

CENTRAL MICHIGAN UNIVERSITY
GLOBAL CAMPUS
COURSE SYLLABUS

I. IDENTIFYING INFORMATION

Course: MSA 647
Course Title: People and Project Administration
EPN: 22387872
Term: Spring I
Location: Online
Course Dates: 1/13, 3/6/2020
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 worked for the [Board of Governors of the Federal Reserve System](#) as an internal consultant on scientific computing. I have also 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. 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 published scholarship has [modeled the population of Earth-orbiting satellites](#), [analyzed the risks of flood insurance](#), [predicted disruptive events](#), and [analyzed the risks of blockchain technology](#). I have written [two books](#) on my work and am currently co-editing two more.

In my spare time, I serve Howard County, Maryland, as [a member of the Board of Appeals](#) 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/cmuc>) or the CMU Bookstore

<https://cmich.verbacompare.com>

Textbooks and Course Materials:

Title: Mastering Project Human Resource Management: Effectively Organize and Comm (E-book Available)

Author: Singh

Edition: 1st

ISBN: 978-0-13-383789-6

Publisher: Pearson

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: Initiating a Project - Introduction

- Identify the course deliverables
- Locate and explain the rubrics or evaluation criteria of the deliverables

Week 2: Initiating a Project - Stakeholder Identification and Analysis

- Project Stakeholder Identification and Analysis
- Difference between policy-level and implementation-level stakeholders
- Effective stakeholder identification and analysis

Week 3: Planning a Project - Human Resource & Communications Management

- Importance of human resource management planning process
- Progressive elaboration
- Types of organization charts
- Project roles and responsibilities
- Staffing management plan
- Mechanism of project communications management planning process
- Communications management planning tools
- Characteristics of effective communications

Week 4: Planning a Project - Stakeholder Management & Acquiring Project Human Resources

- Factors influencing the scope of project human resource acquisition
- Mechanism of human resource management planning process
- Human resource management planning process flow
- Staff assignment
- Resource calendars

Week 5: Developing and Managing (Executing) a Project - Developing and Managing Project Human Resources

- Importance of developing project human resources
- Emotional intelligence for team development
- Process flow for managing project human resources
- Project manager soft competencies
- Project team conflict management techniques

Week 6: Developing and Managing (Executing) a Project - Managing Project Communications & Stakeholder Engagement

- Mechanism of project communications management
- Information management systems
- Mechanism of managing stakeholder engagement process
- Stakeholder engagement management process flow
- Manage stakeholder engagement process flow

Week 7: Controlling a Project - Controlling Project Communications & Stakeholder Engagement

- Mechanism of project communications control process
- Project communications control process flow
- Project communications control tools
- Mechanism of stakeholder engagement control process
- Project stakeholder engagement control process flow Control process
- Actual versus planned performance inputs
- Performance variance

Week 8: Closing

- Review course materials
- Comprehend the the course materials
- Apply course concepts to the term paper

Assignment Due Dates:

Week 0 Task Summary

1. Run the system requirement test.
2. Read or watch the Blackboard tutorials.
3. Study the course syllabus and outline.
Take the Quiz 1 (Syllabus Quiz) 30 points!
4. Post your self introduction to the Week 0 Get to know each other discussion forum (15 points).

Week 1 Task Summary

1. Review and complete the pre-assignments, if not finished.
2. Read the course textbook Introduction, pages 1 – 4.
3. Download the PowerPoint (with audio narration), and use it to help you study the content.
4. Follow the instruction and complete Assignment 1.
5. Follow the instruction and participate in the Week 1 Discussion.
6. Follow the instruction and participate in the weekly chat.

Week 2 Task Summary

1. Read textbook Chapter 1
2. Download the PowerPoint (with audio narration), and use it to help you study the content.
3. Follow the instruction and complete Assignment 2.
4. Follow the instruction and complete Quiz 2.
5. Follow the instruction and participate in the Week 2 Discussion.
6. Start working on your term paper.
7. Join the weekly chat.

Week 3 Task Summary

1. Read textbook Chapters 2 & 3
2. Download the PowerPoint (with audio narration), and use it to help you study the content.

3. Follow the instruction and complete Assignment 3 & Assignment 4.
4. Follow the instruction and participate in the Week 3 Discussion.
5. Continue working on your term paper.
6. Join the weekly chat.

Week 4 Task Summary

1. Read textbook Chapters 4 & 5
2. Download the PowerPoint (with audio narration), and use it to help you study the content.
3. Follow the instruction and complete Assignment 5 & Assignment 6.
4. Follow the instruction and complete Quiz 3.
5. Follow the instruction and participate in the Week 4 Discussion.
6. Continue working on your term paper.
7. Join the weekly chat.

Week 5 Task Summary

1. Read textbook Chapters 6 & 7
2. Download the PowerPoint (with audio narration), and use it to help you study the content.
3. Follow the instruction and complete Assignment 7.
4. Follow the instruction and participate in the Week 5 Discussion.
5. Continue working on your term paper.
6. Join the weekly chat.

Week 6 Task Summary

1. Read textbook Chapters 8 & 9
2. Download the PowerPoint (with audio narration), and use it to help you study the content.
3. Follow the instruction and complete Assignment 8 & Assignment 9.
4. Follow the instruction and complete Quiz 4.
5. Follow the instruction and participate in the Week 6 Discussion.
6. Continue working on your term paper.
7. Join the weekly chat.

Week 7 Task Summary

1. Read textbook Chapters 10 & 11
2. Download the PowerPoint (with audio narration), and use it to help you study the content.
3. Follow the instruction and complete Assignment 10 & Assignment 11.
4. Follow the instruction and complete Quiz 5.
5. Follow the instruction and participate in the Week 7 Discussion.
6. Continue working on your term paper.
7. Join the weekly chat.

Week 8 Task Summary

1. Download the PowerPoint (with audio narration), and use it to help you study the content.
2. Follow the instruction and complete the Final Exam.
3. Complete and submit your Term Paper.
4. Join the weekly chat.

Post-Class Assignment:

None.

Student Involvement Hours:

This course should take 3-4 hours of time, outside the classroom, for each hour in the classroom.

VII. CRITERIA FOR EVALUATION

Evaluation Criteria:

You will be evaluated on six 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. These will be scheduled at staggered times throughout the week (though typically in the evening) to allow everyone a chance to participate. 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 set of quizzes held throughout the course. The purposes of the quizzes is to reinforce the learning and ensure that you are preparing for a potential attempt to take the PMP examination.

The fourth activity is a final paper, due at the end of week 7. The final paper is a substantive case study of program management, though you have substantial freedom in picking the case.

The fifth activity is a set of writing assignments each week. These review papers and other materials through the course and will reinforce the learning further.

Finally, the sixth activity is a final exam, held during week 8. You are permitted one attempt at the final exam.

Grading Scale:

Quizzes	20%
Term Paper	20%
Final Exam	15%
Assignments	25%
Discussion Board	10%
Live Chats	10%
Total	100%

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.

Turn in your material on time. 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

Library Research and Instruction Services

As a CMU student you have full access to the services and resources of the CMU Library. Reference librarians will help you find information on your research topic and answer other questions related to the library. The library's Documents on Demand office will obtain copies of the books and journal articles for you. Check out the library's website at <https://library.cmich.edu> for more information.

Reference librarian contact information:

1. By email: libref@cmich.edu
2. By online form: <http://libguides.cmich.edu/askalibrarianform>
3. By phone: (989) 774-3470.

Documents on Demand office contact information:

1. By email: docreq@cmich.edu
2. By online form: <https://illiad.cmich.edu/>
3. By phone: (989) 774-3022.

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, 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

Drop & Withdrawal Policy for Online Courses

<http://global.cmich.edu/courses/drop-withdraw.aspx>

Academic Calendar and

Credit/No Credit Deadlines for Online Courses

<https://www.cmich.edu/global/calendar/Pages/default.aspx>

Office of Information Technology Help Desk

https://www.cmich.edu/office_provost/OIT/help/help_desk/Pages/default.aspx

Pre-Class Checklist for Online Courses

<http://www.global.cmich.edu/cmuonline/checklist.aspx>

Online Learning Resource Center

<http://www.global.cmich.edu/cmuonline/about/>

Certified Testing Center & Proctoring Information

<https://www.cmich.edu/global/cmuonline/proctoring/Pages/default.aspx>

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/office_president/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/office_president/OCRIE/