BUS 294A/ES; Project Management
3 Credits, 3 hours per week

This course introduces students to project management. The course will explore the entire life cycle of a project from inception to completion including project initiation, project planning, project execution, project monitoring and control, project completion. Students will learn the basic concepts of project management, the process to initiate and plan a project, what is required to execute, monitor and control project and the steps to close a project. Working in groups, students will be expected to develop and complete an approved project using the Project Management Book of Knowledge (PMBOK). *Prerequisites and/or co-requisites:* There are no prerequisites.

Instructor

Instructor Name: Pratik Tripathi
Phone number: 780-715-3913
Instructor email: pratik.tripathi@keyano.ca

Hours of Instruction
Monday   3:00 p.m. – 4:20 p.m.
Wednesday   3:00p .m.– 4:20p .m.

Required Resources

Successful Project Management, Gido, Clements and Baker, 7th Edition.

Course Outcomes
Upon successful completion of the course, the student shall be able to:

OUTCOME 1 - Identify the context and process of project management.
The following concepts, skills, and issues are used to support this outcome:
- Define a project and project management
- Discuss project phases and the project life cycle
- Identify stakeholders and organizational structure
- Explain the role of the project manager and key leadership and management skills
- Define project processes and explain process interactions
- Explain what is required to develop a project charter

- Describe a statement of work, scope statement, work breakdown structure and deliverables
- Prepare and distribute project information to project stakeholders in a timely fashion
- Manage communications to satisfy stakeholder requirements.
- Identify the steps involved in project team building.
- Discuss the characteristics of effective project teams and why teams fail.
- Explain the five stages of team growth.
- Explain the nature of conflict and the methods of response.
- Describe negotiation skills for project managers.

OUTCOME 2 - Define project risk.
The following concepts, skills, and issues are used to support this outcome:
- Describe the key stages of risk management.
- Demonstrate the steps to manage risk.
- Evaluate the primary causes of project risk and the major approaches to risk identification.
- Assess primary risk mitigation strategies.

OUTCOME 3 - Identify the context and processes of cost estimation and budgeting.
The following concepts, skills, and issues are used to support this outcome:
- Describe the various types of common project costs.
- Discuss the difference between various forms of project costs.
- Apply common forms of cost estimation for project work, including ballpark and definitive estimates.
- Explain the advantages of parametric cost estimation and the application of learning curve models of cost estimation.
- Recognize situations in which project cost estimation is often done poorly.
- Apply both top-down and bottom-up budgeting procedures for cost management.
- Describe the uses of activity-based budgeting and time-phased budgets for cost estimation and control.

OUTCOME 4 - Prepare a project schedule and analyze resource requirements.
The following concepts, skills, and issues are used to support this outcome:
- Construct an activity network.
- Demonstrate activity duration estimation.
- Construct the critical path for a project schedule network.
- Assess the steps that can be employed to reduce the critical path.
- Apply lag relationships to project activities

- Identify the variety of constraints that can affect a project.
- Discuss how to apply resource-loading techniques to project schedules.
- Apply resource-leveling procedures to project activities.
- Formulate the correct steps necessary to effectively smooth resource requirements across the project life cycle.
- Use Microsoft Project to schedule project resources and to assign specific tasks to team members.

OUTCOME 5 - Discuss project evaluation and control methods.
The following concepts, skills, and issues are used to support this outcome:
- Describe the nature of the control cycle and the key steps in a general project control model.
- Assess the strengths and weaknesses of common project evaluation and control methods.
- Apply earned value management.
- Describe the behavioral concepts and other human issues in evaluation and control.

OUTCOME 6 - Manage the termination of a project.
The following concepts, skills, and issues are used to support this outcome:
- Distinguish among the main forms of project termination.
- Explain the key steps in formal project closeout.
- Explain key reasons for early termination of projects.

Evaluation

Assignment	Percentage
In-class Exercises	25%
Term Test-1	20%
Term Test -2	20%
Comprehensive Term Test -3	35%
Total	**100%**

Note:
1. Your lowest in-class exercise mark will be dropped in the calculation of your final grade. If you miss an in-class exercise it will be considered a zero and qualify as your lowest grade. This is to accommodate any illness or emergency.
2. For collaborative exercises, one grade will be provided to every group member based on the exercise deliverables.

Grading System

Descriptor	Alpha Grade	4.0 Scale	Percent
	A+	4.0	> 93.9
Excellent	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
	B+	3.3	77 – 79.9
Good	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
	C+	2.3	67 – 69.9
Satisfactory	C	2.0	64 – 66.9
	C-	1.7	60 – 63.9
Poor	D+	1.3	57 – 59.9
Minimum Pass	D	1.0	50 – 56.9
Failure	F	0.0	< 50

Proposed Schedule of Topics

Week	Reading	Topic
1	Course outline	Course outline review
1	Chapter 1	Project Management Concepts and Framework
2	**In-class Exercise**	
2	Chapter 2	Identifying and Selecting Projects
3	Chapter 3	Developing Project Proposals
3	**In-class Exercise**	
4	Chapter 4	Defining Project Scope, Quality, Responsibility, and
4	Chapter 5	Developing the Schedule
5	**In-class Exercise**	
5	**Term Test (Chapters 1 – 5)**	
6	Midterm Review	
6	Chapter 6	Resource Utilization
7	Chapter 7	Determining Costs, Budge, and Earned Value
7	Chapter 8	Managing Risk
8	**In-class Exercise**	

8	Chapter 9	Closing the Project
9	Chapter 10	The Project Manager
9	Chapter 11	The Project Team
10	**Term Test (Chapters 6 – 10)**	
10	Midterm Review	
11	Chapter 12	Project Communication and Documentation
11	**In-class Exercise**	
12	Chapter 13	Project Management Organizational Structures
13	**In-class Exercise 6** ***Presentation Due**	
13	**In-Class Exercise (Approved Project Exercise)**	
14	**Term Test Comprehensive (Chapters 1-13)**	
15	Exam week	

Please Note: Date and time allotted to each topic are subject to change. Also, additional in-class exercises may be scheduled throughout the course to practice the course concepts.

Performance Requirements and Student Services

Student Responsibilities

As a student, it is your responsibility to contact the Office of the Registrar to complete the required forms, including the Withdraw Course or Program or a Change of Registration form. Please refer to the important dates listed in the Academic Schedule in the [Keyano College credit calendar](). The Keyano College credit calendar also has information about Student Rights and the Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and the Code of Conduct Policies.

Student Attendance

Class attendance is helpful for two reasons: First, class attendance maximizes a student's learning experience. Second, attending class is an excellent way to keep informed of matters relating to the course administration (e.g., the timing of assignments and exams). Ultimately, you are responsible for your learning and performance in this course. It is the responsibility of each student to be prepared for all classes. Absent students are responsible for the material covered in those classes, and students must ensure they are ready for their next class, including completing any missed assignments and notes.

Academic Misconduct

Students are considered responsible adults and should adhere to the principles of intellectual integrity. Intellectual dishonesty takes many forms:

- Plagiarism or the submission of another person's work as their own,
- The use of unauthorized aids in assignments or examinations (cheating),
- Collusion or the unauthorized collaboration with others in preparing work,
- The deliberate misrepresentation of qualifications,
- The willful distortion of results or data,
- Substitution in an examination by another person,
- Submitting unchanged work for another assignment, and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies. To ensure your understanding of plagiarism, you may be required to complete the online [Understanding Plagiarism tutorial](#) and submit the certificate of completion.

Online Learning

Technology and internet connectivity will impact your online learning experience. You may be required to watch online videos, take online quizzes, or participate in live online classes. Live/virtual courses will be hosted in Microsoft Teams or Zoom. For all course delivery types, you will access your course resources on Keyano's learning management system: Moodle (iLearn). Login in using your [Keyano username and password](#). Keyano College operates in a Windows-based environment and having access to the correct tools for online learning is essential.

Internet Speed

Minimum download and upload speeds of 10 Mbps. Recommended download speeds of 25 Mbps and upload speeds of 10 Mbps (if you are sharing your internet at home). You can check your internet speed with [Speedtest by Ookla](#).

Computer System Requirements

Keyano College software are Windows based.

Minimum Requirements and Recommended Upgrades for Windows (preferred system) and Apple devices
These minimum standards are required for a Windows computer/laptop (OS 10 or 11) and a MacIntosh (OS 10.14 or above.

1. Windows 10 Operating System or above

2. 4GB of RAM. Recommended upgrade to 8GB of RAM.

3. 10GB+ available hard drive storage space. Note installing Microsoft Office 365 requires 3GB of available hard drive space.

   a. Install the Microsoft Office 365 suite (~3GB) *****

4. Microphone, webcam, and speakers (All modern laptops have these three accessories built-in. However, a headset or earbuds with a microphone is also recommended.

5. Windows has built-in anti-virus/malware software. It is essential to install system updates to keep your device secured regularly.

*[Microsoft Office 365](#) is free to Keyano students.

Tablets, iPads, and Chromebooks are **not** recommended: they may not be compatible with the testing lockdown browsers and Microsoft Office 365.

Specific Department Requirements

Business and OA programs require Windows 10 or higher.
Other programs may utilize Windows-based tools as well.

Computer Software

Students have access to Microsoft Office 365 and Read & Write for free using Keyano credentials.

See [Recommended Technology](#) for more information.

Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not share, distribute, or publish any of the lectures or course materials; this includes any recordings, slides, instructor notes, etc., on any platform. Thus, no student is allowed to share, distribute, publish or sell course-related content without permission. It is

important to recognize that the Canadian Copyright Act contains provisions for intellectual property. The [Academic Integrity Policy](#) provides additional information on Keyano College's expectations from students as members of the intellectual community.

ITS Helpdesk

If you have issues with your student account, you can contact the ITS Helpdesk by emailing its.helpdesk@keyano.ca or calling 780-791-4965.

Specialized Supports

The Student Services Department is committed to Keyano students and their academic success. There is a variety of student support available at Keyano. All student services are available during Keyano business hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. The College is closed on statutory holidays. If you require support outside of regular business hours, please inform the support service team, and they will do their best to accommodate your needs.

Accessibility Services provides accommodations for students living with disabilities. Students with documented disabilities or who suspect a disability can meet with an Access Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact the department to request accommodations for the following semester. Please note that requesting accommodations is a process and requires time to arrange. Contact the department as soon as you know you may require accommodations. For accessibility supports and disability-based funding, please book an appointment by emailing us at: accessibility.services@keyano.ca.

Accessibility Services also provides individual and group learning strategy instruction for all students and technology training and support to enhance learning. You can meet with an Access Strategist to learn studying and test-taking strategies. In addition, you can schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing: accessibility.services@keyano.ca

Wellness Services offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators provide a safe and confidential environment for you to seek help with personal concerns. Our Wellness Navigator offers support with basic needs such as housing, financial and nutritional support, and outside referrals when needed. Wellness Services welcomes students to participate in group sessions that address topics including mindfulness and test anxiety throughout the academic year. Individual appointments can be made by emailing wellness.services@keyano.ca.

Library Services provides students with research, information, and educational technology supports as they engage in their studies. Library staff are available to help you online and in person throughout the semester. Librarians offer individual and small group consultations booked using the online Book A Librarian calendar. The library also provides virtual research and subject guides to help you with your studies. Find the guide that supports your course-related research by viewing the complete list of online Subject Guides. To start your research and access citation guides (APA, MLA, Chicago, or IEEE), visit the Research Help page. The library's collections (including print and online materials) are searchable using OneSearch. The library offers a Loanable Technology collection to support students accessing and using technology. For an up-to-date list of technology available for borrowing, visit the library's Loanable Technology webpage. For a detailed list of library resources and services, go to www.keyano.ca/library. For all inquiries, please email askthelibrary@keyano.ca or chat with us online.

The **Academic Success Centre** at Keyano College (CC-119) provides **free** academic support services to registered students, such as tutoring, writing support, facilitated study groups, workshops, and study space. Academic Content Specialists are available in Mathematics, Science, Trades, Power Engineering, Upgrading/College Prep, Human Services, English, Humanities, and more. Students are encouraged to visit the Academic Success Centre to discuss study strategies and academic concerns. For additional information, please email Academic.Success@keyano.ca.

The **Academic Success Coach** is located in the Academic Success Centre and works with students to develop academic success plans, time management skills, study strategies, and homework plans. For additional information, please email Academic.Success@keyano.ca.