



## **MGT 555: PROJECT MANAGEMENT**

COURSE SYLLABUS: Spring 2026

### **INSTRUCTOR INFORMATION**

Instructor: **Marouen Ben-Jebara, PhD**

Office Location: Email to set a virtual meeting

Office Hours: By Appointment (or send me an email anytime!)

University Email Address: [Marouen.Ben@etamu.edu](mailto:Marouen.Ben@etamu.edu)

Preferred Form of Communication: email

Communication Response Time: within 24 hours

### **COURSE INFORMATION**

Materials – Textbooks, Readings, Supplementary Readings

**Textbook(s) Required:** Project Management: A Socio-Technical Approach (**With Connect Card**)

By Erik Larson, Clifford Gray, and Pinyarat Sirisomboonsuk

ISBN13: 9781265060886

**Link to the online Companion:**

<https://connect.mheducation.com/class/m-ben-jebara-spring-2026>

**Optional Software:** GanttProject (free open-sourced software) or approved alternative such as MS Project or Excel (to build a project schedule).

Optional Texts and/or Materials

### **Course Description**

This course is geared towards teaching students the fundamentals of project management based on the Project Management Body of Knowledge developed by the Project Management Institute. Students will learn about scope, time, cost, quality, human resource, communication and procurement management and develop a comprehensive project plan accordingly. This approach will assist the future manager, as one of the project key stakeholders, to understand the deliverables required of project managers and their teams.

*The syllabus/schedule are subject to change.*

## **Student Learning Outcomes** (Should be measurable; observable; use action verbs)

Upon successful completion of this course, students will be able to:

1. **Understand the Strategic Role of Project Management:** Explain how project management contributes to competitive advantage and aligns with organizational strategy.
2. **Apply Core Project Planning and Execution Tools:** Develop Work Breakdown Structures (WBS), Statements of Work (SOW), project schedules, budgets, and perform quantitative risk assessments using industry-standard techniques.
3. **Master Scheduling and Control Techniques:** Construct and analyze network diagrams, compute forward and backward passes, identify critical paths, and apply project crashing strategies to manage timelines effectively.
4. **Evaluate Project Performance Using Earned Value Analysis:** Apply Earned Value Management (EVM) concepts, calculate PV, AC, and EV, and use these metrics to assess and control project progress.
5. **Integrate Technical and Human Dimensions of Project Leadership:** Analyze how organizational context, stakeholder dynamics, and team collaboration influence project outcomes, drawing on socio-technical principles.
6. **Demonstrate Critical Thinking and Decision-Making:** Solve complex project challenges through analysis, synthesis, and evaluation, leveraging cross-disciplinary knowledge and real-world business experience.

## **COURSE REQUIREMENTS**

### **Minimal Technical Skills Needed**

Microsoft Word, Excel, and PowerPoint

### **Instructional Methods**

The course is conducted online

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

## **GRADING**

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

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 59% or Below

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## Assessments

Your grade will be based on the items below.

Item	Points	Learning Focus
<b>I.</b> Connect Activities	26	<ul style="list-style-type: none"><li>• Meaningful-Integrated</li><li>• Critical Thinking</li><li>• Analytical Analysis</li><li>• Interactive Learning</li></ul>
<b>II.</b> Discussion Board (DB)		
Discussion Board Answers (6 @ 4 points)	24	<ul style="list-style-type: none"><li>• Business Writing</li><li>• Meaningful-Integrated</li><li>• Critical Thinking</li><li>• Real-World Application</li></ul>
Discussion Board Replies (6 @ 1.67 points)	10	<ul style="list-style-type: none"><li>• Collaborative Learning</li><li>• Critical Thinking</li></ul>
<b>III.</b> Mid-Term	20	<ul style="list-style-type: none"><li>• Critical Thinking</li><li>• Analytical Analysis</li></ul>
<b>IV.</b> Final Exam	20	<ul style="list-style-type: none"><li>• Critical Thinking</li><li>• Analytical Analysis</li></ul>
<b>Total</b>	<b>100</b>	

### **I. Connect Activities (26%)**

Students will use McGraw-Hill Connect to complete weekly activities that reinforce course learning objectives, including short problems, Excel tasks, and case studies. The Connect platform also offers interactive exercises and videos to support student learning.

- II. Discussion Board:** We will have a comprehensive discussion point about the topics that we have on hand. This aims at engaging the students at a higher level of critical thinking and providing a relevant approach to the class material. Your role will consist of two parts:

Your grade reflects the quality of your contributions and their value to the learning environment. While discussion questions may have multiple valid approaches, your response should be original and thoughtful. Strong posts typically:

1. Fully address all parts of the question.
2. Cite relevant concepts from the readings.
3. Apply those concepts to explain your reasoning.
4. Use real-world examples or personal experience.
5. Compare different viewpoints when appropriate.
6. Demonstrate insight beyond a basic response.

Answers are due **Fridays at 11:59 PM EST** to allow time for peer replies.

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### Discussion Board Answer Rubric

Initial Post (Your answers)	Superior	Satisfactory	Limited
<b>Critical thinking and Quality of work (50%)</b>	<ul style="list-style-type: none"> <li>• Creative in answering the questions.</li> <li>• Integrate concepts from the class material.</li> </ul> <p><b>(1.5-2.5 points)</b></p>	<ul style="list-style-type: none"> <li>• Merely answering the questions without further analysis.</li> <li>• It can be more creative.</li> </ul> <p><b>(1.25-1.40 points)</b></p>	<ul style="list-style-type: none"> <li>• Answers lacking depth.</li> </ul> <p><b>(0-1.25 points)</b></p>
<b>Relevance and application (30%)</b>	<ul style="list-style-type: none"> <li>• Provide concrete examples from personal experience and/or the real world.</li> <li>• Relating theory to practice.</li> </ul> <p><b>(1.00-1.5 points)</b></p>	<ul style="list-style-type: none"> <li>• The attempt to relate to the practice is not successful.</li> <li>• The examples provided are not valid.</li> </ul> <p><b>(0.50-0.95 points)</b></p>	<ul style="list-style-type: none"> <li>• No attempt to provide a relevant application of the topic.</li> </ul> <p><b>(0-0.75 points)</b></p>
<b>Quality of writing (20%)</b>	<ul style="list-style-type: none"> <li>• Divided into numbered paragraphs.</li> <li>• No grammatical and spelling blemishes</li> <li>• Coherent writing</li> </ul> <p><b>(0.70-1.0 points)</b></p>	<ul style="list-style-type: none"> <li>• Use of paragraphs</li> <li>• Some grammatical and spelling blemishes.</li> <li>• Writing coherence needs improvement.</li> </ul> <p><b>(0.45-0.65 points)</b></p>	<ul style="list-style-type: none"> <li>• No use of paragraphs.</li> <li>• Poor spelling and grammar</li> <li>• Incoherent writing</li> </ul> <p><b>(0-0.40 points)</b></p>

**Discussion Replies (10%):** This grade reflects the quality and relevance of your replies to classmates. Replies must be substantive and engage directly with the ideas presented—generic comments such as “I agree” or “Nice job” will not receive credit. Effective replies follow the **ABC approach**:

1. Acknowledge the peer’s point.
2. Build on it with additional insights, evidence, or resources.
3. Conclude with a question or idea that extends the discussion.

**Each discussion requires at least two replies, due Sundays at 11:59 PM EST.**

#### III. Mid-Term Exam

The midterm exam aims to assess the student's ability to apply the different learning objectives. The mid-term will be available on Thursday, March 26, at 9:00 am EST. **The deadline is Sunday, March 29, at 11:59 pm EST.**

The exam needs to be taken in one sitting. More details will follow regarding the mid-term.

#### IV. Final Exam

The final exam will cover the second part of the course. The final exam will be available on Monday, May 04, at 9:00 am EST. **The deadline is Friday, May 08, at 11:59 pm EST.**

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## COURSE OUTLINE / CALENDAR

Date	Unit	Topic	Work and Deadline	Chapter Covered
01/29-02-08	Unit 1: Course Introduction & Foundations of Project Management (Part I)	<ul style="list-style-type: none"> <li>• Nature of projects</li> <li>• Project life cycle</li> <li>• Strategic role of projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ Introduction Discussion Board due on 02/08.</li> <li>✓ Connect Activities are due 02/08.</li> </ul>	<ul style="list-style-type: none"> <li>• Syllabus</li> <li>• Chapter 1</li> </ul>
02/09-02/15	Unit 2: Foundations of Project Management (Part II)	<ul style="list-style-type: none"> <li>• Organizational structures</li> <li>• Project selection</li> <li>• Portfolio alignment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Unit 2 DB answers are due on 02/13, replies are due on 02/15.</li> <li>✓ Connect Activities are due 02/15.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 2</li> </ul>
02/16-02/22	Unit 3 – Foundations of Project Management (Part III)	<ul style="list-style-type: none"> <li>• Project managers</li> <li>• Stakeholder roles</li> <li>• Project culture</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connect Activities are due 02/22.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 3</li> </ul>
02/23-03/01	Unit 4 – Project Definition and Planning (Part I)	<ul style="list-style-type: none"> <li>• Scope definition</li> <li>• Statement of work</li> <li>• Work breakdown structures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Unit 4 DB answers are due on 02/27, replies are due on 03/01.</li> <li>✓ Connect Activities are due 03/01.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 4</li> </ul>
03/02-03/08	Unit 5 – Project Definition and Planning (Part II)	<ul style="list-style-type: none"> <li>• Estimating resources</li> <li>• Estimating time and costs</li> <li>• Project baseline preparation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connect Activities are due 03/08.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 5</li> </ul>
03/09-03/15	<b>No Classes: Spring Break</b>			
03/16-03/22	Unit 6 – Scheduling and Resource Allocation (Part I)	<ul style="list-style-type: none"> <li>• Network diagrams</li> <li>• Critical Path Method (CPM)</li> <li>• Crashing &amp; time–cost tradeoffs</li> <li>• Resource leveling</li> <li>• Resource-constrained scheduling</li> </ul>	<ul style="list-style-type: none"> <li>✓ Unit 6 DB answers are due on 03/20, replies are due on 03/22.</li> <li>✓ Connect Activities are due 03/22.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 6</li> <li>• Chapter 7</li> </ul>
03/23-03/29	Unit 7 – Scheduling and Resource Allocation (Part II)	<ul style="list-style-type: none"> <li>• Managing uncertainty</li> <li>• Probabilistic scheduling</li> <li>• Using buffers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connect Activities are due 03/29.</li> </ul> <p style="text-align: center;"><b>Mid-Term Exam Due on Sunday, March 29.</b></p>	<ul style="list-style-type: none"> <li>• Chapter 8</li> </ul>

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<b>Date</b>	<b>Unit</b>	<b>Topic</b>	<b>Work and Deadline</b>	<b>Chapter Covered</b>
03/30-04/05	Unit 8 – Project Acceleration & Leadership	<ul style="list-style-type: none"> <li>• Schedule compression</li> <li>• Project leadership</li> <li>• Motivation &amp; decision-making</li> </ul>	<ul style="list-style-type: none"> <li>✓ Unit 8 DB answers are due on 04/03, replies are due on 04/05.</li> <li>Connect Activities are due 04/05.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 9</li> <li>• Chapter 10</li> </ul>
04/06-04/12	Unit 9 – Managing Teams and External Relationships (Part I)	<ul style="list-style-type: none"> <li>• Project teams</li> <li>• Collaboration dynamics</li> <li>• Building cross-functional alignment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connect Activities are due 04/12.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 11</li> </ul>
04/13-04/19	Unit 10 – Managing Teams and External Relationships (Part II)	<ul style="list-style-type: none"> <li>• Outsourcing</li> <li>• Contracting</li> <li>• Vendor relationships</li> </ul>	<ul style="list-style-type: none"> <li>✓ Unit 10 DB answers are due on 04/17, replies are due on 04/19.</li> <li>✓ Connect Activities are due 04/19.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 12</li> <li>•</li> </ul>
04/20-04/26	Unit 11 – Project Monitoring and Closure	<ul style="list-style-type: none"> <li>• Earned Value Management</li> <li>• Variance analysis</li> <li>• Closing projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connect Activities are due 04/26.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 13</li> <li>• Chapter 14</li> </ul>
04/27-05/03	Unit 12 – Advanced Topics in Project Management	<ul style="list-style-type: none"> <li>• International projects</li> <li>• Agile and hybrid methodologies</li> <li>• Project maturity models</li> </ul>	<ul style="list-style-type: none"> <li>✓ Unit 12 DB answers are due on 05/01, replies are due on 05/03.</li> <li>✓ Connect Activities are due 05/03.</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 15</li> <li>• Chapter 16</li> </ul>
05/04-05/08	Finals Week		<p><b>The Final Exam is due on Friday, May 08</b></p>	

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## TECHNOLOGY REQUIREMENTS

### LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

Zoom Video Conferencing Tool

[https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom\\_Account.aspx?source=universalmenu](https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu)

## 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

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. Other support options can be found here:

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

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## **Interaction with Instructor Statement**

### **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

#### **Course Specific Procedures/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.

#### **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.

<https://inside.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: <https://www.britannica.com/topic/netiquette>

##### **TAMUC Attendance**

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

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

##### **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](#)

[Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

##### **Graduate Students Academic Integrity Policy and Form**

[Graduate Student Academic Dishonesty Form](#)

<https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf>

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## **Students with Disabilities-- ADA Statement**

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 Rm 162  
Phone (903) 886-5150 or (903) 886-5835  
Fax (903) 468-8148  
Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

Website: [Student Disability Services](#)

<https://www.tamuc.edu/student-disability-services/>

## **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.

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## **A&M-Commerce Supports Students' Mental Health**

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)

### **Mental Health and Well-Being**

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.



<http://telusproduction.com/app/5108.html>

### **AI use policy [Draft 2, May 25, 2023]**

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

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