



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 4311: 600, **Project Management**, Fall 2025, CRN: 12557

Department of Management and Marketing, College of Business

Course Syllabus

Class Meeting Time:	Online Asynchronous
Class Meeting Place:	Blackboard
Class Duration:	8/25/2025 – 12/12/2025
Instructor:	Dr. S. Michelle Cox Virtual Office Tel: 210-887-3471 E-Mail: scox1@tamusa.edu Student emails from TAMUSA email will receive a reply within two business days.
Course Website:	https://tamusa.blackboard.com/
Office Hours:	By appointment via phone or zoom.

Catalog Course Description: This course examines the concepts, principles, and applications of project management in the business environment, including the study of project management procedures, project management tools, organizational structure, management of project team members, and the planning, organizing, and control activities necessary for a good project.

Course Objectives: This objective of the course is to provide a basic overview of project management as a tool for implementing and attaining an organization's strategic goals. Also, this course reviews the concepts and skills used by project managers to propose, plan, implement, monitor/control, and close projects to offer an organization a competitive advantage. In addition, this course outlines the most critical topics found in the Management Institute's Project Management Body of Knowledge (PMBOK), and offers insights into the significant knowledge areas and the process groups in this PMBOK

Prerequisites: MGMT 3311

Student Learning Outcomes:

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

- Learn the concepts, tools and techniques, methods available to project managers,
- Understand the importance of work breakdown structures and networks for planning, scheduling, and controlling projects,
- Develop an awareness of potential conflicts and problems that can occur in the execution of projects,
- Identify appropriate approaches for successfully managing projects, and
- Formulate a framework for a complete computer-based information system for managing projects.

AACSB Assessment:

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses.

The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Required Materials:

Students are encouraged to select the format of their choice (ebook, kindle, hardcover, paperback, loan options vs. buying options) for the required reading materials and supplemental learning materials based on their needs, resources, and learning style preferences.

- **Textbook:** *Project Management: A Socio-Technical Approach*, 2024 Release, By Erik Larson, Clifford Gray, and Pinyarat Sirisomboonsuk
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes/slides, multimedia materials and other supplementary materials in Blackboard.
- **Computer Hardware:** In order to participate in online sessions, you will need a computer with an internet connection, a microphone, and speakers/headphones.
- **Time Expectation for coursework:** You are expected to spend 4-9 hours per week for the course. Based on your background, some student may require more time. Time spent may be longer when assignment/exams are due.

Course Requirements every student must fulfill to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
4. For all classwork, exams, and quizzes, if a student is completing it off-campus, then they are responsible for availability of internet connectivity.
5. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
6. For online-asynchronous courses, students should keep current on class recordings. You must watch them during the week in which they were assigned so that you receive the attendance credit.

Grading Policy: The final course grade will be based on your performance using the following weights:

Attendance and Participation	20%
Content Presentation	20%
Midterm Exam	20%
Team Project	20%
Final Exam	20%
Total	100%

The final letter grades will be assigned as follows: Above 90% \Rightarrow A; 80 – 89% \Rightarrow B; 70 – 79% \Rightarrow C; 60 – 69% \Rightarrow D; Below 60% \Rightarrow F.

Exams:

There will be two mandatory exams, mid-term and final, (per university schedule) for this course. Being absent/non-submission of an exam will result in a grade of zero for that exam and may result in a failing grade in the course. The exams will consist of conceptual multiple-choice questions, short answer, and true/false questions. The exam material will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class.

Attendance and Discussion Questions:

This is an asynchronous class. Students are expected to watch the videos the week they are posted. Just reading the text will not take the place of class discussion, when posted in a discussion thread. There will also be various discussion questions that will be introduced in the lectures this semester, each posted to blackboard and each focusing on a different subject. Students must respond to each discussion question and provide a reply to another student's response for each question. To obtain full credit you must respond to each discussion question during the week posted.

Content Presentation:

There will be an opportunity for each student to present an example of the content being discussed in the chapters each week. This will require the student to read that chapter in advance, find an example of at least one of the major points in the chapter that is occurring in an actual example, past or present, and deliver that example to the class during the week of the chapter. Examples can be ones of success or failure for that content. The intention of the exercise is to demonstrate the importance of the content so that the class members recognize that there are situational issues that have a variety of outcomes and thus every business must make a series of decisions in the execution diversity management for their organization.

Team Project:

We will break the class into teams of approximately four students per team. Each team will select a project to "mock up" using appropriate tools discussed in class and found through research. Throughout the project, it is important that the tools are coherent and demonstrate how the project would progress. Each team will record a presentation that will be posted in blackboard for the class to see in week 13.

Suggested Reading:

The following sites can help you build your content presentation and consider tools for the team project: Project Management Institute (<https://www.pmi.org/>), Google Project Management (<https://www.projectmanager.com/google>), What is Project Management? (<https://www.apm.org.uk/resources/what-is-projectmanagement/>), Project Management Journal (<https://www.pmi.org/learning/publications/project-managementjournal>), Journal of Modern Project Management (<https://www.pmi.org/learning/publications/projectmanagement-journal>), and CIO (<https://www.cio.com/category/project-management/>)

Make up and Late Assignment/exam policy:

As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/exam.

Class conduct and civility code:

Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance may be taken at the beginning or the end of the class.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
3. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
4. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
5. All assignment submissions must be uploaded to Blackboard by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Class attendance and Participation:

A vital part of every student's education is regular attendance of class meetings. Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important, and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

Fall 2025 Class Schedule:

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

Week	Date		Chapters
Week 1	Aug. 25	Aug. 31	Review of Syllabus, Chapter 1 Modern Project Management
Week 2	Sep. 1	Sep. 7	Chapter 2 Organization Strategy and Project Selection
Week 3	Sep. 8	Sep. 14	Chapter 3 Organization: Structure and Culture
Week 4	Sep. 15	Sep. 21	Chapter 4 Defining the Project
Week 5	Sep. 22	Sep. 28	Chapter 5 Estimating Project Times and Cost
Week 6	Sep. 29	Oct. 5	Chapter 6 Developing a Project Schedule
Week 7	Oct. 6	Oct. 12	Chapter 7 Managing Risk
Week 8	Oct. 13	Oct. 19	Chapter 8 Scheduling Resources and Cost Midterm Exam (Chapters 1-8)
Week 9	Oct. 20	Oct. 26	Chapter 9 Reducing Project Duration
Week 10	Oct. 27	Nov. 2	Chapter 10 Being an Effective Project Manager
Week 11	Nov. 3	Nov. 9	Chapter 11 Managing Project Teams
Week 12	Nov. 10	Nov. 16	Chapter 12 Outsourcing: Managing Interorganizational Relationships
Week 13	Nov. 17	Nov. 23	Chapter 13 Progress and Performance Measurement and Evaluation Team Project Presentations
Week 14	Nov. 24	Nov. 30	Chapter 14 Project Closure (Thanksgiving Holiday 27-29)
Week 15	Dec. 1	Dec. 7	Chapter 15 Agile Project Management
Week 16	Dec. 8	Dec. 12	Chapter 16 International Projects Final Exam (Chapters 9-16)

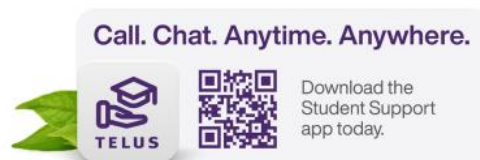
Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are **free and confidential** (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information and self-help resources, please visit www.tamusa.edu/studentcounseling

Crisis support is available 24/7 by calling the CSS at 210-784-1331.

Additionally, the TELUS Student Support App provides a variety of mental health resources to include support for in the moment distress, an anonymous peer to peer support network, mental health screenings, podcasts, and article to improve your mental wellbeing.



Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics>.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Email Policy and Course Communications: All student specific correspondence between the professor and students must occur via University email accounts. You must have Jaguar email account ready and working. If it is not working, contact the help desk at 210-784-4357.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, and special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots' Casa in-person room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Academic Accommodations for Persons with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, please contact Disability Support Services in the Central Academic Building, Suite 210, or at (210) 784-1335 or visit <https://www.tamusa.edu/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services as soon as possible.

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff, and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>.

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students:

Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide reasonable accommodations to pregnant students that would be provided to a student with a temporary medical condition and that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K). Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars: can support parenting students with daycare who meet this criteria: Must be enrolled in classes at TAMUSA in the current semester. Must be Pell eligible or a single parent. They serve children ages 3 to 12-years-old. Children must be enrolled in Pre-K-3 through 6th grade.
youngjaguars@tamusa.edu (210) 784-2636

Students' Rights and Responsibilities:

The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, University Catalog and to comply with them, as well as federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>).

No Use of Generative AI Permitted: Project Management assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Important Dates: Fall 2025 Regular 16-Week Session

August 25	First day of class
September 1	Labor Day Holiday – No classes
September 10	Census Date
November 14	Last day to drop with an automatic “W”
November 25	Last day to withdraw from the University
November 26	Study Day – No classes
November 27-29	Thanksgiving Holiday – No classes
December 4	Last day of classes
December 5	Study Day – No classes
December 6-12	Final exams
December 16	Commencement

The complete academic calendar is available online: <https://www.tamusa.edu/academics/academic-calendar/index.html>