A. COURSE DESCRIPTION

The past few decades have been marked by an increasingly use of projects as means for organizations, whether private or public, large or small, for profit or not for profit, to achieve their strategic and operational goals. The future promises an increase in the importance and the roles of projects and project management. This course focuses on a holistic approach to project management. Project Management is not only a strategic way to accomplish work successfully, it is also a much sought-after skill, and is becoming a trade in and of itself. You may not be aware, but you practice project management in many elements of your life. The course content deals with planning, scheduling, organizing and controlling projects. It is designed to convey the principles, tools, techniques and methods employed in order to be effective in managing projects and leading the people responsible for executing the tasks that comprise the project. Students will be introduced to the project management body of knowledge. Organizational, managerial, and technical issues will be covered. Project management software, Microsoft Project, will also be introduced and used in this course.

B. COURSE LEARNING OBJECTIVES

a) Recognize the role of projects in supporting organizational strategy
b) Develop an understanding of the roles a project manager must balance in order to effectively deliver project results, offer vision and direction to a team, manage the expectations of multiple stakeholders, and motivate participants

c) Develop in-depth knowledge in (1) managing the overall schedule; (2) identifying, tracking, managing and resolving project issues; (3) proactively communicating project information to all stakeholders; and (4) identifying, responding to and managing project risk.

d) Evaluate project performance based on a balanced set of key performance indicators.
e) Execute an effective project closure.
f) apply critical thinking to assess project situations and devise appropriate tactical and strategic responses.
g) Discuss practical tools and techniques used in project management, incorporating real-world examples and cases into course content.
h) Introduce students to the leading North American PM organization, the Project Management Institute, and the PMBOK.

C. PREREQUISITES

Third year standing, BUSI 2301, and STAT 2606. The School of Business enforces all prerequisites.

D. COURSE MATERIAL

Required Textbook:


Other Required:

MS Project - Project Management software: We will be covering MS Project during this course. This software is available on Sprott campus computers. A copy of the software is free for download through CU msdn academic alliance.

Other References:


Class notes and readings:

You will find all course material and supplemental information on cuLearn, including online readings, news, details about assignments, updates to the course schedule, etc. Check the site regularly.
E. COURSE EVALUATION

Students will be evaluated as follows:

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>1. Assignment</td>
<td>20%</td>
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<tr>
<td>2. In-class exercises (4 equally weighted)</td>
<td>10%</td>
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<tr>
<td>3. Project schedule management process exercise</td>
<td>5%</td>
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<tr>
<td>4. Exams (2)</td>
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<tr>
<td>Midterm examination</td>
<td>20%</td>
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<tr>
<td>Final examination</td>
<td>45%</td>
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<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
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1. **Assignment (20%)**
   The assignment will be done in groups up to 4 students and details will be posted on the course web site. The assignment is due at the start of the class on **March 27th, 2012 (class 11)**. The penalty for late a assignment is 20% per day. Assignments that are not professionally presented, i.e., cannot be read without undue effort, will lose marks. The instructor will not be responsible for an assignment submitted through email.

2. **In-class exercises (10%)**
   Students in groups will be required to participate on exercises that will be conducted during class time. Each group will be required to submit an exercise sheet at the end of the class. Some exercises will be directly related to your assignment. The minimum number of exercises required is 4 equally weighted. No make-up will be given for missed exercises.

3. **Project schedule management process exercise (5%)**
   A mandatory exercise will be conducted in Class 6 and worth 5%. This exercise will be conducted in the software MS Project. It will be conducted in a lab-setting (during Class). For this each team should have access to a laptop (not provided by the instructor) with the MS Project software installed on it (available from the school). There is homework preparation required prior to the MS Project exercise in Class 6.

4. **Examinations (65%)**
   There are 2 exams. All exams are closed book, closed-notes. The test questions will come from the text, in-class hands-on exercises, and lecture notes and may consist of multiple-choice, essay questions, mini-case analysis, or problems. The mid-term exam is scheduled on **February 13th, 2012 (Class 6)**. University will establish and announce the date for the final exam. This exam will be cumulative. No make-up will be given for missed exams except for documented and acceptable emergencies (as defined by university standard). Exam papers will not be returned. They will only be available for consultation.

*Students are expected to attend and participate in all lectures.*
# Schedule and Course Topics:

Below is the framework for the course, subject to revision. Specific chapters and/or subsections of the course textbook are assigned on a weekly basis, as outlined below. See cuLearn (course website) for updates.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic(s)</th>
<th>Reading(s)</th>
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</thead>
</table>
| 1    | o Course introduction and overview
|      | o Project Management – What and Why?
|      | o Introduction to Project, Project Management, PMBOK | o Course outline (available on WebCT)
|      | o Projects in contemporary organizations (1.1-1.3) | o History of Project Management |
| 2    | o Project selection – doing the right thing | o Strategic Management and project selection (2.0)
|      | | o Project selection models and Multi-criteria Methods (2.2-2.4)
|      | | o Decision Tree and Analytic Hierarchy Process (AHP) in Project Selection (See cuLearn)
|      | | o Portfolio Management (2.5)
|      | | o Project Control and Governance (11.1-11.3, 11.5)
|      | | o Organizational structures (5.1-5.5)
| 3    | o Project initiation and definition – setting the stage for action | o Project charter (6.1) and Proposal
|      | | o Starting the project plan – WBS (6.2)
|      | | o Scope Creep (11.4)
|      | | o Managing Trade-offs (3.3 - section on Managing project goal trade-offs)
|      | | o In-class activity - Project portfolio and selection analysis
| 4    | o Project initiation - The Project Manager, project team, and managing HR in Projects | o Effective project manager (3.1-3.3)
|      | | o Managing conflict in project (4.1-4.4)
|      | | o The Project Team (5.7-5.8)
|      | | o RACI matrix (6.3)
| 5    | o Project scheduling and budgeting | o Project budgeting (7.1-7.2)
|      | | o Planning tools to organize and sequence project activities (8.1-8.2,8.4)
|      | | o Linear Programming in aggregated planning (See cuLearn)
|      | | o Resource allocation in scheduling (9.1-9.6)
|      | | o Modifying project to accommodate time and resource constraints (9.1-9.6)
|      | | o In-class exercise - Cost Estimation & Schedule Definition
|      | | o Homework - (See WebCT)
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<tr>
<th>6</th>
<th>- In-class Mid-term exam (includes content from Class 1-5 inclusive)</th>
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<tbody>
<tr>
<td></td>
<td>- Tutorial on to using Microsoft Project 2010</td>
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<td></td>
<td>- Computerized PMIS (10.4)</td>
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<td></td>
<td>- Quick Reference guide to using Microsoft Project 2010 (see WebCT)</td>
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<td></td>
<td>- Project schedule management process exercise</td>
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<td>7</td>
<td>- Project Risk Management</td>
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<td>- Project risk management and definition (6.5, 7.3)</td>
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<td>- Using decision trees and Monte-Carlo technique (see culearn)</td>
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<td>- Risk simulation exercise</td>
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<td>8</td>
<td>- Managing project execution</td>
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<td>- Monitoring project performance using Earned Value Management (10.1-10.3)</td>
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<td>- In-class exercise - EVM in Practice Case</td>
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<td>9</td>
<td>- Managing Communications in Projects</td>
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<td>- Project auditing (12.1-12.5)</td>
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<td>- Breadth of communication (3.2 - section on Breadth of communication)</td>
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<td>- Directed Reading (p140): What it takes to be a good project manager</td>
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<td>- Cultural and Ethical considerations (3.4)</td>
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<td>- Procurement Management (2.6)</td>
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<td>- In-class exercise - Project Client and Needs Analysis</td>
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<td>10</td>
<td>- Managing Project Closure</td>
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<td>- Project Termination (13.1-13.5)</td>
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<td>- Guest Speaker (TBC)</td>
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<td>11</td>
<td>- Project Management Office</td>
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<td>- Assignment Due (Beginning of class)</td>
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<td>- Project Management Maturity (2.1)</td>
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<td>- Project Management Office (5.6)</td>
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<td>- Governance in Practice</td>
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<td>- In-class exercise - PMO Analysis</td>
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<tr>
<td>12</td>
<td>- Course wrap-up and review</td>
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* While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

** Assignments are considered late if submitted after the start of class on the due date. A 20% deduction per day late will be applied.
UNIVERSITY INFORMATION

Required calculator in BUSI course examinations
If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work
The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Medical certificate
Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. http://www2.carleton.ca/registrar/forms/

Academic Accommodations for Students with Disabilities
The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (if applicable).

Religious observance
Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.
Pregnancy
Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Plagiarism
The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another." Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offences. For more information on Carleton University's Academic Integrity Policy, consult: http://www1.carleton.ca/studentaffairs/academic-integrity/

Important Dates & Deadlines – Winter 2013

January 7, 2013
Winter-term classes begin.

January 18, 2013
Last day for registration for winter term courses.
Last day to change courses or sections for winter term courses.

January 31, 2013
Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.

February 1, 2013
Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the 2013-14 fall/winter session.

February 15, 2013
April examination schedule available online.

February 15-23, 2013
Fall-term deferred examinations will be written. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

February 18, 2013
Statutory holiday. University closed.

February 18-22, 2013
Winter Break, classes suspended.

March 1, 2013
Last day for receipt of applications from potential Spring (June) graduates.
Last day for receipt of applications to the Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, and the Bachelor of Music degree program for the 2013-2014 fall/winter session.
Last day for receipt of applications for admission to a program for the 2013 summer terms.

March 8, 2013
Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

**March 27, 2013**
Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

**March 29, 2013**
Statutory holiday. University closed.

**April 1, 2013**
Last day for receipt of applications for admission to a program (except Bachelor of Architectural Studies, Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Music, and Bachelor of Social Work, for the 2013-2014 fall/winter session, from candidates whose documents originate outside Canada or the United States.

**April 10, 2013**
Winter term ends.
All classes follow a FRIDAY schedule.
Last day of fall/winter and winter-term classes.
Last day for academic withdrawal from fall/winter and winter-term courses.
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

**April 11-12, 2013**
Review period. No classes take place.

**April 13-27, 2013**
Final examinations in winter term and fall/winter courses may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

**April 16, 2013**
Winter Co-op Work Term Reports are due.

**April 27, 2013**
All take home examinations are due on this day.