



**CARLETON UNIVERSITY
BUSI 3309 - F&D
PROJECT MANAGEMENT**

WINTER 2018

Instructor: Ahmad Teymouri (Ph.D. Candidate, MBA, M.A.Sc., PMP, RMP)

Class: Section D Thursdays 14:35 - 17:25 Canal Building Hall Room: 3101

Section F Thursdays 18:05 – 20:55 Southam Hall Room: 518

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Pre-requisites & precluded Courses: Third-year standing, BUSI 2301 and STAT 2606

Course Calendar description from the 2017/2018 University calendar: Identification, selection, initiation, and organization of projects; risk assessment; project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles and supporting techniques.

Course Description:

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. 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. 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.

Learning Objectives:

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

- ✓ Recognize the role of projects in supporting organizational strategy.
- ✓ 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.
- ✓ 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.
- ✓ Evaluate project performance based on a balanced set of key performance indicators.
- ✓ Execute an effective project closure.

Course Prerequisites

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

Reading(s)/Textbook(s):

- (1) Project Management: A Managerial Approach, 7th Edition, Erik W. Larson, Clifford F. Gary, McGraw-Hill Education (2017)
- (2) A Guide to the Project Management Body of Knowledge (PMBOK), 6th edition, Project Management Institute (2017)
- (3) Stevenson W. J., Ozgur C., and Nsakanda A. L.: An Introduction to Management Science With Spreadsheets, 1st Canadian edition, McGraw-Hill Ryerson, 2009 (Hereafter SON).

Course Requirements & Methods of Evaluation:

The evaluation students' performance encompasses a wide range of methods including in-class discussion, individual assignments, group assignments, presentation, and Microsoft Project practice. Please note that it is not possible to submit extra course work in order to improve your mark. The requirement for satisfactory in-term performance is set at a weighted average of 50% of midterm and final exams. An unsatisfactory in-term performance will lead to failure (regardless of the performance in other evaluations activities, such as assignments and in-class attendance and participation).

Course Deliverable	Due Date	Weight on Final Grade
In-Class Quizzes	<ul style="list-style-type: none"> • Quiz #1 - 25th Jan, 2018 • Quiz #3 - 15th Mar, 2018 	10% (2 × 5%)
Individual assignment	- 29 th Mar, 2018	10%
Group Project Presentation and Report	- 5 th Apr, 2018	15%
Midterm exam	- 15 th Feb, 2018	20%
Final exam	Refer to university exam schedule	45%

In-Class Quizzes

Two in-class quizzes, worth together 10% (5% each) of the final mark, have been designed for this course. Each quiz takes 30-35 minutes and may include both multiple choice and descriptive questions.

Individual Assignment

This assignment is worth 10% of your final grade and students should work on and hand in this assignment individually. Students will learn how to leverage Microsoft Project to plan a project, manage project schedules and resources, track progress and monitor variances between targets and actuals. Microsoft Project is a popular project management software developed and sold by Microsoft. The application is designed to assist project managers in developing plans, assigning resources to tasks, tracking progress, managing budgets and analyzing workloads. Students will work on some exercises through which they will learn:

- Producing a work breakdown structure (WBS)
- Estimating and entering task duration
- Establishing relationships between tasks and dependencies
- Developing a schedule
- Conceptualizing and identifying the critical path
- Analyzing and managing the schedule
- Creating and assigning resources
- Defining work, material and cost resources
- Utilizing budget resources
- Investigating and resolving resource overallocations
- Creating reports and examining basic report types

Group Project Presentation

The group project, worth 10% of the final mark, will be done in a group setting. Groups (5-6 students) will meet to discuss and complete assigned activities. Groups will present their project to the class as schedule in the course outline. It will provide students the experience of working on a small project and planning the project on their own. The group project will demonstrate students' understanding of project management processes, including initiating, planning, executing and controlling a project using project management tools. It will involve developing followings for their selected project: project charter, defining project scope (high level work breakdown structure), estimating the time and cost, developing high level project schedule and budget, applying risk management processes, and stakeholder analysis.

Students will learn and use at least one of the tools and techniques for each project management knowledge area. One written report is to be handed in by each group. Report organization, neatness, and professionalism are particularly important. The presentation is expected to last for 7 - 10 minutes in addition to 4 minutes for Q&A. Students are expected

to engage the audience by means of effective presentation skills (Q&A). Also, all group members are expected to contribute to the assignment and will share the same grade.

Midterm and Final Exams

All exams are closed book, closed-notes. Test questions will come from the textbook, in-class activities, lecture notes and may consist of multiple-choice, essay questions, mini-case analysis, or problems. No make-up will be given for missed exams, except for documented and acceptable emergencies (as defined by university standard). A deferred mid-term examination may include additional topics and must take place within two weeks after the mid-term scheduled date. Failure to meet this requirement will lead to a mark of zero. The university will establish and announce the date for the final exam. The final exam will be cumulative. 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.

Conduct

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

- Attending the class: Each class benefits from the attendance and participation of all participants. Therefore, class attendance is strongly recommended. Also, 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.
- Arriving on time: Late arrivals are disruptive and show disrespect to those who are on time. Please make sure you will arrive on time.
- Minimizing disruptions: Please make sure cell phones and electronic communication devices are turned off during class. If an emergency situation requires keeping the cell phone turned on, it should be set in the silent. Please avoid engaging in side conversations after class has begun. Activities such as net surfing, and answering emails are very disruptive both to neighbors and to the entire class.

Course Schedule:

Date	Week	Topic
11-Jan	Week 1	Intro to course Chapter 1 – Modern Project Management Chapter 10 – Leadership: Being an Effective Project Manager
18-Jan	Week 2	Chapter 2 – Organization Strategy & Project Selection SON 9.1, 9.3, 9.4
25-Jan	Week 3	Chapter 3 – Organization: Structure & Culture Chapter 4 – Defining the Project
1-Feb	Week 4	Chapter 5 – Estimating Project Times & Costs
8-Feb	Week 5	Chapter 7 – Managing Risk SON 10.5 to 10.8
15-Feb	Week 6	Mid-term
22-Feb	Week 7	Reading Week
1-Mar	Week 8	Chapter 6 – Developing a Project Schedule SON 2.1 to 2.9
8-Mar	Week 9	Chapter 8 – Scheduling Resources & Costs Chapter 9 – Reducing Project Duration
15-Mar	Week 10	Chapter 13 – Progress & Performance Measurement & Evaluation Group Project due
22-Mar	Week 11	Chapter 14 – Project Closure
29-Mar	Week 12	PMI PMBOK Overview
5-Apr	Week 13	Course review

Additional Information

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

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.

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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations, Accommodations, 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

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*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

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 and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to 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; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

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.
 - 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 CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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