I. IDENTIFYING INFORMATION

Course: MSA 647
Course Title: People and Project Administration
EPN: 22348434
Term: Fall I
Location: Online
Course Dates: 8/27, 10/19/2018
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 data scientist at the Johns Hopkins University's Applied Physics Laboratory. Previously, I worked for the Board of Governors of the Federal Reserve System as an internal consultant on statistical 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. While an undergraduate at the University of Maryland, I worked in space systems design and telecommunications. I am also a passionate educator, teaching mathematics and statistics at the University of Maryland University College since 2010 and public administration at Central Michigan University since 2017.

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.

I have a doctorate in public policy from the University of Maryland Baltimore County where my research focused on the economic and social effects of flood insurance. I also have a master of public administration from the University of Baltimore and a bachelor's degree in mathematics from the University of Maryland.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Order books from MBS at http://bookstore.mbsdirect.net/cmu.htm

Textbooks and Course Materials:

Title: Mastering Project Human Resource Management: Effectively Organize and Comm

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. lectures,
2. readings,
3. group work and discussions,
4. a research paper, 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, participate in a group project, and develop an individual research paper and submit it for instructor review at designated times throughout the semester.

This course will be divided into three two-week course sprints. The course itself is also divided into three key areas. This allows us to neatly match the three two-week sprints with each topical area.

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. Come to class with an idea of the research paper you plan to write.

Course Outline:

1. Initiation Stage (10%)
   - Stakeholder identification and analysis
   - Key terms and processes
   - Project documentation and process
   - Integrations project planning, execution, and controlling process
2. Project Planning Stage (20%)
   - Planning human resource management
   - Planning communication management
   - Planning shareholder management
3. Execution Stage (30%)
   - Acquiring human resources
   - Developing human resources
   - Measuring team success
   - Managing human resources
   - Managing project communications
   - Managing stakeholder engagement
4. Controlling stage (20%)
   - Controlling project communications
   - Controlling stakeholder engagement
5. Agile Project Management (20%)
   - Scrum project management
   - Kanban project management

Assignment Due Dates:

Sprint 1- **Project Initiation and Planning**

- Read:
  - Singh, Chapter 1-4
- Due:
  - Develop a research topic, 9/2
  - Discussion 1, 9/2
  - Discussion 2, 9/9
  - Quiz 1, 9/2
  - Quiz 2, 9/9
  - Group project (TBD)

Sprint 2 - **Project Execution**

- Read:
  - Singh, Chapters 5-9
- Due:
  - Discussion 3, 9/16
  - Discussion 4, 9/23
  - Quiz 3, 9/16
  - Quiz 4, 9/23
  - Group project (TBD)

Sprint 3 - **Project Controlling**

- Read:
  - Singh, Chapters 10, 11
- Due:
  - Discussion 5, 9/30
  - Discussion 6, 10/7
  - Group project (TBD)

Wrapup - **Agile and Lessons Learned**

- Due:
  - Discussion 7, 10/14
  - Final paper, 10/14
  - Final exam, 10/18

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:

The general rubric used for all course elements is as follows:

Category	0 points	1 point	2 points	3 points
Claims	None made	Claims are made, but not directly relevant	Claims are clear and relevant	Claims are correct and support the response
Evidence	None given	Evidence is given, but does not support the claim	Evidence is given, and is relevant to the claim	Evidence directly supports the claim
Clarity	Response is off-topic	Response is on-point, but unclear and not well organized	Response is clear, but occasionally misses key details or lacks organization	Response is well-organized and well-thought out
Mechanics	Response is not understandable	Response contains errors in spelling or grammar that do hamper readability	Response contains errors in spelling or grammar that do not hamper readability	Response is relatively free of spelling and grammar errors

Grading Scale:

Quizzes	25%
Research Paper	25%
Final Exam	20%
Group Project	10%
Participation	20%
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. 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

Global Campus Library Services (GCLS)

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

CENTRAL MICHIGAN UNIVERSITY

CMU Online

ENROLLMENT & STUDENT SERVICES - ONLINE COURSES

(800) 688-4268 or (989) 774-1129

Fax (989) 774-1998

Email cmuonline@cmich.edu

Website www.global.cmich.edu/CMUOnline

Drop/Withdrawal Policy http://global.cmich.edu/courses/drop-withdraw.aspx

VIRTUAL RESOURCES FOR ONLINE STUDENTS

CMU OIT (Office of Information Technology) Help Desk

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

Pre-Class Checklist

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

Online Learning Resource Center

https://www.cmich.edu/global/cmuonline/about/Pages/default.aspx

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