



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3309A
SUMMER 2015
PROJECT MANAGEMENT**

Instructor: Paul Kendrick

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Course meets: Monday 1135 - 1425 and
Wednesday 1135 - 1425

Project Management

Identification, selection, initiation, and organization of projects; risk assessment; project scheduling, performance monitoring and control, and termination. Emphases on foundations, principles and supporting techniques.

Precludes additional credit for BUSI 4308

Prerequisite(s): third-year standing, [BUSI 2301](#) and [STAT 2606](#).

Course Description and Objectives:

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.

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.

Reading (s)/Textbook (s):

Required textbook

1. Required textbook

- (a) Larson, E. W., Gray, C. F. (2014): Project management – the managerial approach, sixth edition, McGraw-Hill, 686 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, 1st 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.

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) Meredith, J. R., Mantel JR., S. J. (2012): Project Management – A managerial approach, eighth edition, John Wiley & Sons, 589 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), fourth edition, 459 pages.

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. To avoid delays, it is recommended that you complete this download the first week of classes. If you have issues downloaded the program, please contact Carleton University's Help Desk.

(https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu_ssbus&action=signi
n)

Course Requirements & Methods of Evaluation:

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 (3 equally marked)	30%	
2. Project risk management process exercise	5%	
3. Exams (2)		
	Midterm examination	25%
	Final examination	40%
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 with a grade of FND (regardless of the performance in other evaluations activities, such as assignments, project risk management process exercise, and in-class attendance and participation).

1. Assignments (30%)

Homework assignments to be done in groups up to 4 students will be posted on the course web site on 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 (every 24 hours from the day and time the assignment is due). Assignments that are not professionally presented, i.e., cannot be read without undue effort, will lose 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.

2. 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.

3. Examination (65%)

There are 2 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 **July 29th with a Start Time 1135**. 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.

G. 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. 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.

COURSE SCHEDULE:

Section A												
Week	1	2	3	4	5	6	7	8	9	10	11	12
D	06	08	13	15	20	22	27	29	05	10	12	14
	/	/	/	/	/	/	/	/	/	/	/	/
M	07	07	07	07	07	07	07	07	08	08	08	08

WEEK(S)/ SECTION	TOPIC(S)	READING(S)
A		
1 - July 6	Course introduction and overview	Course outline (available on CuLearn)
	Project Management – What and Why?	Projects in contemporary organizations
2 - July 8	Project selection – doing the right thing	Projects in the organizational structure (chapter 3) Concepts and tools for project selection (chapter 2) Using scoring models (SON 9.1, 9.4) and AHP (SON 9.1, 9.3) in project selection Case: Pan-Europa Foods - read the case for class 3 and prepare answers to questions posted on the course website (see CuLearn)
3 & 4 July 13 and July 15	Project initiation – setting the stage for action	Project chartering (chapter 4) Effective project manager (chapter 10) Stakeholder analysis (chapter 10) Project communication planning (chapter 4) Project risk management (chapter 7) Using decision trees in project risk assessment (SON, 10-5-10.8)
	In-class activity – scoring models In-class activity – understanding key project parameters	
5 July 20	Project definition	Starting the project plan – WBS (chapter 4) RACI matrix (chapter 4) Estimating project budgeting (chapter 5)
	Assignment # 1 due week 5	

6-10 July 22 to August 10	Risk assessment exercise due	
	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, 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	
	In-class activity – project resource scheduling	
Assignment # 2 due (week 10)		
11 August 12	Outsourcing project work: what, why, and how?	Partnership development and management (chapter 12) Contract management Request for proposal
	In-class activity – project crashing (week 11 for section B or week 12 for other sections)	
12- August 14	Managing project execution	Measuring and evaluating progress and performance (chapter 13)
	Managing project closure	Project closure and auditing (chapter 14)
	Course wrap-up and review	
	Assignment # 3 due (week 14)	

***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.**

FND:

To reduce instances of miscommunication Carleton introduced a grade FND (Failure with No Deferral) to be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently (i.e., there is no other hidden criteria).

Please include something along the following in the course outline (note this is only an example...you can determine your own criteria for satisfactory in-term performance):

Satisfactory In-term Performance

1. Unless otherwise stated below in item #2, the requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project) Yes No
FND grade in this course (in case of missed Final exam or project) Yes No

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			

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, 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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. The deadlines for contacting the Paul Menton Centre regarding accommodation for final

exams for the June 2015 exam period is June 5, 2015 and for the August 2015 exam period is July 24, 2015.

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/>.

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 830am and 430pm. 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/support-services/>
Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

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.
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- 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/>

Important Dates and Deadlines Summer 2015

Graduate, Undergraduate and Special Students

Sessions:

- **Early Summer:** May 4, 2015 to June 16, 2015
- **Late Summer:** July 2, 2015 to August 14, 2015
- **Full Summer:** May 4, 2015 to August 14, 2015

March 1

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

March 24

[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2015 course selection.

March 25

Carleton Central opens at 8:30 a.m. for registration for Carleton University degree students (graduate and undergraduate). Check your timeticket [here](#).

March 26

Registration for Carleton Special (non-degree) students begins at 8:30 a.m.

April 8

Registration for University of Ottawa undergraduate students begins. Registration opens at 8:30 a.m.

May 1

Last day for receipt of applications for undergraduate degree program transfers for the summer term.

Date to be confirmed by Business Office

Deadline for fee payment or assignment of funding to ensure payment is processed to your account without incurring a late charge. Payment of fees is due by the [posted deadlines](#).

May 4

Full summer and **early** summer courses begin.

May 11

Last day for registration and course changes for **early** summer courses.

May 15

Last day for registration and course changes for **full** summer 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 Spring 2015 and must register for the Summer 2015 academic term.

May 18

Statutory holiday, University closed. No CUOL course broadcast.

May 22

Last day for a full fee adjustment when withdrawing from **early** and **full** summer courses (financial withdrawal).

June 5

Last day to submit to the Paul Menton Centre for Students with Disabilities, formal Examination Accommodation Forms for June examinations

June 8-18

Fall/Winter and Winter term deferred final examinations will be held.

June 16

Last day of **early** summer classes (NOTE: Full summer classes resume July 2).

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 courses that end on this day.

Last day for academic withdrawal from **early** summer courses.

Date to be confirmed by Business Office

Final Summer term payment deadline. Any balance owing on your student account will prevent access to registration for future terms. Holds will be placed on unpaid summer accounts, which will prevent access to marks and/or registration for the 2015-16 Fall/Winter course selection. Payment of fees is due by the [posted deadlines](#).

June 19-25

Early summer examinations may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa Examinations are normally held all seven days of the week.

July 1

Statutory holiday, University closed.

Date to be determined by Business Office

Late registration charges take effect at 12:00 a.m. (midnight) for students registering **only** in late summer courses (July-August courses). Payment of fees is due by the [posted deadlines](#).

July 2

Late summer courses begin and **Full** summer courses resume.

July 9

Last day for registration and course changes for **late** summer courses.

July 23

Last day for a full fee adjustment when withdrawing from **late** Summer courses (financial withdrawal)

July 24

Last day to submit to the Paul Menton Centre, for Students with Disabilities, formal examination accommodation forms for August examinations.

August 1

Last day for graduate students to submit to their thesis supervisor an examination copy of their Master's or PhD thesis for Fall graduation.

August 3

Civic holiday, University closed. No CUOL course broadcast

August 14

Classes follow a Monday schedule.

Last day of **late** and **full** summer term classes.

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 courses that end on this day.

Last day for academic withdrawal from **late** summer and **full** summer courses and any other courses that end this term.

August 17-23

Final examinations in **full** and **late** summer courses may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa
Examinations are normally held all seven days of the week.

September 25-27

Summer term deferred final examinations will be held.

September 30

Last day for receipt of applications for appeal of final grades in summer term courses.