



BUSI 3309 A
Introduction to Project Management
Summer 2019

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Class Times:	Monday/Wednesday 18:05 - 20:55 pm
Office Hours:	Please send an email for appointment.
Course Objectives:	Upon completion of this course, students should be able to: <ul style="list-style-type: none"> ✓ 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: <ol style="list-style-type: none"> (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 (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.
Calendar Description and Prerequisites	<p>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.</p> <p>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</p>

	<p>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.</p> <p>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.</p>
<p>Course Material</p>	<p>Project Management: A Managerial Approach, 7th Edition, Erik W. Larson, Clifford F. Gary, McGraw-Hill Education (2017)</p> <p>A Guide to the Project Management Body of Knowledge (PMBOK),6th edition, Project Management Institute (2017)</p> <p>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).</p>

<p>Course Evaluation</p>	<p><u>Grade Distribution</u></p> <table data-bbox="402 1577 1015 1696"> <tr> <td>Quiz (3×15%)</td> <td>45%</td> </tr> <tr> <td>Individual Assignment (1×10%)</td> <td>10%</td> </tr> <tr> <td>Final Exam</td> <td>45%</td> </tr> </table>	Quiz (3×15%)	45%	Individual Assignment (1×10%)	10%	Final Exam	45%
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Quizzes

The objective of the quizzes is to encourage studying the course material on a regular basis and practice for exams. There will be three quizzes to be done individually in class as indicated in the course schedule.

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
- 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

Final Exam

The exam will be closed book and closed notes. The final exam will be comprehensive but will place greater emphasis on the topics not tested in the three quizzes. Both quantitative and qualitative questions can be expected. The date, time, and location of the final exam will be announced by the university. The Registrar's Office will determine the student's eligibility for a deferred final examination following the rules of the University. Students are advised that exam papers will not be returned back to them after being marked.

Class Attendance

Class attendance is essential for engaging with the course material and interacting with the instructor and classmates, which creates the class experience.

- Students should use their Cmail account and not any other email accounts to communicate with the instructor or the TA.
- All forms of communication (cell phones, social networks, etc) are prohibited in class.

Course Schedule:

Week	Date	Topic	Note
1	2019/07/03	Chapter 1 – Modern Project Management Chapter 10 – Leadership: Being an Effective Project Manager	
2	2019/07/08	Chapter 10 – Leadership: Being an Effective Project Manager Chapter 2 – Organization Strategy & Project Selection	
3	2019/07/10	Chapter 2 – Organization Strategy & Project Selection Analytic Hierarchy Process (AHP) - SON 9.1, 9.3, 9.4	
4	2019/07/15	Chapter 4 – Defining the Project Chapter 3 – Organization: Structure & Culture	Quiz 1 – chapter 1 and Chapter 10
5	2019/07/17	Chapter 5 – Estimating Project Times & Costs	
6	2019/07/22	Chapter 7 – Managing Risk Decision Tree - SON 10.5 to 10.8	
7	2019/07/24	Chapter 6 – Developing a Project Schedule	
8	2019/07/29	Chapter 8 – Scheduling Resources & Costs	Quiz 2 - Chapter 3 and Chapter 4
9	2019/07/31	Chapter 9 – Reducing Project Duration Linear Programming - SON 2.1 to 2.9	
10	2019/08/05	Chapter 13 – Progress & Performance Measurement & Evaluation	
11	2019/08/07	Chapter 14 – Project Closure	
12	2019/08/12	PMI PMBOK Overview	Quiz 3 – Chapter 14
13	2019/08/14	Course review	Individual Assignment Due
	TBD	Final Exam	

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

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 Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: www.carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: www.carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. www.carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is

survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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: www.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/>