

BUS 294A – Project Management*3 Credits, 4 hours per week*

Change is a necessary part of the operation of a successful enterprise in the modern economy. One tool for ensuring that change is effectively implemented is Project Management. Topics to be studied include: project scheduling, project control and budgeting, and project planning. Students working in groups will be expected to develop and complete a project and the related schedules and reports associated with its planning and implementation.

Prerequisites: BUS103, BUS 110 and BUS191 (BUS111 highly recommended)

Instructor

Instructor Name: Jose Areekadan

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Office Hours

Monday 1100 to 1200, 1400 to 1500, and 1730 to 1830

Wednesday 1200 to 1300 and 1700 to 1800

Hours of Instruction

Wednesday 1000 to 1200 CC267

Friday 1100 to 1300 CC267

Required Resources

Pinto, Jeffrey K. (2015). Project Management: Achieving Competitive Advantage. (4th ed.). Pearson Notebook (paper) or Laptop, pens, coloured pencils, binder, print credits, printer paper.

Course Outcomes

Upon successful completion of this course, you will be able to:

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.

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.

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 estimates 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.

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.

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.

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

Midterm Exam	25%
Term Research Project	45%
Final Exam.....	25%
Team Building Assignment	5%
Final Class Mark.....	<u>100%</u>

Performance Requirements

1. Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a students' learning experience. Second, attending class is a good way to keep informed of matters relating the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course. Please refer to the Credit Calendar for current regulation.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and / or notes that may be due.

2. Academic Misconduct (refer to the Current Credit Calendar)

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- 2.1. Plagiarism or the submission of another person's work as one's own
- 2.2. The use of unauthorized aids in assignments or examinations (cheating)
- 2.3. Collusion or the unauthorized collaboration with others in preparing work
- 2.4. The deliberate misrepresentation of qualifications
- 2.5. The willful distortion of results or data
- 2.6. Substitution in an examination by another person

Penalties for academic offences may range from a verbal reprimand to dismissal from the College, and in certain circumstances may involve legal action.

3. Accommodation for Students with Disabilities

The College will provide reasonable accommodation to students with disabilities in order to promote academic success. If you require accommodation, contact the Learner Assistance Program Office at 792-5608 to initiate the process for documenting, assessing and implementing your individual accommodation needs. In addition, tutoring services are available at the SKILL Centre (Room 119).

Course Agenda

BUS 294A Course Agenda**Fall 2015**

Week	Topic	CHAPTER ASSIGNMENTS	Dates
WEEK 1	Intro to PM	Chapter 1	Sep 9, 11
WEEK 2	Organizational Context	Chapter 2	Sep 16, 18
WEEK 3	Project Selection & portfolio Management	Chapter 3	Sep 23, 25
WEEK 4	Leadership and the Project Manager	Chapter 4	Sep 30, Oct 2
WEEK 5	Scope Management	Chapter 5	Oct 7, 9
WEEK 6	Project Team Building	Chapter 6	Oct 14, 16
WEEK 7	Risk Management	Chapter 7	Oct 28
	MIDTERM	Chapter 1-7	Oct 30
WEEK 8	Cost Estimating and Budgeting	Chapter 8	Nov 4, 6
WEEK 9	Remembrance Day – NO CLASSES		Nov 11 Nov 13
	Project Scheduling	Chapter 9	
WEEK 10	Project Scheduling	Chapter 10	Nov 18, 20
WEEK 11	Project Scheduling	Chapter 11	Nov 25, 27
WEEK 12	Resource Management	Chapter 12	Dec 2, 5
WEEK 13	Project Evaluation & Control	Chapter 13	Dec 9, 11
WEEK 14	Project Closeout & Termination	Chapter 14	Dec 16, 18
WEEKS 15	FINAL EXAM	Comprehensive exam with emphasis on second half of the course.	

Authorization

This course outline has been reviewed and approved by the Program Chairperson.

Jose Areekadan, Instructor

Gina Jackson, Chairperson

Date Authorized

Guy Harmer, Dean

Date Authorized

Signed copies to be delivered to:

Instructor
Registrar's Office