The unassigned Hypothesis and Executive Summary activities may be assigned to a sixth member if available.

**No late team projects will be accepted.**

### **Individual Case Studies & Reports**

Students will complete at least one (1) AI research paper or case study based on their individual work. The use of answers from external sources is considered plagiarism– see the academic integrity section of this syllabus. A total of 100 percentage points is possible for the AI report. This includes the point values which are assigned to each section or question plus ten (10) percentage points which are earned based on following the prescribed assignment format, correct grammar and clarity. Each written assignment will have page limitations as posted in D2L. The emphasis is being concise. The proper writing style is to be based on APA (seventh edition) formatting, as a guide, for all answers that require a written explanation.

### **Bonus points**

**Certification:** In a competitive environment, businesses are always looking for certified and skilled professionals. There is no better way to show this than to earn a new well-regarded certification. As such, your professor encourages you to take the following certifications for future career endeavors. **Please keep in mind that earning a certification is totally optional activities. It is not necessary to get a good grade for the class. The class might cover a certain portion of the exam, but it rests in your hands to prepare thoroughly for the exam. All the learning materials and exam fees are your responsibility. Please do not email me to ask for learning materials. Copy of your certification must be emailed before the last day of class to earn credits:**

- Project Management Professional (PMP): bonus 20% toward final grade.
- PMI Professional in Business Analysis (PMI – PBA): bonus 20% toward final

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Grade.

- IIBA Entry Certificate in Business Analysis (ECBA): bonus 20% toward final Grade.

**Note:** Students that pass any of the above-mentioned certifications will not be required to take the final exam. Bonus points for certifying will be equal to the maximum final exam points.

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### Final Grade

Your final grade will be a weighted average comprised of the following:

Assignment	Available Points as a % of Final Grade
Individual Research AI Report or Textbook Assignment	15
Participation	12
Team Analytic Research Project Report	50
Final Exam and/or quizzes and/or bonus points	23

There are a total of 100 points that can be achieved in this course. At the end of this semester, if your accumulated point score is between 90 and 100, you will get an A; if it's between 80 and 89, you will get a B, between 70 and 79 a C and so on. Please note that the actual points will be used to calculate your final grade. No curving will be used in this class.

Points	Grade
90-100	A
80-89	B
70-79	C
60-69	D
Below 60	F

### **TECHNOLOGY REQUIREMENTS**

You will need to use Microsoft office tools to include Microsoft Word, Project and Excel with the Solver Add-In. It is recommended to use either Firefox or Chrome browsers to gain access to the online class materials - applicable to both Windows PC and Apple Mac users.



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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, a TAMUC campus open computer lab, etc.

### COMMUNICATION AND SUPPORT

If you ask me questions by emails, I will reply within 48 hours. However, I usually answer them much faster. If you have questions about software operations, please make sure to include the screenshots of the issues in the emails. All assignment due dates and time are central time in the United States.

#### **Technical Support**

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

### COURSE & UNIVERSITY POLICIES

#### **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.

#### **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>

#### **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

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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***

Gee Library- Room 132

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

Fax (903) 468-8148

StudentDisabilityServices@tamuc.edu

### **Nondiscrimination Notice**

Texas A&M University 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.

### **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>

### **Student Conduct**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See Code of Student Conduct from Student Guide Handbook). [Student Guidebook](#).

<http://www.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf>

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>

### **Counseling Center**

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)

### **Campus Concealed Carry**

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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 (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). 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 Policies**

**Communication:** In this course, any electronic postings, emails, or electronic messages that disrupt the class or interfere with learning goals and objectives are unacceptable. Electronic communication - must be civil, respectful and cordial at all times. Any posting that disrupts or interferes with learning will be removed and the author of the posting will receive a written warning. A second disruptive posting will result in university procedures for academic misconduct and failure in the class.

**Professional Behavior:** Disruption of the classroom or the teaching environment is unacceptable and is considered a form of punishable academic misconduct. This includes email or any other form of communication. Disruption of the academic process includes act(s) or word(s) by a student in a classroom or teaching environment that in the estimation of a faculty member deflects attention from the academic matters at hand. Examples of such disruption encompass: walking in late, noisy distractions; persistent, disrespectful, and/or abusive interruptions; improper language, dress, and/or behavior; and actions that present a danger to the health, safety, and/or well-being of a faculty member, student, staff member, or guest. Disruption also includes tampering with, defacing, or stealing library or online materials. Punishment for such disruption can range from a verbal reprimand by the faculty member, dismissal from class, and/or a final grade assignment of “F,” for the course. In addition, the application of other university procedures for academic misconduct.

**Academic Integrity:** The university is an academic community and expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The university can function properly only when its members adhere to clearly established goals and values. Accordingly, the academic standards are designed to ensure that the principles of academic honesty are upheld. The following acts violate the academic honesty standards:

- Cheating — intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

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- Fabrication — intentional and unauthorized falsification or invention of any information or citation in an academic exercise.
- Facilitating Academic Dishonesty — intentionally or knowingly helping or attempting to help another to violate any provision of this code.
- Plagiarism — the adoption or reproduction of ideas, words, or statements of another person as one's own without proper acknowledgment.

Students are expected to submit tests and assignments that they have completed without aid or assistance from other sources unless otherwise instructed. Using sources to provide information without giving credit to the original source is dishonest. Students should avoid any impropriety or the appearance thereof in taking examinations or completing work in pursuance of their educational goals.

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:

Graduate Student Academic Dishonesty 13.99.99.R0.10

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

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**TENTATIVE COURSE OUTLINE & SCHEDULE**

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make an adjustment based on what actually happens in the course. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

<b>Week/ Module</b>	<b>Content Topic</b>	<b>Reading Assignment</b>	<b>Homework Assignment</b>
1	<b>In-Class Lecture 1:</b> <ul style="list-style-type: none"> <li>• Introduction to Project Management Concepts</li> </ul> <b>Project Research Seminar</b>	Review Syllabus  Chapter 1 & Annex A1	Begin Team Analytic Research Project - Team Members Contact Each Other – Choose Content Leads
2	<b>In-Class Lecture 2:</b> <ul style="list-style-type: none"> <li>• Organizational Influences and Project Life Cycle</li> <li>• Project Management Processes</li> </ul> <b>Comprehensive Exam Review</b>	Chapters 2 & 3	Team Project Phase 1 Due  Individual Phase 1 Peer Reviews Due  Review requirements for Degree Comprehensive Exam
3	<b>In- Class Lecture 3:</b> <ul style="list-style-type: none"> <li>• Project Planning and Project Integration Management</li> <li>• Project Scope and WBS</li> <li>• Project Time Management &amp; Scheduling</li> </ul> <b>Comprehensive Exam Review</b>	Chapters 4, 5 & 6	Review requirements for Degree Comprehensive Exam

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4	<p><b>Degree Comprehensive Exam Week (No In-Class Lecture or Attendance this week)</b></p>	None	Comprehensive Exam – See “Comprehensive Exam Procedures” document in D2L for more details
5	<p><b>In-Class Lecture 4</b></p> <ul style="list-style-type: none"> <li>• Human Resource Allocation &amp; Optimization Techniques</li> </ul> <p><b>In-Class Task Estimation Workshop</b></p>	Chapter 9	<p>Team Project Phase 2 Due</p> <p>Individual Phase 2 Peer Reviews Due</p> <p>Begin AI Research Report</p>
6	<p><b>In-Class Lecture 5</b></p> <ul style="list-style-type: none"> <li>• Project Cost Management</li> <li>• Project Risk Management</li> </ul> <p><b>In-Class Root-Cause Analysis &amp; Context Switching/Productivity Workshop</b></p>	Chapters 7 & 11	Individual AI Analytic Report Due
7	<p><b>In-Class Lecture 6</b></p> <ul style="list-style-type: none"> <li>• Project Integration Management</li> <li>• Project Quality Control</li> <li>• Project Communication &amp; Monitoring</li> <li>• Project Termination</li> </ul>	Chapters 4, 8 & 10	
8	<p><b>In-Class Lecture 7</b></p> <p><b>Team Project Completion</b></p> <p><b>Team Presentations</b></p> <p><b>Course Final Exam</b></p>		<p>Team Project Written Report Due</p> <p>Final Phase 3 Peer Evaluations Due</p> <p>Optional PMP Certification Due</p>

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### Texas A&M University - Commerce Department of Marketing and Business Analytics Comprehensive Exam

In order to earn a Master of Science in Business Analytics, all students must pass a comprehensive exam. The exam is administered in accordance with the following University Procedure:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/11centersDegreesPrograms/graduate/11.99.99.R0.13.pdf>.

The BUSA exam will be administered through D2L in BUSA 521, respectively. Students will need to get permission from the Advising Office by submitting the appropriate permit form found on the department webpage to take the class before starting their last semester.

The BUSA exam cover the material presented in BUSA 521, 526 & 542. The exam questions are written by the faculty members who teach these courses. There is a 3-hour window to complete the exam. There is no break during the exam. The clock starts once the exam is opened and will continue running even if the exam is closed.

Late exams will not be accepted. The exam is to be completed individually. Students are not to receive help from anyone. All work submitted must be their own. The Academic Dishonestly Policy will be strictly enforced.

#### **Grading Procedure**

The exam will be graded by a panel of faculty members. A score of 70% or better is required to pass. You will be notified by email whether you received a passing or failing grade within a week after finishing the exam. We DO NOT announce the actual score you received or information on which questions were missed.

There are multiple attempts allowed for students to pass the exam.

The comprehensive exam does not for a part of the grade for BUSA 521.