



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

TOMS 5303 D
Managing Projects
Fall 2019

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| Instructor: | Abdel Hamou-Lhadj, PEng, MSc, MBA OCEB, CGEIT, CGRCM, CGOVP, ASC |
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| Office Hours: | By appointment |
| Class Location: | Building: Canal Building; Room: 3400 |
| Class Hours: | Dates: November 4 to December 13, 2019 Day: Thursday / Time: 18:05 - 22:55 |

| Course Deliverables | Type | Weight | Due Date |
|---|-------------|---------------|-----------------|
| Contribution to Learning | Individual | 10% | Ongoing |
| Article Analysis (Report) | Group | 25% | November 28 |
| Project Implementation (Report and Presentation) | Group | 25% | December 12 |
| Final Exam | Individual | 40% | December 19 |

A) COURSE DESCRIPTION

Organizations of any kind around the world, whether private or public, large or small, for profit or not for profit – achieve their strategic and operational goals by carrying out projects. Successful project managers possess the skills necessary to manage their teams, schedules, risks, and resources to produce a desired outcome. This course introduces some of the foundations and core principles of managing projects and supporting approaches. The emphasis is then on the application of project management knowledge, tools, and techniques to the planning, organization, and delivery of projects.

The format of the course consists of a mixture of lectures, class discussions, and presentations to peers. Topics explored include leadership dimensions, project initiation, project definition, organization structure, risk assessment, planning and scheduling, control and reporting systems, and performance measurement and monitoring. 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 international development projects.

B) COURSE OBJECTIVES

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

- 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 (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 risks.
- Evaluate project performance based on a balanced set of key performance indicators.
- Execute an effective project closure.

C) Course calendar entry from 2019/2020 Graduate Calendar

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.

D) COURSE PREREQUISITE

Enrolment in the Sprott MBA concentration.

E) COURSE MATERIALS

1. Recommended Textbooks

There is no compulsory textbook for this course. For students looking for supplemental readings to get an in-depth understanding of some of the project management concepts, one of the following books is suggested:

- Project Management Institute (2017): **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)**, 6th Ed, PMI, 756 pages, ISBN: 1628251840.
- Larson, E.W. and Gray C.F. (2017): **Project management: the managerial process**, 7th Ed, McGraw-Hill, 688 pages, ISBN: 1259666093.
- Kerzner, H. (2017): **Project management – A system approach to planning, scheduling, and controlling**, 12th Ed, John Wiley & Sons, 848 pages, ISBN: 1119165350.

- Meredith, J.R., Mantel S.J. Jr., and Shafer S.M. (2015): **Project Management – A managerial approach**, 9th Ed, John Wiley & Sons, 589 pages, ISBN: 1118945832.
- Brown, K.A. and Hyer, N.L., (2010): **Managing projects – A team-based approach**, McGraw-Hill, 415 pages, ISBN: 0072959665.
- Cleland D.I. and Ireland L.R. (2010): **Project manager’s portable handbook**, 3rd Ed, McGraw-Hill Irwin, 464 pages, ISBN: 0071741054.

2. Class Notes and Readings

Instructor’s lecture notes, as well as any additional materials, will be available for download on CuLearn. All reading articles are available for download through the CU library catalogue: <http://catalogue.library.carleton.ca>

3. Software

Microsoft Project software 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_sbus&action=signin

F) COURSE EVALUATION

The course evaluation will be based on the following four main activities:

| # | Component | Type | Percentage |
|---|--|------------|------------|
| 1 | Contribution to Learning | Individual | 10% |
| 2 | Project Implementation Report and Presentation | Group | 25% |
| 3 | Article Analysis report | Group | 25% |
| 4 | Final Exam | Individual | 40% |

Drop Course Policy:

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

1. Contribution to Learning (10%)

Each student is expected to positively contribute to the overall learning experience during the classes. Relevant and practical examples or questions are more than welcome.

2. Project Implementation Report and Presentation (20% and 5%)

Students, in groups, will identify a business opportunity for which they will develop a project charter and a project management plan. Each group will hand-in a comprehensive implementation report in which they will address the following themes:

- Executive summary
- Organizational context
- Project charter
- Project management plan (time and cost)

For this assignment, each group will be required to use Microsoft Project software and hand in a report of quality suitable for a consulting practice. The details about instructor’s expectations for each of the themes will be discussed in class. The report should be concise and not exceeding 10 typed pages (excluding appendices, 1.5 line spacing, 12 points - Times New Roman font). The Microsoft Project plan must be submitted (in the appendix) with the report.

In addition to the report, each group will share with the rest of the class the details of their project work in a presentation. The presentation will be between 20 to 30 minutes, followed by up to 10 minutes of Q&A and class discussion. For that purpose, the presenting group will be required to prepare and submit (before the start of the class) a set of Microsoft PowerPoint slides.

3. Article Analysis Report (25%)

There are 4 selected articles proposed by the instructor in this course and referenced in a list that is posted on CuLearn. Students (in groups) will be required to hand in a managerial report for one (and only one) of these articles. The selection of articles will be on the first-come, first-served basis.

The report will provide a comprehensive analysis (from the project management standpoint) of the project described in the article and relate project outcomes to the overall organization's effectiveness and efficiency, addressing the following themes:

- Executive summary
- Organizational context
- Project concept
- Project results and outcomes
- Lessons learned

For this assignment, each group will be required to hand in a report of quality suitable for a consulting practice. The details about instructor's expectations for each of the themes will be discussed in class. The report should be concise and not exceeding 10 typed pages (excluding appendices, 1.5 line spacing, 12 points - Times New Roman font).

Discussions between participants are encouraged, but collaboration between groups is not allowed.

Note:

All reports are handed in on the due date, at the beginning of each class, in both electronic and paper formats. 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 to them after being marked. However, they will be available for consultation at the instructor's office. Be sure to keep a copy for yourself. The time limit for a revision request is one week after the marks are communicated.

4. Final Exam (40%)

The final exam will be scheduled during the exam week. It will be a comprehensive closed-book exam and will consist of a combination of multiple-choice questions and open questions. Students are advised that exam papers will not be returned to them after being marked. They will be available for consultation only at the instructor's office.

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 documents to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

G) COURSE SCHEDULE

| # | Date | Topics | Readings | Deliverables |
|---|---------|--|---|--|
| 1 | Nov. 07 | <ul style="list-style-type: none"> ▪ Introduction to the course ▪ Managing projects: what and why? ▪ Project initiation: setting the stage for action | <ul style="list-style-type: none"> ▪ Course plan ▪ Reading #1 | |
| 2 | Nov. 14 | <ul style="list-style-type: none"> ▪ Project definition: creating and using the Work Breakdown Structure | <ul style="list-style-type: none"> ▪ Reading #2 | |
| 3 | Nov. 21 | <ul style="list-style-type: none"> ▪ Project planning: organizing and sequencing project activities | <ul style="list-style-type: none"> ▪ Reading #3 | |
| 4 | Nov. 28 | <ul style="list-style-type: none"> ▪ Project execution: managing execution of project activities | <ul style="list-style-type: none"> ▪ Reading #4 | <ul style="list-style-type: none"> ▪ Article analysis report |
| 5 | Dec. 05 | <ul style="list-style-type: none"> ▪ Project monitoring and control: defining and measuring performance | <ul style="list-style-type: none"> ▪ Reading #5 | |
| 6 | Dec. 12 | <ul style="list-style-type: none"> ▪ Project closing: ensuring project activities are closed | <ul style="list-style-type: none"> ▪ Reading #6 ▪ Reading #7 | <ul style="list-style-type: none"> ▪ Project implementation report ▪ Project implementation presentation |
| 7 | Dec. 19 | <ul style="list-style-type: none"> ▪ Final exam | | |

H) 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 Spratt 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:

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

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. 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: 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/>