



MARTIN V. SMITH  
**SCHOOL of  
BUSINESS &  
ECONOMICS**

*California State University Channel Islands*

***MGT 471***

SUBJECT TO CHANGE

INSTRUCTOR: Susan A. Block, MBA                      CLASS: Fully Online via Canvas

PHONE: 805-698-1000

E-MAIL: [susananneblock@gmail.com](mailto:susananneblock@gmail.com)

OFFICE HRS: Mondays and Tuesdays 8:30-10:00 am and by appointment.  
Please feel free to reach out to schedule alternate times to speak with me.

ZOOM LINK:

<https://us02web.zoom.us/j/81861611503?pwd=ACuzNywAhrhUT4Lnco8uTMEAYUDf7n.1>  
Passcode: 599897

**Course Description**

MGT 471 presents the principles of project management, which is a special form of work organization, which focuses on a one-time objective. Discusses all aspects of project management: definition of objectives, selection of team and other resources, establishing of timing and sequences, creation of monitoring and control processes, and development of analysis and reporting mechanisms.

**Course Topics Include**

- The role of project management in an organization.
- Project stakeholders and how to best involve stakeholders.
- Developing and communicating a project implementation plan.
- Identifying and mitigating project risks
- Quantitative methods of project planning
- The major reasons why projects fail.
- The project environment and identity
- Project feasibility analyses

**Course Prerequisite**

MGT 307 - Management of Organizations

### **Textbook**

**Text:** *Project Management: A Managerial Approach*, 11th Edition

Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr.

ISBN: 978-1-119-80394-2

Published November 2021

- You may use an e-book (fully online) or buy or rent a hardcopy version. If you search online under the course title and edition (be sure to double check the ISBN numbers before purchasing) there are a variety of other vendors offering hard copy, rentals, or digital versions.
- Please note that we DO NOT use any online resources provided by the publisher besides the text, so you do not need an access code; please feel free to buy used or rent, if you wish.

**Materials:** Other course reading handouts, articles, videos, cases, and lecture notes will be posted online as applicable.

### **Course Structure and Expectations**

- Fully online class
- Students are expected to log in several times each week and all work is to be completed and submitted on time.
- New Modules will open on Monday mornings. Discussion forums will require an initial post by Thursday at 5pm. Other homework and peer responses to forum posts will be due Sunday night at 11:59PM, unless otherwise specified.
- Please make sure to do the required reading in your textbook each week and review all posted PPTs, handouts, articles, and videos.
- Each week there will be assignments and discussion forums and you will be required to submit the following:
  - One Homework Assignment – or may be a case or paper. Please refer to individual assignments for details.
  - Two discussion forums - Weekly required discussion posts are assigned to enable everyone to learn from each other and interact with other classmates. It is required that you do your initial first post by Thursday at 5PM of each week (minimum 400 words), and then respond to peer postings by Sunday at 11:59PM (minimum 200 words each).

### **Exams and Projects**

Exams and projects will have complete and detailed instructions and grading rubrics included. Please note for online exams they need to be completed all in one sitting. If you logoff you cannot log back in to finish

### **Grading Rubric**

Assignments/Cases	(Weekly Homework)	25%
Class Participation	(Discussion Posts)	15%
Midterm Exam/Project		25%
Final Exam/Project		20%
Final Case		15%
Total		100%

**SLOs for MGT 471\*****Upon completion of the course, the student will be able to\*:**

1. Interpret cases and describe (orally and in writing) the project management issues of the cases. (2, 3, 5);
2. Analyze project management issues related to IT or scientific projects and offer recommendations for effective corrective actions. (1, 5);
3. Evaluate in writing the inter-relationships among the disciplines of science, basic management, and project management. (1, 3)

\*Aligns with Program Learning Goals for: 1) Critical thinking, 2) Oral communication, 3) Written communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

**Dates to Remember:**

<b>January 17</b>	Classes begin
<b>January 24</b>	Payment deadline. Last day to drop with 100% refund
<b>January 29</b>	Last day to drop without receiving grade of "W"
<b>March 3</b>	Last day to drop with grade of "W"
<b>March 15</b>	Last day of classes

**Spring 2025: MGT 471 Project Management Course Schedule**

Module	Topics	Assignments	Due Days:
<b>Welcome</b>  Opens on Fri, Jan 17	Welcome & Orientation	Read: <input type="checkbox"/> Syllabus  Complete/Submit: <input type="checkbox"/> Introduction Forum	Due Wednesday, Jan 22 at 11:59pm
<b>1</b>  Opens on Fri, Jan 17	Projects in Contemporary Organizations and Project Strategy and Selection	Read: <input type="checkbox"/> Chapter 1 <input type="checkbox"/> Chapter 2 <input type="checkbox"/> Posted Articles and or Videos (as applicable)  Complete/Submit: <input type="checkbox"/> 2 Discussion Forums ○ Initial response for each forum ○ Two peer responses for each forum <input type="checkbox"/> Assignment/Case	Initial Forum Responses Due Thursday, 5pm  All other Assignments Due Sunday, Jan 26 at 11:59pm

<p><b>2</b></p> <p>Opens on Mon, Jan 27</p>	<p>The Project Manager and Managing for Stakeholders and Resolving Conflicts</p>	<p>Read:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Chapter 3</li> <li><input type="checkbox"/> Chapter 4</li> <li><input type="checkbox"/> Posted Articles and or Videos (as applicable)</li> </ul> <p>Complete/Submit:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2 Discussion Forums <ul style="list-style-type: none"> <li>○ Initial response for each forum</li> <li>○ Two peer responses for each forum</li> </ul> </li> <li><input type="checkbox"/> Assignment/Case</li> </ul>	<p>Initial Forum Responses Due Thursday, 5pm</p> <p>All other Assignments Due Sunday, Feb 2 at 11:59pm</p>
<p><b>3</b></p> <p>Opens on Mon, Feb 3</p>	<p>The Project in the Organizational Structure and Activity Planning: Traditional and Agile</p>	<p>Read:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Chapter 5</li> <li><input type="checkbox"/> Chapter 6</li> <li><input type="checkbox"/> Posted Articles and or Videos (as applicable)</li> </ul> <p>Complete/Submit:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2 Discussion Forums <ul style="list-style-type: none"> <li>○ Initial response for each forum</li> <li>○ Two peer responses for each forum</li> </ul> </li> <li><input type="checkbox"/> Assignment/Case</li> </ul>	<p>Initial Forum Responses Due Thursday, 5pm</p> <p>All other Assignments Due Sunday, Feb 9 at 11:59pm</p>
<p><b>4</b></p> <p>Opens on Mon, Feb 10</p>	<p>Budgeting and Risk Management</p> <p>Midterm Project/Exam</p>	<p>Read:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Chapter 7</li> <li><input type="checkbox"/> Posted Articles and or Videos (as applicable)</li> </ul> <p>Complete/Submit:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2 Discussion Forums <ul style="list-style-type: none"> <li>○ Initial response for each forum</li> <li>○ Two peer responses for each forum</li> </ul> </li> <li><input type="checkbox"/> Assignment/Case</li> <li><input type="checkbox"/> Midterm Project/Exam</li> </ul>	<p>Initial Forum Responses Due Thursday, 5pm</p> <p>All other Assignments Due Sunday, Feb 16 at 11:59pm</p>
<p><b>5</b></p> <p>Opens on Mon, Feb 17</p>	<p>Scheduling and Resource Allocation</p>	<p>Read:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Chapter 8</li> <li><input type="checkbox"/> Chapter 9</li> <li><input type="checkbox"/> Posted Articles and or Videos (as applicable)</li> </ul> <p>Complete/Submit:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2 Discussion Forums <ul style="list-style-type: none"> <li>○ Initial response for each forum</li> <li>○ Two peer responses for each forum</li> </ul> </li> <li><input type="checkbox"/> Assignment/Case</li> </ul>	<p>Initial Forum Responses Due Thursday, 5pm</p> <p>All other Assignments Due Sunday, Feb 23 at 11:59pm</p>

<b>6</b>  Opens on Mon, Feb 24	Project Control and Monitoring and Information Systems	Read: <input type="checkbox"/> Chapter 10 <input type="checkbox"/> Chapter 11 <input type="checkbox"/> Posted Articles and or Videos (as applicable)  Complete/Submit: <input type="checkbox"/> 2 Discussion Forums ○ Initial response for each forum ○ Two peer responses for each forum <input type="checkbox"/> Assignment/Case	Initial Forum Responses Due Thursday, 5pm  All other Assignments Due Sunday, March 2 at 11:59pm
<b>7</b>  Opens on Mon, March 3	Project Auditing and Project Closure and Benefits Realization	Read: <input type="checkbox"/> Chapter 12 <input type="checkbox"/> Chapter 13 <input type="checkbox"/> Posted Articles and or Videos (as applicable)  Complete/Submit: <input type="checkbox"/> 2 Discussion Forums ○ Initial response for each forum ○ Two peer responses for each forum <input type="checkbox"/> Assignment/Case	Initial Forum Responses Due Thursday, 5pm  All other Assignments Due Sunday, March 9 at 11:59pm
<b>8</b>  Opens on Mon, March 10	Finals Week	Complete/Submit: <input type="checkbox"/> Discussion Forum ○ Initial response ○ Two peer responses <input type="checkbox"/> Final Project/Case	Initial Forum Response Due Thursday, 5pm  All other Assignments Due Friday, March 16 at 11:59pm

### **AI Policy**

Students are expected to submit original work. Plagiarism is not accepted. This includes the use of AI in your submitted work. All submissions will be run through AI detection screening software which indicates the percentage AI generated. You must write your own work, in your own words, referring to the terms and language used in the book and course materials, and not submit any materials that include AI generated sentences, terminology, or wording. You are welcome to use AI as a research tool as long as the information is then integrated into your own unique answer and using terminology that is from the text or course materials, and your own wording and interpretation

### **Late Policy**

Due to the extremely accelerated pace of this 8-week course, no late work will be accepted, unless there are extenuating circumstances. Please reach out to discuss, however, missing one week of work is likely to put a student behind for the entire course. Also note that if late work is deemed acceptable it may be marked down for missed deadlines.

## **Student Support & University Policies**

- **Drop Policy**  
According to University policy, non-attendance does not constitute withdrawal; to withdraw from this class you must file a drop form with the University. If you fail to attend this class, and you do not formally drop the class, a “WU” (unauthorized withdrawal), the equivalent of a failing grade, will be recorded.
- **Disability Statement**  
If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. Faculty, students and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.
- **Academic Integrity**  
As an institution of higher learning, CSUCI values academic integrity and will not tolerate acts of academic dishonesty. Academic dishonesty includes but is not limited to such things as cheating, inventing false information or citations, plagiarism, and helping someone else commit an act of academic dishonesty. If a student is found responsible for committing an act of academic dishonesty in this course, an appropriate academic penalty will be assigned, and the incident will be referred to the Dean of Students Office. For additional information, please refer to CSUCI's [Policy on Academic Dishonesty](#).
- **Campus Tutoring Services**  
The Learning Resource Center (LRC) offers free one-on-one peer tutoring for all MVS School undergraduate courses. The LRC tutors will help students with study skills, fundamental concepts, comprehension, homework, test preparation, and much more. The LRC now also offers online tutoring through Zoom! The Peer Tutor Schedule is available via the [LRC webpage](#).
- **Writing & Multiliteracy Center**  
The Writing & Multiliteracy Center (WMC) provides all CSUCI students with free support services and programs that help them address 21st Century challenges of creatively thinking about and composing in written, oral, visual, and digital forms of communication. Peer consultants help you at any stage of the composition process via one-to-one or group consultations, online consultations, and workshops offered throughout the semester. To make an appointment to work with a consultant or to learn more, visit the [WMC webpage](#).
- **Counseling and Psychological Services (CAPS)**  
CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support); you can also email us at caps@csuci.edu or visit their [website](#).
- **If I am 'out'**  
If I get ill, or need to care for a loved one, or some other unexpected interruption, I may not be able to be present or interactive in the course. If that were to happen (and let's hope it doesn't), you need to follow the Canvas instruction where I will place lectures, and PowerPoint slides, assignments, and exams.
- **If you are 'out'**  
If you are out for the same above reasons, you need to let me know and we can communicate via email. You will need to follow the Canvas instructions and modules for your assignments. Take a few hours or days.

### **Success in an Online Course**

**To succeed in the online environment, students should have the following:**

- A computer with a stable Internet connection.
- Basic computer skills – email, Internet, and basic word processing.
- Microsoft Office 2010, or newer (must include Word) or equivalent.
- An email address that will not change from the beginning until the end of the term.
- A "technology back-up" plan to complete assignments in case computer or Internet fails.
- Sufficient time - online courses require as much time as face-to-face courses.
- Self-motivation, accountability, and good time management to work with minimal supervision.

**Students are also required to:**

- Make use of online course materials available via Canvas.
- Participate in asynchronous online discussions.
- Complete readings and assignments by the dates indicated on the schedule.
- Check school email on a daily basis.

### **Netiquette**

Netiquette is online etiquette and is applicable to all course communications. It is important that all students be aware of proper behavior and show respect to one another. Netiquette guidelines are common sense and ask all to use appropriate language for an educational environment:

- Use complete sentences
- Use proper spelling and grammar
- Avoid slang and uncommon abbreviations
- Avoid obscene or threatening language

The University values diversity and encourages discourse. Be respectful of differences while engaging in discussions.

### **Letter Grades**

"A": Student performance has been outstanding and indicates an exceptional degree of academic achievement in meeting learning outcomes and course requirements.

"B": Student performance has been at a high level and indicates solid academic achievement in meeting learning outcomes and course requirements.

"C": Student performance has been adequate and indicates satisfactory academic achievement in meeting learning outcomes and course requirements.

"D": Student performance has been less than adequate and indicates deficiencies in meeting the learning outcomes and/or course requirements.

"F": Student performance has been unacceptable and indicates a failure to meet the learning outcomes and/or course requirements.

"CR" reflects the equivalent of a "C" or higher for undergraduate courses and the equivalent of a "B" or higher for graduate and post-baccalaureate courses (or as determined by the graduate program).

"NC" reflects the equivalent of any grade lower than a "C" for undergraduate courses and the equivalent of any grade lower than a "B" for graduate and post-baccalaureate courses (or as determined by the graduate program).