



**BUSI - 3309 PROJECT MANAGEMENT  
FALL - 2017**

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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. 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.

**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. 2017/2018 COURSE CALENDAR DESCRIPTION AND COURSE PREREQUISITES -**

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Identification, selection, initiation, and organization of projects; risk assessment; project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles and supporting techniques. Third year standing, BUSI 2301, and STAT 2606. **The School of Business enforces all prerequisites.**

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#### **D. COURSE FORMAT**

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The format of the course consists of a mixture of lectures, mini-case studies, in class exercises. 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 team-based project simulation exercise of 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. 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. Class attendance and participation are important to acquire a better and lasting understanding of the material covered in this course.

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#### **E. COURSE MATERIALS**

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##### 1. Required textbook

- (a) Larson, E. W., Gray, C. F. (2017): Project management – the managerial approach, seventh edition, McGraw-Hill, 659 pages. This textbook is available for purchase through the university bookstore or through the publisher e-store (see the weblink on CuLearn).
- (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.

Please note that at least one copy of each textbook will be on reserve at the Library.

##### 2. Class notes and readings

Instructor's lecture notes will be available for download on the course website (see CuLearn). MSProject 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\\_ssbu&action=signin](https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu_ssbu&action=signin))

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## F. COURSE EVALUATION

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The course evaluation will be based on three main activities: assignments, a project risk management exercise and exams. The weighting of each activity is as follows:

1. Practice problems series	25%
2. Project risk management process exercise	10%
3. Mid-term exam	20%
4. Final exam	45%
TOTAL	100%

The requirement for Satisfactory In-term Performance is set at a weighted average of 50% of all exams (i.e., midterm and final), not each. An Unsatisfactory In-term Performance will lead to failure (regardless of the performance in other evaluations activities, such as assignments, project risk management process exercise, and in-class attendance and participation).

### 1. Practice problems series (25%)

There will be eight (8) practice problems series that will be posted on CULearn. You are required to submit solutions to five (5) of them, either alone or in groups of two students. The deadline for submission will be announced in class (and through email), but it is expected to be one week from the date where the series is posted. Each problem series worth 5%. In the event that solutions are submitted to more than five problem series, only the best five will be retained for the course evaluation. The penalty for late submission is 50% per day (every 24 hours from the day and time due date). Submissions that are not professionally presented, i.e., cannot be read without undue effort, will lose marks. The instructor will not be responsible for a submission made through emails. Students should make arrangements to have a hard copy submitted in time if they are not able to make it to class on the due date. Unless otherwise stated, no collaboration between student groups is allowed, although discussions are encouraged. No make-up is allowed.

### 2. Project risk management process exercise (10%)

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.

### 3. 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 in-class mid-term exam is scheduled on **October 18, 2017 (section A)/October 16, 2017 (section B)/ October 20, 2017 (section C)**. The 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). 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. 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.

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## G. CONDUCT

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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. 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.
- *Arriving on time.*  
Late arrivals are disruptive and show disrespect to those who are on time. Late arrivals are not allowed.
- *Minimizing 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.
- *Focusing 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 emails are very disruptive both to neighbors and to the entire class.
- *Being 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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**H. TENTATIVE SCHEDULE\***


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Section	Week #														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
A	9	9	9	9	10	10	10	10	11	11	11	11	11	12	
	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	6	13	20	27	4	11	18	25	1	8	15	22	29	6	
B	9	9	9	9	10	10	10	10	10	11	11	11	11	12	12
	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	4	11	18	25	2	9	16	23	30	6	13	20	27	4	8
C	9	9	9	9	10	10	10	10	10	11	11	11	12		
	/	/	/	/	/	/	/	/	/	/	/	/	/		
	8	15	22	29	6	13	20	27	3	10	17	24	1		

Week(s)/ sections		Topic(s)	Reading(s)
A/C	B		
1	2	<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 (chapter 1; chapter 2:27-34)</li> </ul>
2	3	<ul style="list-style-type: none"> <li>○ Project selection - doing the right thing</li> </ul>	<ul style="list-style-type: none"> <li>○ Case: Pan-Europa Foods - read the case prior to the class and prepare answers to questions posted on the course website (see CuLearn)</li> <li>○ Concepts and tools for project selection (chapter 2:37-51)</li> <li>○ Using scoring models (SON 9.1, 9.4) and AHP (SON 9.1, 9.3) in project selection</li> </ul>
3-4	4-5	<ul style="list-style-type: none"> <li>○ Project initiation - setting the stage for action</li> </ul>	<ul style="list-style-type: none"> <li>○ Case: What it takes to be a good manager - read the case prior to the class in preparation for class discussion (see CuLearn)?</li> <li>○ Effective project manager (chapter 10: 339-340; 359-362)</li> <li>○ Project chartering (chapter 4:101-106)</li> <li>○ Projects in the organizational structure (chapter 3:67-81)</li> <li>○ Stakeholder analysis (chapter 10:340-355) and project communication planning (chapter 4:119-121)</li> <li>○ Project risk management (chapter 7)</li> <li>○ Using decision trees in project risk assessment (SON, 10-5-10.8)</li> </ul>
		<ul style="list-style-type: none"> <li>○ <b>In-class activity - scoring models</b></li> <li>○ <b>In-class activity - understanding key project parameters</b></li> </ul>	
5	6	<ul style="list-style-type: none"> <li>○ Project definition</li> </ul>	<ul style="list-style-type: none"> <li>○ Starting the project plan - WBS (chapter 4:108-117)</li> <li>○ RACI matrix (chapter 4:117-118)</li> <li>○ Estimating project budgeting (chapter 5)</li> </ul>

6-11	7-12	○ Risk assessment exercise due (week 6)	
		○ Project scheduling	○ Planning tools to organize and sequence project activities (chapter 6) ○ Using Linear programming in project scheduling (SON, 2.1-2.9)
			○ Modifying project to accommodate time and resource constraints (chapter 8:250-273, chapter 9) ○ Using Linear programming to deal with crashing decisions (SON, 2.1-2.9)
		○ In-class activity - schedule visualization tools in practice	
		○ Tutorial on Microsoft Project 2010	○ Quick Reference guide to using Microsoft Project 2010 (see CuLearn)
		○ In-class activity - Project network ○ In-class activity - Using LP in project scheduling	
		○ 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		
12	13	○ Managing project execution	○ Measuring and evaluating progress and performance (chapter 13)
		○ In-class activity - project crashing	
13/14	14	○ Managing project closure	○ Project closure and auditing (chapter 14)
		○ Course wrap-up and review	

\*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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## I. IMPORTANT ADDITIONAL INFORMATION

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### Course Sharing Websites

Student or professor 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, 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**

#### *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 2017 exam period is November 10, 2017.

#### *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 a <http://carleton.ca/studentaffairs/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’re 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/>

Be in the know with what’s happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

**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/csa](http://carleton.ca/csa).

**Other 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, it would be easier to respond to your inquiries if you would send all email from your Carleton 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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## **I. Undergraduate Academic Calendar (Fall 2017)**

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### **September 4, 2017**

- Statutory holiday, University closed.

### **September 5, 2017**

- Academic Orientation. All students are expected to be on campus. Class and laboratory preparations departmental introductions for students and other academic preparation activities will be held.

### **September 6, 2017**

- Fall and fall/winter classes begin.

### **September 15-17, 2017**

- Summer deferred final examinations to be written.

### **September 19, 2017**

- Last day of registration for fall term and fall/winter courses. Last day to change courses or sections (including auditing) for fall/winter and fall term courses.
- Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2017 and must register for the fall 2017 term.

### **September 30, 2017**

- Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment (financial withdraw). Withdrawals after this date will create no financial change to Fall term fees.

### **October 6, 2017**

- December examination schedule (fall term final and fall/winter mid-terms) available online.

### **October 9, 2017**

- Statutory holiday, University closed.

### **October 15, 2017**

- Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

**October 23-October 27, 2017**

- Fall break, no classes.

**November 10, 2017**

- Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations. Late requests will be considered on case-by-case basis.

**November 15, 2017**

- Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

**November 24, 2017**

- Last day for summative tests or final examinations or formative tests or examinations totalling more than 15% of the final grade before the official examination period (see examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

**December 8, 2017**

- Fall term ends. Last day of fall-term classes. Classes follow a Monday schedule. Last day for academic withdrawal from fall 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 term courses. Last day for receipt of applications for undergraduate degree program transfers for winter term. Last day for take home examinations to be assigned, with the exception of those conforming to the examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

**December 10-22, 2017**

- Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

**December 22, 2017**

- All take home examinations are due on this day, with the exception of those conforming to the examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar

**December 25, 2017 through January 1<sup>st</sup>, 2018 inclusive**

- University closed.