Soules College of Business
Department of Technology
TECH 5331-Project Management
Course Syllabus
Spring 2026

Professor: Dr. Randell Farley   Phone (903) 253-4902
Email: rfarley@uttyler.edu   (Preferred method is email)   Class Time: Online
Office Hours: 2 PM – 6 PM on Tuesday & Thursday and may be held in person or virtually
Also available by appointment and most times when showing green on Teams.

Course Description:
This course explores the principles and practices of effective project management through weekly readings, quizzes, and a semester-long student-led mock project. Students apply tools and techniques through Gate Reviews aligned with the full project life cycle: from concept to launch.

Project Selection Guidelines:
Each student will manage an individual project. You're encouraged to choose a project you've worked on in the past, are involved in now, or plan to pursue in the future. It can come from any field, business, construction, software, process improvement, event planning, and more.
The key is to lead your project using standard project management practices and tools. You'll learn and apply these methods throughout the course. Your project will move through five formal Gate Reviews (Gate 0 to Gate 4), with each one building on the last. There is a Gate 5 to simulate post implementation review and benefits realization

Student Example Submissions: To help you understand what's expected, you'll have access to several example submissions for each Gate Review (Gate 0 to Gate 4). These examples, drawn from past students and are provided to help guide the structure, content, and depth of your own work. Use them as inspiration, not for copying. Be sure to apply your own project context, analysis, and insights. These examples are here to support your success with integrity and confidence.

Goals/Rationale of the Course
The purpose of this course is to prepare students to manage projects in a wide range of industries by developing essential project management knowledge, skills, and tools. Students will gain experience in initiating, planning, executing, monitoring, and closing projects. Through an applied approach, students will enhance their ability to lead, communicate, and make decisions in complex project environments.

Note from the Instructor:
I know not everyone starts this course as a project management expert, and that's completely okay. The goal is to give you hands-on experience leading a project from beginning to end. You will apply tools and concepts as you move through each phase.

In real-world settings, project managers aren't expected to know everything from the start. But they are expected to lead, solve problems, and use resources effectively. That means doing research, checking industry standards, and using tools like academic journals, professional websites, videos, and AI-based platforms. These tools are part of a modern professional's everyday work.

Use these resources wisely, not to skip the learning process, but to deepen your understanding. Your work should show your own thinking, analysis, and use of course concepts. If you reference outside sources, be sure to cite them properly. Academic integrity matters.

This course gives you the chance to develop your skills with confidence, curiosity, and resourcefulness. That is what real-world project leadership looks like. Your perspective and creative problem-solving will set your work apart and prepare you for the challenges ahead.

Textbook(required):

Project Management: Achieving Competitive Advantage" (2019); 5th Edition by Jeffrey K. Pinto; Prentice Hall Publishing ISBN 978-0-134-73033-2

Course Outcomes/Objectives:

Upon completion of this course, students will have a comprehensive understanding of Project Management and be able to:

- Apply PMBOK-aligned methods for scope, scheduling, budgeting, and control.

- Lead project reviews and make go/no-go decisions at phase gates.

- Use scheduling and tracking tools such as

    o WBS – Work Breakdown Structure

    o CPM – Critical Path Method

    o EVM – Earned Value Management

- Evaluate risk, resource constraints, and Agile techniques.

- Manage projects from concept to closure in a professional context.

Course Requirements:

Weighted grade distributions / Grading Breakdown (Review the Rubric)

Category	Details	Points
Weekly Quizzes	7 quizzes	280
Assignment	How the project solves a problem paper: 300-600 words	100
Gate Reviews (G0–G5)	6 gates × 100 points	580
Final Presentation (Gate 4)	Narrated or video walkthrough	100
Assignment	Reflection paper: 300-600 words	120
Total		**1200**

Week	Start Date	Requirement	Topics & Major Activities	Due Date	Points
1	2-Mar	Read	Read Ch 1: Why Project Management?	7-Mar	0
		Read	Read Ch 2: Strategy, Structure, and Culture		0

		Read	Read Ch 3: Project Selection and Portfolio Mgmt		0
		Quiz 1	Quiz 1 Chapter 1 - 3		40
2	8-Mar	Read	Read Ch 4: Leadership and the Project Manager	14-Mar	0
		Read	Read Ch 5: Scope Management		0
		Read	Read Ch 6: Project Team Building		0
		Assignment	Gate 0 Project Requirements		100
		Quiz 2	Quiz 2 Chapter 4-6		40
3	15-Mar	Read	Read Ch 7: Risk Management	21-Mar	0
		Read	Read Ch 8: Cost Estimation and Budgeting		0
		Assignment	Gate 1 Project Planning & Feasibility		100
		Quiz 3	Quiz 3 Chapter 7-8		40
4	22-Mar	Read	Read Ch 9: Project Scheduling	28-Mar	0
		Read	Read Ch 10: Project Scheduling		0
		Assignment	Gate 2 Design & Development Planning		100
		Quiz 4	Quiz 4 Chapter 9-10		40
5	29-Mar	Read	Read Ch 11: Agile and Critical Chain	4-Apr	0
		Read	Read Ch 12: Resource Management		0
		Assignment	How the project solves a problem Paper: 300-600 words		100
		Assignment	Gate 3 Execution Readiness		100
		Quiz 5	Quiz 5 Chapter 11-12		40
6	5-Apr	Read	Read Ch 13: Project Evaluation and Control	11-Apr	0
		Read	Read Ch 14: Project Closeout and Termination		0
		Assignment	Gate 4 Launch Approval & Transition Planning		100
		Quiz 6	Quiz 6 Chapter 13-14		40
7	12-Apr	Assignment	Narrated or Video Walkthrough of Gate 4	18-Apr	100
		Quiz 7	Final Exam Quiz		40
		Assignment	Gate 5 Report Results 6-12 Months after project closure		100
		Assignment	Reflection Paper: 300-600 Words (APA, 2 sources)		120
Total Points					**1200**

Final Grades:
   A. = 90-100%
   B. = 80-89%
   C. = 70-79%
   D. =60-69%
   Any Grade below 60% is an F

Late Work Policy:
- Late assignments receive a 10% deduction

- Extensions may be granted only for documented emergencies (medical, family crisis, etc.). Any make up course work or exams due to a student not submitting it is considered on a case by case basis. Which means the professor reserves the right to decline make up course work or exams.

Note: The instructor reserves the right to modify the syllabus. All modifications will be communicated to the students in a timely manner

Resources available to UT Tyler Students

- UT Tyler Counseling Center (available to all students)
- TimelyCare (24/7 access to Student Support Program counseling through phone or chat and online wellness resources available in a variety of languages)
- Military and Veterans Affairs (supports for our military-affiliated students)
- UT Tyler Patriot Food Pantry
- UT Tyler Financial Aid and Scholarships
- UT Tyler Student Business Services (pay or set up payment plans, etc.)
- UT Tyler Registrar's Office (academic information, forms library, policies, etc.)
- Office of International Programs
- Title IX Reporting
- Patriots Engage (available to all students. Get engaged at UT Tyler.)

University Policies and Information

Withdrawing from Class

Students may withdraw (drop) from this course using the Withdrawal Portal. Withdrawing (dropping) this course can impact your Financial Aid, Scholarships, Veteran Benefits, Exemptions, Waivers, International Student Status, housing, and degree progress. Please speak with your instructors, consider your options, speak with your advisor, and visit the One-Stop Service Center (STE 230) or email enroll@uttyler.edu to get a complete review of your student account and the possible impacts to withdrawing. We want you to make an informed decision. UT Tyler faculty and staff are here for you and often can provide additional support options or assistance. Make sure to carefully read the implications for withdrawing from a course and the instructions on using the Withdrawal portal..

Texas law prohibits students from dropping more than six courses during their entire undergraduate career*. The six courses dropped includes those from other 2-year or 4-year Texas public colleges and universities. Consider the impact withdrawing from this class has on your academic progress and other areas, such as financial implications. We encourage you to consult your advisor(s) and Enrollment Services for additional guidance. **CAUTION #1**: Withdrawing before census day does not mean you get a full refund. Please see the Tuition and Fee Refund Schedule. **CAUTION #2**: All international students must check with the Office of International Programs before withdrawing. All international students are required to enroll full-time for fall and spring terms. **CAUTION #3:** All UT Tyler Athletes must check with the Athletic Academic Coordinator before withdrawing from a course. CAUTION #4: All veterans or military-affiliated students should consult with Military and Veterans Affairs.

* Students who began college for the first time before 2007 are exempt from this law.

Artificial Intelligence Statement

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy. *Refer to the About This Course section of the UT Tyler Syllabus Module for specific information on appropriate use of AI in your course(s).*

Final Exam Policy

Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the Dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members must maintain student final examination papers for a minimum of three months following the examination date.

Incomplete Grade Policy

If a student, because of extenuating circumstances, is unable to complete all of the requirements for a course by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in place of a grade *only when **all** of the following conditions are met*: (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all coursework or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor, and (c) the student presents these reasons before the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average.

The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to meet all of the work for the course within the time limit, then the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has yet to be assigned within one year, then the Incomplete will be changed to an F, or NC. If the course was initially taken under the CR/NC grading basis, this may adversely affect the student's academic standing.

Grade Appeal Policy

Disputes regarding grades must be initiated within sixty (60) days from the date of receiving the final course grade by filing a Grade Appeal Form with the instructor who assigned the grade. A grade appeal should be used when the student thinks the final course grade awarded does not reflect the grades earned on assessments or follow the grading scale as documented in the syllabus. The student should provide the rationale for the grade appeal and attach supporting document about the grades earned. The form should be sent via email to the faculty member who assigned the grade. The faculty member reviews the rationale and supporting documentation and completes the instruction section of the form. The instructor should return the form to the student, even if a grade change is made at this level. If the student is not satisfied with the decision, the student may appeal in writing to the Chairperson of the department from which the grade was issued. In situations where there is an allegation of capricious grading, discrimination, or unlawful actions, appeals may go beyond the Chairperson to the Dean or the Dean's designee of the college from which the grade was issued, with that decision being final. The Grade Appeal form is found in the Registrar's Form Library.

NOTE: The Grade Appeal Form is different from the Application for Appeal form submitted to the Student Appeals Committee, which does not rule on grade disputes as described in this policy.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA), the University of Texas at Tyler offers accommodations to students with learning, physical, and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or a history of modifications or accommodations in a previous educational environment, you are encouraged to visit https://hood.accessiblelearning.com/UTTyler/ and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with the Assistant Director Student Accessibility and Resources/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at https://www.uttyler.edu/disability-services, the SAR office located in the Robert Muntz Library, LIB 460, email saroffice@uttyler.edu, or call 903.566.7079."

Military and Veterans

UT Tyler honors the service and sacrifices of our military-affiliated and veterans students. If you are a student who is a veteran, on active duty, in the reserves or National Guard, or a military spouse or dependent, please stay in contact with your faculty member if any aspect of your present or prior service or family situation makes it difficult for you to fulfill the requirements of a course or creates disruption in your academic progress. It is important to make your faculty member aware of any complications as far in advance as possible. Your faculty member is willing to work with you and, if needed, put you in contact with university staff who are trained to assist you. The Military and Veterans Affairs has campus resources for military-affiliated students. The MVSC can be reached at MVSC@uttyler.edu or via phone at 903.565.5972.

Students on an F-1 Visa

To remain in compliance with Federal Regulations requirements you must do the following:

- Traditional face-to-face classes: Attend classes on the regular meeting days/times.
- Hybrid Classes: Attend all face-to-face classes convened by the instructor according to the schedule set for your specific course.
- Online course: Only one online course can count toward your full-time enrollment. Students are expected to be fully engaged and meet all requirements for the online course.

Academic Honesty and Academic Misconduct

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the Student Conduct and Discipline policy in the Student Manual Of Operating Procedures (Section 8).

FERPA

UT Tyler follows the Family Educational Rights and Privacy Act (FERPA) as noted in UT Tyler's Policy 7.01: Family Educational Rights and Privacy Act. The course instructor will follow all requirements to protect your confidential information.

Absence for Official University Events or Activities

This course follows the practices related to Excused Absences for University Events or Activities as noted in the Catalog.

Absence for Religious Holidays

This course follows the practices related to UT Tyler's Excused Absence for Religious Holy Days as noted in the Catalog.

Absence for Pregnant Students

This course follows the requirements of Texas Laws SB 412, SB 459, SB 597/HB 1361 to meet the needs of pregnant and parenting students. Part of the supports afforded pregnant students includes excused absences. Faculty who are informed by a student of needing this support should make a referral to the Parenting Student Liaison. NOTE: Students must work with the Parenting Student Liaison in order to receive these supports. Students should reach out to the Parenting Student Liaison at parents@uttyler.edu and also complete the Pregnant and Parenting Self-Reporting Form.

Campus Carry

We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at http://www.uttyler.edu/about/campus-carry/index.php.