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**MBA**

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Timetable: Tuesdays: 8:35am - 11:25am

Course location: 328 DT

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**A. GRADUATE 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.

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**B. 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, 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 be effective in managing projects and leading the people responsible for executing the tasks that comprise the project.

The format of the course 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, performance measurement and monitoring, and effective project closure.

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.

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**C. COURSE LEARNING OBJECTIVES**

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

- (a) 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.
- (b) 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.
- (c) evaluate project performance based on a balanced set of key performance indicators.

- (d) Execute an effective project closure.

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**D. COURSE PREREQUISITE** - Enrolment in the Sprott MBA concentration

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**E. DROP COURSE POLICY**

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The deadline for academic withdrawal is the last day of classes (each term).

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**F. COURSE MATERIALS**

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1. Recommended textbook(s)

There is not a mandatory textbook for this course. For students looking for readings to supplement some of the project management concepts, one of the following books is suggested:

- (a) Larson, E. W., Gray, C. F. (2017): Project management – the managerial approach, seventh edition, McGraw-Hill, 686 pages.
- (b) Kloppenborg, T. J. (2015): Contemporary Project management, third edition, Cengage Learning, 458 pages.
- (c) Kerzner, H. (2013). Project management – A systems approach to planning, scheduling, and controlling, Eleventh edition, John Wiley & Sons, 1264 pages.
- (d) Meredith, J. R., Mantel JR., S. J. (2012): Project Management – A managerial approach, eighth edition, John Wiley & Sons, 589 pages.
- (e) Cleland D. I., Ireland L. R. (2010): Project manager’s portable handbook, third edition, McGraw-Hill Irwin, 442 pages.
- (f) Brown, K. A., Hyer, N. L. (2010): Managing projects – A team-based approach, McGraw-Hill, 416 pages.
- (g) Stevenson W. J., Ozgur C., and Nsakanda A. L. (2009): An introduction to management science with spreadsheets, 1<sup>st</sup> Canadian edition, McGraw-Hill Ryerson, 2009 (Hereafter SON).

2. Class notes and readings

Instructor’s lecture notes will be available for download on CuLearn. Few reading articles are available for download through the CU library catalogue (<http://catalogue.library.carleton.ca/>). A very few number of cases will required to be purchased from Harvard Business Publishing – HBP:

<https://hbsp.harvard.edu/import/581449>

We will use the following cases/articles:

Title	Availability
○ Jepsen A.L., Eskerod P. (2009): Stakeholder analysis in projects: challenges in using current guidelines in the real world, <i>International Journal of Project Management</i> , pp 335-343.	CU library catalogue
○ Pan-Europa Foods S.A. (Case # UV2334-PDF-ENG, HBS case, 13 pages)	HBP
○ Pozner B. Z. (2012): What it takes to be a good manager – in Project Management – A Managerial Approach, Meredith, J. R., Mantel JR., S. J., pp 140-143.	CuLearn
○ American Construction Inc.: World Outreach expansion project (Case # 910D16-PDF-ENG, HBS case, 11 pages)	HBP

### 3. Software

MSPProject 2010 (or later) 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\\_ssbus&action=signin](https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu_ssbus&action=signin))

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## G. COURSE EVALUATION

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The course evaluation will be based on three main activities: a term paper reporting on a project implementation planning and control with the use of MSPProject, an interview paper reporting on how projects or some of its processes have been implemented in practice, and a final exam. The weighting of each activity is as follows:

1. Project initiation elements - write-ups and presentation	35%
(a) Stakeholder analysis and communication plan (15%)	
(c) Project chartering (20%)	
2. Project planning with MSPProject	30%
(a) Preliminary schedule (10%)	
(b) Final schedule and write-up report (20%)	
3. Final exam	35%
TOTAL	100%

For a group work, each member will be required to complete and submit a peer evaluation form to the instructor on the due date of each deliverable. It will be used by the instructor to determine individual grades to be assigned to each group member. In the event that a group member does not submit a peer evaluation form, he/she will incur a thirty-percentage points penalty (to be applied to the lower individual grade assigned to the group members).

#### 1. Project initiation elements - write-ups and presentation (35%)

Students in a team will be required to work on an example project of their choice (fictitious or real-life), and submit a write-up for two key project initiation elements. Details about each deliverable will be posted on CUlearn and discussed in class. A proposal of the example project must be submitted and approved by the instructor during the first week of the class. The team will be required to make a brief in-class presentation of their example project. Unless otherwise stated, reports are handed-in on the due date at the beginning of each class. An initial twenty (20) percentage points penalty applies to a late assignment and an additional ten (10) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 60% if submitted after the deadline on the due date, 50% if submitted the following day, and so on up to 0%. Students are advised that reports will not be returned back to them after being marked. However, they will be available for consultation. Be sure to keep a copy for yourself. The time limit for a revision request is 1 week after the marks are communicated.

#### 2. Project planning with Microsoft Project (30%)

Students in a team will be required to work on an assigned case using Microsoft Project and hand in a final write-up of a detailed feasible project plan. More information about this assignment will be discussed in class and made available on CuLearn or distributed in class. In order to provide a logical progression, each team will be required to provide an interim deliverable (see due dates in the section on summary of deliverables) and receive feedback on their progress.

### 3. Final exam (35%)

The final exam will be scheduled during the exam week. It will be comprehensive and will consist of a combination of mini-case analyses, project scenarios interpretation, and quantitative problems solving. Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule. Students are advised that exam papers will not be returned back to them after being marked. They will be available for consultation only at the instructor's office.

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## H. 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 email 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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## I. ACADEMIC ACCOMMODATIONS

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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).

### **Policy on Mobile Devices**

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

### **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, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor 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.*

### **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:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://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:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://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](mailto: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. [carleton.ca/pmc](http://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:

[carleton.ca/sexual-violence-support](http://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](https://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/>.

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### **K. CHANGES TO THE SYLLABUS**

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Every effort has been made to make the course outline as complete as possible, but there may be occasions when changes are required. The instructor will announce any deviations from the course outline in class and the change will be posted on the course web page.

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### **L. MBA Academic year**

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**Important Dates and Deadlines** can be found at:  
<http://sprott.carleton.ca/students/mba/dates-deadlines/>

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**M. TENTATIVE SCHEDULE**


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Week	Topics/Agenda	Readings
1 (Nov 6)	Introduction to course overview and structure	<ul style="list-style-type: none"> <li>○ Instructor's course outline</li> </ul>
	Managing projects: What and Why?	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-1a, available for download on CuLearn)</li> </ul>
	Project selection - doing the right thing	<ul style="list-style-type: none"> <li>○ Case: Pan-Europa Foods S.A. (Case # UV2334-PDF-ENG, HBS case, 13 pages)</li> <li>○ Instructor's notes (document MGP_ALN-1b, available for download on CuLearn)</li> <li>○ Using scoring models (SON 9.1, 9.4) and AHP (SON 9.1, 9.3)</li> </ul>
	○ Project proposal due ( <b>Nov 11, 2018</b> )	
2 (Nov 13)	Project Initiation - setting the stage for action	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-2, available for download on CuLearn)</li> <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>○ Jepsen A.L., Eskerod P. (2009): Stakeholder analysis in projects: challenges in using current guidelines in the real world, <i>International Journal of Project Management</i>, pp 335-343.</li> </ul>
3 (Nov 20)	Project definition - creating and using the Work breakdown Structure	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-3, available for download on CuLearn)</li> </ul>
	Planning tools to organize and sequence project activities	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-4, available for download on CuLearn).</li> <li>○ Project scheduling: PERT/CPM (SON 8, pp 359-391).</li> </ul>
	Stakeholder analysis and communication planning write-up due ( <b>Nov 23</b> )	
4 (Nov 27)	Planning tools to organize and sequence project activities (cont'd)	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-4, available for download on CuLearn).</li> <li>○ Project scheduling: PERT/CPM (SON 8, pp 359-391).</li> </ul>
	Modifying project to accommodate time and resource constraints	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-5, available for download on CuLearn)</li> </ul>
	Project planning with MSPProject - preliminary schedule due ( <b>Nov 27</b> )	<ul style="list-style-type: none"> <li>○ American Construction Inc.: World Outreach expansion project (Case # 910D16-PDF-ENG, HBS case, 11 pages)</li> </ul>

(cont'd)

Week (date)	Topics/Agenda	Readings
5 (Dec 4)	Managing project execution (project performance monitoring and controlling)	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-6, available for download on CuLearn)</li> </ul>
	Project closure	<ul style="list-style-type: none"> <li>○ Instructor's notes (document MGP_ALN-7)</li> </ul>
	○ Project chartering write-up due ( <b>Dec 4, 2018</b> )	
6 (Dec 11)	Project simulation exercise	Heineke, J., Meile L. (2006): Flip house project, 11 pages (available for download on CuLearn).
	Course wrap-up and challenges ahead	Instructor's closing notes
	Project planning with MSPProject - final report due ( <b>Dec 11, 2018</b> )	American Construction Inc.: World Outreach expansion project (Case # 910D16-PDF-ENG, HBS case, 11 pages)
7 (Dec 18)	Final exam	

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**I. SUMMARY OF DELIVERABLES**


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Deliverables	Due date
1) Example project proposal	November 11, 2018
2) Stakeholder analysis and communication planning	November 23, 2018
3) Project planning with MSPProject - preliminary schedule	November 27, 2018
4) Project chartering	December 4, 2018
5) Project planning with MSPProject - final report	December 11, 2018
6) Final exam	December 18, 2018