

COURSE OUTLINE



COURSE NAME: Project Management	COURSE NO: NABU 318
TERM: Fall 2013	COURSE CREDITS: 03
INSTRUCTOR: E-mail: Phone: Office:	INSTRUCTIONAL HOURS PER WEEK: 4 Course web site: http://moodle.capilanou.ca Enrolment key:

COURSE FORMAT:

4 Hours per week for 15 weeks. Mixed Mode with up to 50% of the course content delivered online,

Fourth Hour activities include company visits, guest speakers and conducting company reviews and analysis.

Small teams of students will work on projects, preparation for guest speakers' sessions, field visits and review of additional material posted on course site outside of class time. Group meetings with the instructor will be scheduled as required.

- Participants will have the opportunity to work on an industry specific project.
- To simulate the real work environment and to increase everyone's learning efficiency, students will be required to research and study the material prior to each class as indicated on the course outline.
- PowerPoint notes will be available electronically and on the course site.
- Students will be responsible for making their own set of notes from their own readings, self-study, and course materials.
- Students will have access to MS Project lab and will practice using Microsoft Project as a project management tool.

COURSE PREREQUISITES: None

COURSE DESCRIPTION:

This course provides participants with the skills necessary for effective project management in local and international environments. The content includes concepts and solutions that support the planning, scheduling, controlling, resource allocation and risk management required for successful completion of a project in different business sectors.

The students will have the opportunity to apply the learned theories in practice by using real case studies and projects and interacting with experienced project managers from various industries.

REQUIRED TEXT and OTHER RESOURCES:

- Stanley E. Portny, Samuel J. Mantel, Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton with Brian E. Kramer , Project Management, Planning, Scheduling, and controlling projects,First Edition,ISBN 978-0-470-11124-6
- Case Study: Available in book store
- Moodle: Course material, additional resources, announcement

Link: <http://moodle.capilanou.ca/> For help: click on "Student Help"

COURSE OUTCOMES:

“Successful organizations create projects that produce desired results in established time frames with assigned resources. A project is a temporary endeavor undertaken to create a unique product or service. It is specific, timely, usually multidisciplinary, and always conflict ridden. Dynamic companies organize their employees and resources around projects, which are managed by project managers. Project managers’ careful balancing of outcomes, schedules, and resources often determines whether a project is a success.”

SPECIFIC STUDENT OUTCOMES:

Upon successful completion of exams, assignments, and self-study, students will be able to:

ABILITIES	KNOWLEDGE	Levels*
COMMUNICATION	1. Elicit requirements from project stakeholders	1-4
	2. Prepare a written project plan and an oral presentation to communicate to project stakeholders	1-4
	3. Create Gantt charts and resource graphs	1-4
ANALYSIS & DECISION-MAKING	4. Understand the types of project management career paths available and the skill set, education and certifications desired by employers	
	5. Understand the steps required to effectively manage projects’ life cycle with an emphasis on the initiation and planning phases	1-4
	6. Prioritize projects, determine an effective project portfolio mix and ensure projects fit with organizational strategy	1-5
	7. Differentiate between project management organizational structures and determine the most appropriate structure for a given business scenario	1-5
	8. Understand and be able to balance the trade-offs between project management triple constraints; cost, scope and time effectively	1-5
	9. Define the requirements for a project using a scope statement and Work Breakdown Structure (WBS)	1-5
	10. Estimate the effort required and budget needed for a project using both macro and micro estimating approaches	1-5
	11. Create a schedule and network diagram using the Critical Path Methodology (CPM)	1-5
	12. Develop and manage project schedules using Microsoft Project	1-3
	13. Schedule resources efficiently by using resource constrained and schedule constrained leveling techniques	1-4
	14. Crash a project by determining optimal cost vs. duration trade-offs	1-4
	15. Report on project performance using the Earned Value (EV) approach	1-4
	16. Manage and report project risk using tools such as the Risk Severity Matrix, Risk Assessment Form and Risk Breakdown Structure (RBS)	1-5
	17. Understand the importance of procurement and partnering to meet project objectives	1-4
	18. Close a project and assess the project’s effectiveness using a project audit	1-5
SOCIAL INTERACTION	19. Develop and maintain effective relationships with the project team and other project stakeholders	3-6
	20. Engage and network with project management professionals via guest speakers and/or attending industry events	3-6

ABILITIES	KNOWLEDGE	Levels*
CITIZENSHIP AND GLOBAL PERSPECTIVES	21. Understand the importance of an individual project manager's "Social and Professional Responsibility" as well as an organization's Corporate Social Responsibility (CSR) in project management practices and processes	2-5
	22. Understand the role of an effective project manager within the global environment	2-5

See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six "Levels" of Comprehension.

EVALUATION PROFILE:

Assessment	% of Final Grade	Individual/ Group	CAPabilities Assessed			
			Communication	Analysis & Decision Making	Social Interaction	Citizenship & Global Perspectives
9 best /10 Readiness Assessments	18%	I	✓	✓		✓
Chapter case studies:	10%	I	✓	✓		✓
In class activities and discussions	10%	I	✓	✓	✓	✓
Exam	25%	I	✓	✓	✓	✓
Final Case Study	10%	I	✓	✓	✓	✓
Term Project	15%	I and G	✓	✓	✓	✓
Round Table Discussions	5%	I and G	✓	✓	✓	
Peer Evaluation	7%	I	✓	✓		✓
Total	100%					

ASSIGNMENTS:

Readiness Assessments 2% each: Best 9/10*2%= 18%	Prior to the class; each learner will complete the Readiness Assessments quiz relevant to the chapter discussed in the class on Moodle. This quiz involves 20 multiple-choice and false/true questions and determines how "ready" the learner is for the chapter to be discussed in class. The 20-minute "open book" assessment (on Moodle) is individually completed and the score recorded. (2% for each; best 9 out of 10).
Chapters Cases Marked in class 10%	Prior to each session, post the answers to the chapter's case study on the Moodle. Bring a hard copy to class for marking.
In class activities and case discussions 10%	Each student is expected to read the chapter in advance and be prepared to participate effectively in class activities and discussions. Individuals will be marked based on the quality of advanced preparations as well as quantity and quality participation during the class – with focus on quality.
Exam 25%	Exam will include everything studied and discussed till the exam. The format will be a combination of multiple choice, true/false and essay questions.
Final Case Study 10%	The case study will be marked based on the case exercise and case discussion preparation before and the quantity and quality of participation during the class.
Term Project: Project Plan & Presentation 15%	Students will work in small groups to develop a project plan for a real world project consisting of a project charter, WBS and project network diagram. Projects will be presented to and marked by colleagues/clients & instructor in an exhibition format – groups can select the format for their presentation.
Round Table Questions 5%	A group of professional from the industry will be invited to join the class for discussions around the topics relevant to the field of project management in various sectors. As a group, prepare and submit eight (8) interview questions for each of the four guest speakers assigned to your group. Questions should be linked to the chapters studied in the course and to guest speakers' bio. Guest speakers bio will be posted on Moodle in advanced. In order to get marks,

	individual must be present during the session with the guests. The dress code and professional interactions will be considered in marking.
Peer evaluation 7%	Students' effective contribution to team work will be marked by group members. This mark could impact individual's project mark as well. This is a required part of the course. Project marks will be posted after the completion of peer evaluation by all team members.

COURSE CONTENT/SCHEDULE:

Guest speakers' bios will be posted on the course Moodle.

Week	Content	Readings Prior to class	Due
	Guest speakers list and bios will be posted on course Moodle site.		
1	Introduction: Course objectives, process and expectations Acquiring resources – effective and targeted networking		
2	Chapter 1: Defining Project Management Today Panel discussions with industry guests		
3	Chapter 2: Identifying Project Needs and Solutions Application Exercise: Case Discussion Teams and Projects	Chapter 2	RA: Chapters 1, 2 Case Studies 1 & 2
4	Chapter 3: Organizing Projects Case Discussion	Chapter 3	RA: Chapter 3 Case Study 3
5	Chapter 4: Planning Project Teams and Projects confirmed Application Exercise: Case Discussion	Chapter 4	RA: Chapter 4 Case Study 4
6	Chapter 5: Budgeting Projects Chapter 6: Establishing Project Schedule Application Exercise: Case Discussion	Chapters 5 & 6	RA: Chapters 5 & 6 Case Studies 5 & 6
7	Chapter 8: Being an Effective Project Manager Chapter 10: Managing Project Teams Application Exercise: Case Discussion	Chapter 8 Chapter 10	RA: Chapter 8 RA: Chapter 10 Case Studies 8,10
8	Exam	Chapters 1-6, 8 & 10	
9	Application Exercise: Case Discussion An international project manager's day	Case Study Review and Preparation	
10	Chapter 12: Communicating and Documenting Project Progress Chapter 13: Managing Risk	Chapter 12 Chapter 13	RA: Chapter 12 RA: Chapter 13 Case Studies 12 & 13
11	Final Project	Dress: Business Casual	Projects are due at the start of the class
12	Progressive Round Table Discussions Guests: 8-9 project managers from different industries Location: LB 322	Dress: Business Formal	Guests' Questions: Post on Moodle One per group before the session
13	Course Conclusion and Review		Peer Evaluations due on Moodle by midnight.
14	Final Exam Period		
15	Final Exam Period		

Details of the course schedule may change to accommodate course pedagogy and/or industry guests/mentors schedule.

UNIVERSITY POLICIES

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

In addition to the policies of the university, the School of Business has the following policies governing the management of our classes and curriculum.

SCHOOL OF BUSINESS POLICIES

Examination and Pivotal Presentation Exemption Policy

All students are required to appear and write their scheduled Mid-Term and Final examinations, and to produce, by the assigned date, all pivotal presentations, individual and/or group, unless they meet one of the following criteria:

“Medical Exemption” will be considered, if:

Within the ten calendar days prior to a mid-term or final examination, or within ten days of a pivotal presentation, **a student falls ill or is injured.**

“Falling ill” is defined as being formally advised by a physician of the need to isolate oneself for the purpose of preventing communication of disease or infection to others; being advised by a physician of compromised immunity that requires isolating oneself from contact with others to prevent communication of disease or infection to themselves, or; being in a physical state of health which so compromises a student’s ability to function, physically or cognitively, during the ten days prior to the examination or presentation date.

“Injury”, for the purpose of Exemption, is defined as sudden, unanticipated physical harm that renders the applicant physically incapable of attending campus or, in such physical distress that the student is specifically advised by their physician to abstain from appearing at their examination or presentation. Students who are prescribed medication(s) to treat their injury and who believe that the medication(s) may be impairing their ability to successfully prepare for or write their examination or presentation may provide written evidence of their concerns as verified by their physician.

“Catastrophic Personal Loss Exemption” will be considered, if:

Events occur in the student’s life that are of such scope as to sufficiently distract a student from the examination or presentation preparation period, or from appearing at or adequately focusing on, the scheduled examination or presentation itself.

This could include; loss of housing due to eviction, flood or fire; or death of an *immediate* family member*. (Defined as a sibling, parent or grandparent, child, partner or spouse, parent or step-parent, aunt, uncle, niece, or nephew and first cousins.) Immediate family member *does not include* general acquaintances. Circumstances that may qualify as a personal loss could also include an immediate family member being diagnosed with a significantly life-altering or life-threatening illness or injury.

In *all* of the above scenarios, a physician’s letter or other specifically requested documentation must be provided to satisfy the Instructor as to the validity of the claim, and must be provided within ten calendar days prior to the date of the exam or presentation. If an instructor agrees with the request for Exemption, the request for *must* be presented by the instructor to their Unit

Convenor for consideration and his/her approval. No request for Exemption will be considered approved by virtue of submission, and will remain as merely “under consideration” until approved or rejected by the Unit Convenor. A student applying for an exemption for a specific section which is instructed by the Unit Convenor will have their application reviewed by the Vice-Chair or Chair of the School of Business.

Any student who applies for and receives an Exemption will be assigned a Future Examination or Presentation Date: this date is non-negotiable. Failure to appear on/at the single date and time assigned by the instructor will result in an automatic “0” grade for that exam or assignment. This “0” grade may not be appealed or contested, and will not be changed.

Attendance: Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials.

Cheating and Plagiarism:

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person’s effort to obtain an academic advantage. Cheating includes permitting another person to use one’s work as their own. Plagiarism is the presentation of another person’s work or ideas as if they were one’s own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Writing Centre and is published on the University website in the University Policies page.

Penalties for Cheating and Plagiarism:

A grade of ‘0’ for an examination, quiz or assignment or ‘F’ for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (See the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

Incomplete Grades:

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.

Professional Behaviour:

Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Business Faculty. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

Copyright Policy:

Students are expected to familiarize themselves with and abide by the University’s Copyright Policy. The University’s Copyright Policy is published in the University website.

PROGRAM POLICIES – Capilano School of Business

In addition to the Capilano University and Faculty of Business policies, the Capilano School of

Business has the following policies governing the management of our classes and curriculum.

Missed Exams and Quizzes:

Missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. In the School of Business Policies section of this outline, see "Examination & Pivotal Presentation Exemption Policy". A doctor's certificate, or other proof supporting the reason for the absence, will be required.

English Usage: All assignments are marked for correct English usage, proofreading and formatting.

COURSE LEVEL POLICIES:

In addition to Capilano University, Faculty of Business, and the Capilano School of Business policies, the following policies govern the management of this class and its curriculum.

Grading Profile:

A+	90-100%
A	85-89
A-	80-84
B+	77-79

B	73-76
B-	70-72
C+	67-69
C	63-66

C-	60-62
D	50-59
F	Below 50%

Assignments: Homework assignments are due at the **start of class** on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.

Programmable Tools: Please note the use of programmable items such as calculators, dictionaries etc. is forbidden during tests, quizzes, and exams. Cell phones are not to be brought to any test, quiz, or exam.