

**CENTRAL MICHIGAN UNIVERSITY**  
**GLOBAL CAMPUS**  
**COURSE SYLLABUS**

**I. IDENTIFYING INFORMATION**

**Course:** MSA 647  
**Course Title:** People and Project Administration  
**EPN:** 22418959  
**Term:** Fall I  
**Location:** Online  
**Course Dates:** 8/29, 10/21/2022  
**Course Days and Times:** N/A  
**Prerequisites:** None.

**Blackboard:**

Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter <https://blackboard.cmich.edu/webapps/login/>. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at <https://blackboard.cmich.edu/webapps/login/>.

**Instructor:** James Howard, II  
**Primary Phone Number:** 410.505.4199  
**Secondary Phone Number:** N/A  
**E-Mail Address:** howar1jp@cmich.edu  
**Availability:** Days, evenings, weekends, EDT  
**Academic Biography:**

I am a scientist at the [Johns Hopkins Applied Physics Laboratory](#). Previously, I have been a consultant to numerous government agencies, including the Securities and Exchange Commission, the Executive Office of the President, and the United States Department of Homeland Security, and worked for the Board of Governors of the Federal Reserve System as an internal consultant on scientific computing. I am a passionate educator, teaching mathematics and statistics at the [University of Maryland Global Campus](#) since 2010 and have taught public management at [Central Michigan University](#), [Penn State](#), and the [University of Baltimore](#).

I am fortunate to [play in everyone else's backyard](#). My most recent work has modeled the spread of infectious respiratory diseases and Ebolavirus, predicted global disruptive events, researched using blockchain for government services, and created devices for rescuing victims of building collapse. I have written [two books](#) on my work and co-edited two more.

In my spare time, I serve Howard County, Maryland, as [a member of the Board of Appeals](#) and [Charter Review Commission](#) and the [Watershed Stewards Academy Advisory Committee](#) of the [University of Maryland Extension](#). Prior volunteer experience includes providing economic advice to the [Columbia Association](#), establishing an alumni association for the [College Park Scholars Program](#) at the University of Maryland, and serving on numerous public and private volunteer advisory boards.

**II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS**

Order book(s) from either the Barnes & Noble Bookstore (<https://bncvirtual.com/cmu>) or the CMU Bookstore (<https://cmich.verbacompare.com>)

**Textbooks and Course Materials:**

**Title:** Project Management for Humans (E-book Available)  
**Author:** Harned  
**Edition:** 2017  
**ISBN:** 978-1-933820-51-4  
**Publisher:** Rosenfeld Media, LLC  
**Required:** Yes

**Course Reserves:**

N/A

**Required Materials:**

N/A

**Recommended Materials:**

N/A

### III. COURSE DESCRIPTION

Course addresses the people side of project management and defines key mechanisms, process flows, tools and measurement criteria for improving stakeholder performance.

### IV. COURSE GOALS AND OBJECTIVES

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

1. Differentiate between policy level and implementation level stakeholders.
2. Predict and estimate the human resources required to complete the project work.
3. Execute and control project communication management plan.
4. Design a plan for stakeholder management.
5. Appraise human resource factors influencing the scope of the project.
6. Recommend and evaluate strategies for acquiring human resources.
7. Analyze project staff assignments and determine resource availability.
8. Systematize project human resources to improve project team performance and manage errors.
9. Measure and improve stakeholder engagement.
10. Critically evaluate mechanisms, process flows, tools, measurement, personnel evaluation, risk management, and cost control.

### V. METHODOLOGY

This course is organized around five key instructional tools:

1. videos and readings,
2. discussion boards,
3. a weekly video conference,
4. a research paper and assignments, and
5. a final examination.

The content is designed to provide a solid understanding of how to manage projects and the people in them. Emphasis is on traditional waterfall project management style, reflecting the knowledge areas specified by the Project Management Institute. In addition, agile project methods such as scrum and kanban will also be reviewed.

Students must be actively involved throughout the entire term in order to successfully complete course requirements. Assignments require that you read text chapters, read/listen to lectures, and develop an individual research paper and submit it for instructor review at designated times throughout the semester.

## **VI. COURSE OUTLINE/ASSIGNMENTS**

### **Pre-Class Assignment:**

1. Read this Syllabus.
2. Ensure that your Central Michigan University (cmich.edu) email is checked or forwarded to an email you do check daily.
3. Navigate your way around BlackBoard (check out the Syllabus, Assignments, Course Materials, etc.).
4. Post an introductory note tell us about yourself, your background, and what you hope to get out of the MSA program and why you're taking this class.
5. Review the term paper requirements and start thinking about ideas of the research paper you plan to write.

### **Course Outline:**

#### **Week 1 Objectives: Managing and Leading a Project & Basic Project Management Methodologies**

- Appraise human resource factors influencing the scope of the project
- Recommend and evaluate strategies for acquiring human resources

#### **Week 2 Objectives: Project estimates & Soft skills and project management**

- Predict and estimate the human resources required to complete the project work
- Predict and estimate the human resources required to complete the project work

#### **Week 3 Objectives: Understanding stakeholders**

- Differentiate between policy level and implementation level stakeholders
- Design a plan for stakeholder management
- Measure and improve stakeholder engagement

#### **Week 4 Objectives: Planning Projects & Diverse teams**

- Analyze project staff assignments and determine resource availability
- Systematize project human resources to improve project team performance and manage errors

#### **Week 5 Objectives: Managing Project Resources & Communication in Projects**

- Analyze project staff assignments and determine resource availability
- Systematize project human resources to improve project team performance and manage errors
- Execute and control project communication management plan

#### **Week 6 Objectives: Managing Expectations & Emotional Intelligence in Projects**

- Appraise human resource factors influencing the scope of the project
- Analyze project staff assignments and determine resource availability
- Systematize project human resources to improve project team performance and manage errors

#### **Week 7 Objectives: Managing Project Scope & Facilitation Skills**

- Appraise human resource factors influencing the scope of the project
- Systematize project human resources to improve project team performance and manage errors

#### **Week 8 Objectives: Pitching Your Project**

- Critically evaluate mechanisms, process flows, tools, measurement, personnel evaluation, risk management, and cost control

### **Assignment Due Dates:**

#### **Week 0 Task Summary**

1. Read the course syllabus, outline, and the section below
2. Post a short self-introduction to the discussion forum
3. If you are brand new to CMU online courses, view "New to Online? Look Here" for additional resources.

#### **Week 1 Task Summary**

1. Read Harned (2017) Chapter 1 You're a PM Now, and Chapter 2 Principles over Process; Selected articles: "The Project Manager Core Competencies to Project Success", and "A Decade of Reviews on Leadership: A Conceptual Perspective and Direction"
  - See the "Syllabus I Schedule" tab for links to the selected articles
2. View the Instructor's videos
3. View the chapter PowerPoints
4. View the Ted Talk videos
5. Go to "Discussion Board" and follow the instructions and participate in Week 1 Discussion
6. If applicable this week: Go to "Live Sessions" at the scheduled time

#### **Week 2 Task Summary**

1. Read Harned (2017): Chapter 3 Start with an Estimate; Selected article: "Soft Skills of Construction Project Management Professionals and Project Success Factors"
2. View the chapter PowerPoints
3. View the Instructor's video
4. View the Ted Talk videos
5. Go to "Discussion Board" and follow the instructions and participate in Week 2 Discussion
6. Submit your Project Idea Paper (See the "Assignments" tab on the left)
7. If applicable this week: Go to "Live Sessions" at the scheduled time

#### **Week 3 Task Summary**

1. Read Harned (2017): Chapter 4 Getting to Know your Projects; Selected article: "Stakeholder Analysis"
2. View the chapter PowerPoints
3. View the Instructor's video
4. View the Ted Talk videos
5. Go to "Discussion Board" and follow the instructions and participate in Week 3 Discussion
6. If applicable this week: Go to "Live Sessions" at the scheduled time

#### **Week 4 Task Summary**

1. Read: Harned (2017): Chapter 5 Create a Plan; Selected articles: "A Systematic Literature Review of the Relationship Between Demographic Diversity and Innovation Performance at Team-level" and "Teaming Up or Down? A Multisource Study on the Role of Team Identification and Learning in the Team Diversity-Performance Link"
2. View the Instructor's video
3. View the chapter PowerPoints
4. View the Ted Talk videos
5. Submit your Project Plan Paper (See the "Assignments" tab on the left)
6. Go to "Discussion Board" and follow the instructions and participate in Week 4 Discussion
7. If applicable this week: Go to "Live Sessions" at the scheduled time

#### **Week 5 Task Summary**

1. Read: Harned (2017): Chapter 6 Managing Resources, Chapter 7 Communicate Like a Pro, and Chapter 8 Navigating the Dreaded Difficult Conversation; Selected article: "Effective Communication Management: A Key to Stakeholder Relationship Management in Project-Based Organizations"
2. View the chapter PowerPoints
3. View the Instructor's video
4. View the Ted Talk videos
5. Go to "Discussion Board" and follow the instructions and participate in Week 5 Discussion
6. If applicable this week: Go to "Live Sessions" at the scheduled time

### **Week 6 Task Summary**

1. Read Harned (2017): Chapter 9 Setting and Managing Expectations; Selected article: "Emotional Intelligence and Managerial Communication"
2. View the chapter PowerPoints
3. View the Ted Talk videos
4. Go to "Discussion Board" and follow the instructions and participate in Week 6 Discussion
5. If applicable this week: Go to "Live Sessions" at the scheduled time

### **Week 7 Task Summary**

1. Read Harned (2017): Chapter 10 Scope is Creepin, and Chapter 11 Facilitation for PMs; Selected article: "'I Feel your Pain': A Critical Review of Organizational Research on Empathy" and "A Reevaluation Of The Criticality Of The Project Manager To The Project's Success"
2. View the Ted Talk videos
3. Submit your "Managing your Project Paper"
4. Go to "Discussion Board" and follow the instructions and participate in Week 6 Discussion
5. If applicable this week: Go to "Live Sessions" at the scheduled time

### **Week 8 Task Summary**

1. Submit your Project Pitch Presentation to the Discussion Board by Tuesday, and reply to at least 4 classmates by Thursday
2. If applicable this week: Go to "Live Sessions" at the scheduled time

### **Post-Class Assignment:**

None.

### **Student Involvement Hours:**

A graduate course typically should consume 3-4 hours, per week, per credit. This is a compressed course, taking one half the time, therefore, you should expect to spend 20 or more hours per week on this material.

## **VII. CRITERIA FOR EVALUATION**

### **Evaluation Criteria:**

You will be evaluated on three basic activities. The first is the class discussion. Class discussion will consist of a weekly topic and you will have to enter a primary response by Thursday of that week. The primary response should be substantial and well-considered. You will also have to respond to at least two of your classmates' discussions before Sunday of that week. Again, your response to your classmates should be substantial and well-considered. There is a weekly discussion in each of weeks 1 through 7.

The second activity is live participation. This is participation in the weekly live chat. There are weekly live chats each of week 1 through 8, though you are only required to participate in 4 of them over the term. If you are unable to participate, you may watch the recording and participate in the live discussion alternative discussion forum.

The third activity is a project, due at the end of week 7, with intermediate components due in during the semester.

## **Grading Scale:**

<u>Assignment</u>	<u>Points</u>
Discussion Board Questions (7X20)	140
Live Session Participation (4X20)	80
Project Idea	200
Project Plan	200
Managing the Project	200
Project Pitch	180
<b>Total</b>	<b>1000</b>

94-100	A
90-93	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
74-76	C
<74	E

## **Late Assignments:**

To succeed in an online course, it is important to complete all assignments on time. Print out a copy of this Syllabus and keep it in a place where you can consult it daily. Late work will be accepted only in cases of documented emergency.

The syllabus is clear that no material will be accepted late. If you have a thing happening, let me know ahead of time. I can plan; you can plan; we'll both be much happier. Most assignments are due no later than 11:59PM on the last day of the week, unless it's otherwise specified in the instructions and/or announced. For the this class, the last day of the week is Sunday, except for Week 8, when the last day is Friday. Scores and feedback will be posted under "My Grades" on Blackboard within a week of the deadline.

## **Make-ups and Rewrites:**

Students will be advised if a rewrite is appropriate. Makeups will not be accepted.

## **VIII. EXPECTATIONS**

### **Attendance and Participation:**

The communication channel is always open between me, you, and among us. It is very important that we communicate with one another. If you have questions, please feel free to use talk with me in class (classroom format), personal email, or discussion board to contact me, or your classmates. Learning takes place in a community. It is extremely important that students take ownership of their learning for this course, and to demonstrate their ownership, students are expected to be full participants throughout the duration of the course. Active participation is paramount to the success of this course.

Just as I have my expectations of you, I will be available to assist you. I will check BlackBoard and e-mail regularly, respond to requests promptly and communicate with you and the class on a regular basis about various matters.

A student's participation grade will be based on the instructor's assessment of the quality of the student's constructive contributions to the learning experiences of all course participants.

Participation will be evaluated on the basis of (1) the regularity of a student's participation, (2) whether the student takes the

leading roles in certain discussions, (3) asking reading-informed questions about course subject matter, and (4) in a group, whether the student plays the roles of leader and follower well.

The instructor will evaluate the student using a rubric based on the above criteria.

### **Academic Integrity:**

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (<https://bulletins.cmich.edu/>).

### **Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at <https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx>.

## **IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

### **CMU Library**

As a CMU student you have full access to the services and resources of the CMU Library. Librarians are happy to help you find information for your assignments and answer questions about using the library and doing research. Working with a librarian is a great way to make the process of doing research easier and to save yourself time and effort. To request help from a librarian, send an email to [libref@cmich.edu](mailto:libref@cmich.edu)

If you need a copy of a particular journal article or book --or many articles and books-- the library's Documents on Demand office is the place to go. They will get you copies of the items you need, typically within a day or two, and at no cost to you. Documents on Demand can be reached at [docreq@cmich.edu](mailto:docreq@cmich.edu)

Check out <https://library.cmich.edu> for more information about helpful library services and resources

### **Writing Center**

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit <https://www.cmich.edu/global/writingcenter/Pages/default.aspx>

### **Mathematics Assistance Center**

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit <http://global.cmich.edu/mathcenter/tutoring-request.aspx>.

### **ADA**

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Student Disability Services at (800) 950-1144, extension 3018 or email [sds@cmich.edu](mailto:sds@cmich.edu), at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at

<https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx>

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

## **X. BIBLIOGRAPHY**

- "The Principles behind the Agile Manifesto," <http://agilemanifesto.org/iso/en/principles.html>
- "Kanban," <https://www.atlassian.com/agile/kanban>
- "The Scrum Guide," <https://www.scrumalliance.org/why-scrum/scrum-guide>



# Center Information

## [Student & Enrollment Services for CMU Online Courses](#)

(800) 688-4268 or (989) 774-1129 or [cmuonline@cmich.edu](mailto:cmuonline@cmich.edu)

### Drop & Withdrawal Policy for Online Courses

<https://www.cmich.edu/offices-departments/registrars-office/registration-information-request-forms/drop-withdrawal-information>

### Credit/No Credit Deadlines for Online Courses

<https://www.cmich.edu/offices-departments/registrars-office/registration-information-request-forms>

Office of Information Technology Help Desk [https://www.cmich.edu/office\\_provost/OIT/help/help\\_desk/Pages/default.aspx](https://www.cmich.edu/office_provost/OIT/help/help_desk/Pages/default.aspx)

### Pre-Class Computer Checklist for Online Courses

<https://www.cmich.edu/admissions-aid/global-campus/cmu-online/prepare-your-computer-for-online-courses>

### Online Learning Resource Center

<https://www.cmich.edu/admissions-aid/global-campus/cmu-online/online-learning-resource-center>

### Certified Testing Center & Proctoring Information

(989) 774-4461 <https://www.cmich.edu/academics/certified-testing-center>

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**Veterans Resource Center & PAVE:** Peer Advisors for Veteran Education (PAVE) Program is a peer support program that connects incoming student veterans with student veterans already attending CMU in order to help them navigate college life, identify challenges they are facing, refer them to the appropriate resource on or off campus, and provide ongoing support to their academic and personal goals. Please refer to the contact information below if you have any questions about PAVE: Veterans' Resource Center (114 Warriner Hall; telephone 989-774-7991, [veterans@cmich.edu](mailto:veterans@cmich.edu)).

**CMU CARES:** CMU adheres to Core Values of integrity, respect, compassion, inclusiveness, social responsibility, excellence, and innovation. We deeply care about the health, well-being, safety, and success of our students and our employees. More information available at <https://www.cmich.edu/student-life/cmu-cares>

**Harassment and discrimination:** You have a right to feel safe and supported while pursuing your degree at CMU. If any professor, student, or staff member makes you feel that you have been discriminated against, disrespected or stuck in a hostile environment, the Office of Civil Rights and Institutional Equity (OCRIE) is here to help: Bovee UC 306, (989) 774-3253. For resources and more information, please see <https://www.cmich.edu/offices-departments/OCRIE>

**Sexual misconduct policy:** With the exception of the confidential resources named explicitly within the Sexual Misconduct Policy, all CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual misconduct to the Title IX Coordinator in OCRIE at (989) 774-3253. This means that any information you may divulge about such an incident in the classroom or with a faculty member cannot be confidential. Reports to OCRIE are intended to provide options and resources to survivors. Please keep these reporting obligations in mind as you seek support

from staff and faculty you trust, and know that there are also support centers on campus that will maintain confidentiality, which include Sexual Aggression Peer Advocates (989-774-2255) and the CMU Counseling Center (989-774-3381). For resources and more information, please see <https://www.cmich.edu/offices-departments/OCRIE>

*CMU does not discriminate on the basis of sex in the education program or activity that it operates, including admission and employment, and is required by Title IX of the Education Amendments of 1972 not to discriminate in such a manner.*

*Inquiries about the application of Title IX can be made to CMU's Title IX Coordinator, the US Department of Education's Assistant Secretary, or both.*

*CMU's Title IX Coordinator can be reached at:*

*Office: 103 E. Preston St.*

*Bovee University Center, suite 306*

*Mount Pleasant, MI 48858*

*Email: [titleix@cmich.edu](mailto:titleix@cmich.edu)*

*Phone: 989-774-3253*