
MBA

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Timetable: Thursdays: 6:05pm - 8:55pm

Course location: 1200 RB

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.

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.

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.

D. COURSE PREREQUISITE - Enrolment in the Sprott MBA concentration

E. DROP COURSE POLICY

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

F. COURSE MATERIALS

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, 1st 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:

<http://cb.hbsp.harvard.edu/cbmp/access/79636831>

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
○ eRECON software development at Hospital corporation of America (Case # W16110-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_ssbu&action=signin)

G. COURSE EVALUATION

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	40%
(a) Stakeholder analysis and communication (10%)	
(b) Project risk assessment and management (10%)	
(c) Project chartering (15%)	
(d) Presentation (5%)	
2. Project planning with MSPProject	25%
(a) Preliminary schedule (10%)	
(b) Final schedule and write-up report (15%)	
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 (40%)

Students in a team will be required to work on an example project of their choice (fictitious or real-life), submit a write-up for three key project initiation elements, and make a presentation for one of the submissions. 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 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 (25%)

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 (date TBA). 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.

H. 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 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.

I. ACADEMIC ACCOMMODATIONS

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, 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.

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 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). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

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 <https://carleton.ca/registrar/academic-integrity/>

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/>

K. CHANGES TO THE SYLLABUS

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.

L. MBA Academic year

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

M. TENTATIVE SCHEDULE

Week	Topics/Agenda	Readings
1 (May 10)	Introduction to course overview and structure	<ul style="list-style-type: none"> ○ Instructor's course outline
	Managing projects: What and Why?	<ul style="list-style-type: none"> ○ Instructor's notes (document MGP_ALN-1a, available for download on CuLearn)
	Project selection - doing the right thing	<ul style="list-style-type: none"> ○ Case: Pan-Europa Foods S.A. (Case # UV2334-PDF-ENG, HBS case, 13 pages) ○ Instructor's notes (document MGP_ALN-1b, available for download on CuLearn) ○ Using scoring models (SON 9.1, 9.4) and AHP (SON 9.1, 9.3)
2 (May 17)	Project Initiation - setting the stage for action	<ul style="list-style-type: none"> ○ Instructor's notes (document MGP_ALN-2, available for download on CuLearn) ○ Case: What it takes to be a good manager - read the case prior to the class in preparation for class discussion (see CuLearn) ○ 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.
3 (May 24)	Project definition - creating and using the Work breakdown Structure	<ul style="list-style-type: none"> ○ Instructor's notes (document MGP_ALN-3, available for download on CuLearn)
	Planning tools to organize and sequence project activities	<ul style="list-style-type: none"> ○ Instructor's notes (document MGP_ALN-4, available for download on CuLearn). ○ Project scheduling: PERT/CPM (SON 8, pp 359-391).
	Stakeholder analysis and communication planning write-up and presentation due	
4 (May 31)	Planning tools to organize and sequence project activities (cont'd)	<ul style="list-style-type: none"> ○ Instructor's notes (document MGP_ALN-4, available for download on CuLearn). ○ Project scheduling: PERT/CPM (SON 8, pp 359-391).
	Modifying project to accommodate time and resource constraints	<ul style="list-style-type: none"> ○ Instructor's notes (document MGP_ALN-5, available for download on CuLearn)
	Project planning with MSPProject - preliminary schedule due	<ul style="list-style-type: none"> ○ Erecon software development at Hospital corporation of America (Case # W16110-PDF-ENG, HBS case, 11 pages)
	Project risk assessment and management - write-up and presentation due	

(cont'd)

Week (date)	Topics/Agenda	Readings
5 (June 7)	Managing project execution (project performance monitoring and controlling)	○ Instructor's notes (document MGP_ALN-6, available for download on CuLearn)
	Project closure	○ Instructor's notes (document MGP_ALN-7)
	○ Project chartering - write-up and presentation due	
6 (June 14)	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	Erecon software development at Hospital corporation of America (Case # W16110-PDF-ENG, HBS case, 11 pages)
7 (June 21)	Final exam	

I. SUMMARY OF DELIVERABLES

Deliverables	Due date
1) Example project proposal	May 15, 2018
2) Stakeholder analysis and communication planning	May 24, 2018
3) Project risk assessment and management plan	May 31, 2018
4) Project chartering	June 7, 2018
5) Project planning with MSPProject - preliminary schedule	May 31, 2018
6) Project planning with MSPProject - final report	June 14, 2018