

**BUSI - 3309 PROJECT MANAGEMENT**  
**WINTER - 2014**

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Office hours: Thursday & Friday 0800hrs to 0830hrs & 1130hrs to 1230hrs (appointment) Online Office Hours available

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**A. COURSE DESCRIPTION**

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The past 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. Some of drivers behind this increase include the growing demand for a broad range of goods and services, the increased customer focus, the increased worldwide competition, the compression of product lifecycles, the knowledge explosion, the threat of global warming, the change in the supply chain structures, the increasingly pressures to update information technologies and communications systems, the escalation in global trade, the increased needs for poverty reduction/alleviation and improving living standards of people in developing and emerging countries, etc. This course 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. The format of the course consists of a mixture of lectures, mini-case studies, and hands-on exercises. Topics explored include leadership dimensions, project selection, project initiation, project organization, risk assessment, project planning, project budgeting, project scheduling, resource allocation, project monitoring and control, and project evaluation and closure. Project management software, like Microsoft Project Management, will also be introduced and used in this course. The material is organized to enable both technical and non-technical participants to appreciate the value offered by a variety of management practices and planning tools as means for administering, directing, and coordinating projects.

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**B. COURSE LEARNING OBJECTIVES**

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Upon completion of this course, students should be able to:

- (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 to ensure that a project is completed on time and within budget; (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.

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### C. COURSE PREREQUISITES -

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

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### D. COURSE MATERIAL

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#### 1. Required textbook

- (a) Meredith, J. R., Mantel JR., S. J. (2012): Project Management - A managerial approach, eight edition, John Wiley & Sons, 589 pages.
- (b) Stevenson W. J., Ozgur C., and Nsakanda A. L.: An Introduction to Management Science With Spreadsheets, 1<sup>st</sup> Canadian edition, McGraw-Hill Ryerson, 2009 (Hereafter SON). This text is recommended, but only few chapters or its parts are required (chapters 2, 9, 10, and 13). These chapters are available for purchase at <https://create.mcgraw-hill.com/shop/>. They are provided to supplement some of the technical concepts that will be briefly discussed in class.

#### Other references

The following books will be used as references:

- (a) Brown, K. A., Hyer, N. L., (2010): Managing projects - A team-based approach, McGraw-Hill, 416 pages.
- (b) Larson, E. W., Gray, C. F. (2011): Project management - the managerial approach, fifth edition, McGraw-Hill, 671 pages.
- (c) Pinto, J.K. (2013): Project Management - Achieving competitive advantage, Third edition, Pearson, 508 pages.
- (d) Kerzner, H. (2013). Project management - A systems approach to planning, scheduling, and controlling, Eleventh edition, John Wiley & Sons, 1264 pages.
- (e) Project Management Institute (2008). A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*), Fifth edition, 467 pages.

#### 2. Class notes and readings

Instructor's lecture notes will be available for download on the course website (see CuLearn).

MSPProject 2010 will be used as a learning aid for planning, scheduling, and tracking project activities. A copy of the software is free for download through CU msdn academic alliance

([https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu\\_sbus&action=signin](https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu_sbus&action=signin))

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**D. COURSE EVALUATION**


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The course evaluation will be based on four main activities: assignments, in-class exercises (including a project simulation exercise), a project risk management exercise and exams. The weighting of each activity is as follows:

1. Assignments (2 equally marked)	20%	
2. In-class exercises	10%	
3. Project risk management process exercise	5%	
4. Exams (2)		
	Midterm examination	20%
	Final examination	45%
TOTAL		100%

**1. Examination (65%)**

There are 2 in-class exams (including the final). All exams are closed book, closed-notes. The test questions will come from the text, homework assignments, in-class hands-on exercises, lecture notes and may consist of multiple-choice, essay questions, mini-case analysis, or problems. The mid-term exam is scheduled on **March 1, 2014**. 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). Students are advised that exam papers (mid-term or final) will not be returned back to them after being marked. They will only be available for consultation at the instructor's office.

**2. Homework (20%)**

Homework assignments to be done in groups up to 4 students will be posted on the course web site at the dates to be announced on the course news page. They are due at the start of the class on the date specified. The penalty for late homework is 20% per day. Assignments that are not professionally presented, i.e., cannot be read without undue effort, will loss marks. The instructor will not be responsible for a homework submitted through emails. Students should make arrangements to have a hard copy of their homework submitted in time if they are not able to make it to class on the day the homework is due. Unless otherwise stated, no collaboration between student groups is allowed for homework, although discussions are encouraged.

**3. In-class exercises (10%)**

Students in groups will be required to participate in exercises that will be conducted during class time. Each group will be required to submit an exercise sheet at the end of the class. One of the in-class activities will consist of a project simulation exercise. To that end, students in teams of up to four people will work in class on an interactive case describing a house flipping project for which tasks are defined and a precedence table is provided. The primary objective of this exercise is to experience various management aspects of project management: strategic decision making, financial planning and control, risk management, and behavioral issues. The exercise will be conducted such as each team is able to see the performance of all teams based on the planning choices and a particular scenario each team experienced. As this exercise will be conducted in a lab-setting, each team should have access to a laptop (not provided by the instructor) with the MS Project software installed on it. The participation to this exercise is mandatory. For the remaining, the minimum required is the participation to 4 exercises. No make-up will be given for missed exercises.

**4. Project risk management process exercise (5%)**

Students in groups up to 4 will be assigned a project scope statement and will be required to identify the potential risks associated with the project, perform a risk assessment to analyze identified risks, and develop a risk response matrix that outlines how to deal with each risk. The date of this activity will be announced in class.

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**E. CONDUCT**

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Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- **Attend class.**  
Each class benefits from the attendance and participation of all participants. Class attendance is mandatory. The participation grade will be affected by absences. If any circumstances prevent attendance to the class, the participant is responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.
- **Arrive on time.**  
Late arrivals are disruptive and show disrespect to those who are on time. Late arrivals are not allowed.
- **Minimize disruptions.**  
Participants are not allowed to leave and re-enter the class. All cell phones and electronic communication devices must be turned off during class. If an emergency situation requires keeping the cell phone turned on, it must be set in the silent mode and it is advised that the instructor be informed prior to the class starting. Participants should also avoid engaging in side conversations after class has begun.
- **Focus on the class.**  
Participants are not allowed to use laptops or hand-held devices for other tasks than notes taking while in class. Activities such as net surfing, and answering email are very disruptive both to neighbors and to the entire class.
- **Be prepared for class.**  
Participants must be ready to discuss any assigned readings and to answer any assigned questions.
- **Respect.**  
Participants should act respectfully toward all class participants.

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**F. TENTATIVE SCHEDULE\***


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Section	Week #														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
A & B	9 /01	16 /01	23 /01	30 /01	6 /02	13 /02	20 /02	27 /02	06 /03	13 /03	20 /03	27 /03	03 /04	10 /04	

Week(s)/ sections	Topic(s)	Reading(s)
<b>A &amp; B</b>		
1	<ul style="list-style-type: none"> <li>○ Course introduction and overview</li> <li>○ Project Management - What and Why?</li> </ul>	<ul style="list-style-type: none"> <li>○ Course outline (available on CuLearn)</li> <li>○ Projects in contemporary organizations (1.1-1.3)</li> </ul>
2	<ul style="list-style-type: none"> <li>○ Project selection - doing the right thing</li> </ul>	<ul style="list-style-type: none"> <li>○ Concepts and tools for project selection (2.1-2.3)</li> <li>○ Case: Pan-Europa Foods (pp 82-89)- read the case and prepare answers to questions posted on the course website (see CuLearn)</li> <li>○ Using scoring models (SON 9.1, 9.4) and AHP (SON 9.1, 9.3) in project selection</li> </ul>
3-4	<ul style="list-style-type: none"> <li>○ Project initiation - setting the stage for action</li> </ul>	<ul style="list-style-type: none"> <li>○ Effective project manager (3.1-3.3)</li> <li>○ Case: What it takes to be a good manager (pp 140-143)?</li> <li>○ Projects in the organizational structure (5.1-5.5, 5.6)</li> <li>○ Project charter (6.1)</li> <li>○ Project risk management (6.5, 7.3)</li> <li>○ Using decision trees in project risk assessment (SON, 10-5-10.8)</li> <li>○ Using Monte-Carlo in project risk assessment (SON 13.1-13.3, 13.6-13.7)</li> </ul>
	<ul style="list-style-type: none"> <li>○ In-class activity - scoring models (week 3 for section B or week 4 for other sections)</li> <li>○ In-class activity - understanding key project parameters (week 4 for section B or week 5 for other sections)</li> </ul>	
5	<ul style="list-style-type: none"> <li>○ Project definition</li> </ul>	<ul style="list-style-type: none"> <li>○ Starting the project plan - WBS (6.2)</li> <li>○ RACI matrix (6.3)</li> <li>○ Project budgeting (6.5,7.1-7.2)</li> </ul>
6-9	<ul style="list-style-type: none"> <li>○ Project scheduling</li> </ul>	<ul style="list-style-type: none"> <li>○ Planning tools to organize and sequence project activities (8.1-8.2,8.4)</li> <li>○ Using Linear programming in project scheduling (SON, 2.1-2.9)</li> </ul>
		<ul style="list-style-type: none"> <li>○ Modifying project to accommodate time and resource constraints (9.1-9.6)</li> <li>○ Using Linear programming to deal with crashing decisions (SON, 2.1-2.9)</li> </ul>
	<ul style="list-style-type: none"> <li>○ In-class activity - schedule visualization tools in practice (week 6 for section B or week 7 for other sections)</li> </ul>	

	○ Tutorial on Microsoft Project 2010	○ Quick Reference guide to using Microsoft Project 2010 (see CuLearn)
	○ In-class activity - Project network (week 7 for section B or week 8 for other sections)	
	○ In-class activity - Using LP in project scheduling (week 7 for section B or week 8 for other sections)	
	○ Introduction to project simulation exercise	○ Case: Flip house project (see course web site) - read the case and prepare answers to posted questions on the course website (see CuLearn).
	○ In-class activity - project resource scheduling (week 8 for section B or week 10 for other sections)	
	○ In-class activity - practicing with MS Project (due week 10 for section B or week 11 for other sections)	
	<b>Assignment # 1 due (week 7 for section B or week 8 for other sections)</b>	
10	○ Project simulation exercise	○ Case: Flip house project (cont'd)
11-12	○ Managing project execution	○ Monitoring project performance (10.1-10.3)
		○ Project control (11.1-11.4)
	○ In-class activity - project crashing (week 11 for section B or week 2 for other sections)	
	○ Managing project closure	○ Project auditing (12.1-12.3)
		○ Project closure (13.1-13.4)
13-14	○ Course wrap-up and review	
	<b>Assignment # 2 due (week 14 for sections A and B, week 15 for section C)</b>	

\*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required. The instructor will announce any deviations from the course outline in class.

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## G. IMPORTANT ADDITIONAL INFORMATION

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### 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://www1.carleton.ca/registrar/forms/>

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50	WDN = Withdrawn from the course		
ABS = Student absent from final exam			
DEF = Deferred (See above)			
FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam			

### **Academic Regulations, Accommodations, Plagiarism, Etc.**

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here: <http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### **Requests for Academic Accommodations**

#### **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](mailto: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*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2013 exam period is November 8, 2013 and for the April 2014 exam period is March 7, 2014.

#### ***For Religious Obligations:***

Students requesting academic accommodation on the basis of religious obligation 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 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.

*For 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.

**Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

**Assistance for Students:**

Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)  
Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>  
Peer Assisted Study Sessions (PASS): [www.carleton.ca/sasc/peer-assisted-study-sessions](http://www.carleton.ca/sasc/peer-assisted-study-sessions)

**Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean’s approval.
  - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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**H. Undergraduate Academic Calendar (Winter 2014)**


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<b>Date</b>	<b>Activity</b>
<b>January 2, 2014</b>	University re-opens.
<b>January 6, 2014</b>	Winter-term classes begin.
<b>January 17, 2014</b>	Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses.
<b>January 31, 2014</b>	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.
<b>February 1, 2014</b>	Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session.
<b>February 14, 2014</b>	April examination schedule available online.
<b>February 14-22, 2014</b>	Fall-term deferred examinations will be written.
<b>February 17, 2014</b>	Statutory holiday. University closed.
<b>February 17-21, 2014</b>	Winter Break, no classes.
<b>March 1, 2014</b>	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 fall/winter session. Last day for receipt of applications for admission to a program for the summer term.
<b>March 7, 2014</b>	Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.
<b>March 25, 2014</b>	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).
<b>April 1, 2014</b>	Last day for receipt of applications for admission to an undergraduate degree program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.
<b>April 8, 2014</b>	Winter term ends. 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.
<b>April 9-10, 2014</b>	No classes or examinations take place.
<b>April 11-26, 2014</b>	Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week. Please note that examinations will not be held on April 18-20.

<b>Date</b>	<b>Activity</b>
<b>April 15, 2014</b>	Winter Co-op Work Term Reports are due.
<b>April 18, 2014</b>	Statutory holiday, University closed.
<b>April 26, 2014</b>	All take home examinations are due on this day.
<b>May 1, 2014</b>	Last day for receipt of applications for internal degree transfers to allow for registration for the summer session. Last day for receipt of applications for admission to an undergraduate program for the fall/winter session from mature applicants, from those presenting post-secondary education qualifications and from those transferring from other universities in Canada or the United States, and from applicants with high school qualifications from Canada and the United States, except for applications due March 1.
<b>June 1, 2014</b>	applications due March 1.
<b>June 9-19, 2014</b>	Fall/winter and winter term deferred final examinations will be held.
<b>June 15, 2014</b>	Last day for receipt of applications for internal degree transfers to allow for registration for the 2013-2014 fall/winter session