TOMS 5303
Project Management
FALL 2021

Instructor: Dr. Uma Kumar
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Office: 5032 NI
Office Hours: by appointment

Modality: Online/Hyflex <u>18</u> hours synchronous *(i.e., delivered in real-time)*
<u>0</u> hours asynchronous
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A. COURSE OVERVIEW

The past decades have been marked by increasing use of projects as means for organizations, whether private or public, large or small, for-profit or not-for-profit, to achieve their strategic, tactical, and operational goals. The future promises an increase in the importance and the roles of projects and project management.

This course is designed to convey the principles, tools, techniques and methods to effectively manage projects and lead the people responsible for executing the tasks that comprise the project.

The course format consists of a mixture of lectures, case studies, class discussions, and presentations to peers. Topics explored include leadership dimensions, project selection, project initiation, project definition, risk assessment, planning and scheduling, control and reporting systems, and effective project closure.

The material is organized to enable both technical and non-technical participants to appreciate the value offered by various management practices and planning tools as means for administering, directing, and coordinating projects.

B. CALENDAR DESCRIPTION

Foundations and core principles of managing projects with an emphasis on supporting techniques, practices, and methods as means for structuring, analyzing, scoping, planning, executing, monitoring,

controlling, and reporting on projects.

C. LEARNING OBJECTIVES and LEARNING OUTCOMES

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

- develop an understanding of the roles a project manager must balance 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.

D. COURSE ORGANIZATION

The course format consists of a mixture of lectures, exposing the relevant material, case discussions on specific applications of project management tools, and in-class problem-solving. Students are required to read the assigned reading materials before the class. Learning will be enhanced through a set of review problems and cases that will be assigned to each group. Each group will discuss the problems and cases in their Zoom breakout rooms during class hours. Following the discussions, presentations will be made by individual groups to the class.

E. COURSE MATERIAL

There is no required Textbook in this course. Following books may be used as references.

- o Project Management Institute, A guide to the Project Management Body of Knowledge - PMBOK® Guide, 6th edition
- o Kerzner, H., Project management – A systems approach to planning, scheduling, and controlling, Twelfth edition, John Wiley & Sons.
- o Meredith, J. R., Shafer, S. M., and Mantel JR., S. J.: Project Management – A managerial approach, John Wiley & Sons.
- o Larson, E. W., Gray, C. F., Project management – the managerial approach, McGraw-Hill, 7th edition.

Note: First three books are available in the Library online and have been placed on ARES (see Brightspace under Tools)

CLASS NOTES
Lecture notes (in the form of PowerPoint slides) and readings will be available on Brightspace.

Readings

- What it takes to be a Good Project Manager by B. Z. Posner
- Stakeholder Analysis in Projects: Challenges in using Current Guidelines in the Real World by A. L. Jepsen and P. Eskerod
- Project Charter Guide by Treasury Board of Canada.

SOFTWARE

Project Professional 2019 will be used as a learning aid for planning, scheduling, and tracking project activities. A copy of the software is free for download:

https://i.carleton.ca/azure-dev-tools/

F. COURSE EVALUATION

Course Design
The course will consist of seminars, class discussions, case assignments for class presentation and a final exam. The grading scheme is as follows:

Class Participation	15%
Case Presentation	15%
Project Charter Report	35%
Final Exam	35%
Total	100%

Class Participation – Contribution to Class Discussions (15%)
The general guidelines are: Read all the required readings/cases. You should actively and constructively participate/contribute to all sessions listed in the schedule. Participation should be mainly based on the reading material. Experience-based comments are also useful but should be focused and relevant to the topic being discussed in the class.

The Instructor will evaluate your participation in class discussion by applying the following criteria:

1. Was there evidence that the student's participation in the discussion was based on his or her knowledge of the required readings? Did the student read ALL readings assigned, or was the student's discussion based only on his or her experience and/or common sense? (For classes in which readings/cases are required)

2. Was the student's discussion appropriate and to the point?

3. Did the student contribute to class learning? (e.g., by asking thoughtful questions, helping to understand complicated ideas or concepts, offering constructive criticism of another's ideas, suggesting reasonable alternatives, being willing to try out new ideas, pursuing the logic advanced by others, etc.)?

Class discussions provide an opportunity to manifest your creative abilities.

Case Presentation (15%)
The class will be divided into five groups. Each group will be responsible for presenting a case and critiquing another case. Cases will be posted on Brightspace. All groups will be analyzing the case in Zoom breakout rooms. You will have approximately 45 minutes to read the case and analyze it within your group. For each case, randomly a group will be selected as a lead group. The lead group will be asked to prepare a couple of slides on analysis and solution and present them to the class. The presentation will be 15 minutes. After the presentation, I will randomly choose another group as a critique group for members to present their views and identify strong and weak points of the Lead group analysis. This group will have 5-10 minutes to give their views. Further details to be given in class.

Project Charter Report (35%)
Each group is expected to select a real-life project; the project about which complete information is available to at least one member of the group or information is available publicly. The project should be such that you can easily define the project scope, identify main deliverables, identify the stakeholders, identify various risks, and roles and responsibilities of various players. YOUR GROUP ROLE IS TO DEVELOP PROJECT CHARTER FOR THIS CASE. Carefully read the content of the instructor's lecture notes on "Project Charter" and the reading 'Project Charter Guide' (on Brightspace) to review the typical elements that a project charter should address in a number of key areas of project's manager authority and responsibilities. You may use the template given on page 6 of the Project Charter Guide.

Final Exam (35%)
Date and Details to be announced in class.

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, notes posted on Brightspace, cases, and problems discussed, 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.*
  You should not leave and re-enter the class. All cell phones must be turned off during 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.

Class participation grading reflects student adherence to these principles; participants gain participation credit when they contribute with valuable insights and lose credit if they fail to adhere to any of the above guidelines.

H. MBA ACADEMIC YEAR

Important Dates and Deadlines can be found at: https://sprott.carleton.ca/students/current-professional-mba-students/dates-deadlines-policies/

Contribution to Learning Goals of the Program (MBA):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
MB1 Leadership and Collaboration *Graduates will be equipped for leadership and collaboration.*				X
MB2 Communication *Graduates will be effective communicators*			X	
MB3 Critical Thinking and Problem Solving *Graduates will be skilled in critical thinking and problem solving.*				X
MB4 Functional Knowledge *Graduates will have functional knowledge*			X	

of all areas of business.				
MB5 Global Business *Graduates will have an appreciation of the global environment of business.*			X	
MB6 Ethical Reasoning *Graduates will be skilled in ethical reasoning and decision-making.*				X

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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:
https://calendar.carleton.ca/grad/gradregulations/

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**
  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: https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

- **Religious Obligations**
  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: https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

- **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. https://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 its 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: https://carleton.ca/sexual-violence-support/

- **Student Activities**
  Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: https://students.carleton.ca/course-outline/

Academic Integrity:

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—are a serious

academic offence, 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/

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: https://carleton.ca/csas/

Other 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 can do so by visiting https://carleton.ca/its/get-started/new-grad-students/

Course Schedule

Readings, Notes, and Cases will be posted on Brightspace.

Session	Topics
Nov. 4	• **Introduction** • Project and Project Management • Project Manager • Project Selection • Project Management Structures (if time permits)
Nov. 11	• Project Scope Management -creating and using the Work breakdown Structure -responsibility Matrices -communication Plan • Project Charter

Nov. 18	Selection of the project for Project Charter exercise

Nov. 25	• Project Scheduling: PERT/CPM – cont. • Project Planning with MSProject or Project Professional • Modifying project to accommodate time and resource constraints
Dec. 2-9	• Cost Crashing • Stakeholder Management
	• Project Risk Assessment and Management

Project Charter Due Date: December 20, 2021