Business Administration

Fall, 2019

BUS 294A; 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). Students will learn to use MS Project to help manage their assigned projects.

Prerequisites and/or co-requisites: There are no prerequisites.

Instructor

Instructor Name:	Ashraf Ahmed
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Office Hours

Monday	2:00 PM – 4:00 PM
Tuesday	1:00 PM -2:10 PM
Wednesday	11:00 PM -11:50 PM
Thursday	4:00 PM - 5:00 PM

Hours of Instruction

Tuesday	10:30 am – 11:50 am (CC224)
Thursday	10:30 am – 11:50 am (CC224)

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 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.

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
Project (Paper and Presentation)	20%
In-class Exercises	15%
Midterm Examination 1	15%
Midterm Examination 2	15%
Final Examination (comprehensive)	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.

I emphasize group learning in my classes, as I believe group activities help students develop a host of skills that are increasingly important in the professional world (Caruso & Woolley, 2008; Mannix & Neale, 2005). Working in groups will provide each student the opportunity to develop team skills, improve communication skills and leverage personal experiences to contribute to group tasks.

A grade of C- is required for progression or transfer.

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
Progression	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

Date	Reading	Topic
5 Sep	Course outline	Course outline review
10 Sep	Chapter 1	Project Management Concepts and Framework
12 Sep	**In-class Exercise 1**	
17 Sep	Chapter 2	Identifying and Selecting Projects
19 Sep	Chapter 3	Developing Project Proposals
24 Sep	**In-class Exercise 2**	
26 Sep	Chapter 4	Defining Project Scope, Quality, Responsibility, and Activity Sequence
1 Oct	Chapter 5	Developing the Schedule
3 Oct	**In-class Exercise 3**	
8 Oct	**Midterm 1 (Chapters 1 – 5)**	
10 Oct	Midterm Review	
15 Oct	Chapter 6	Resource Utilization
17 Oct	Chapter 7	Determining Costs, Budge, and Earned Value
22 Oct	Chapter 8	Managing Risk
24 Oct	**In-class Exercise 4**	
29 Oct	Chapter 9	Closing the Project
31 Oct	Chapter 10	The Project Manager
5 Nov	Chapter 11	The Project Team
12 Nov	**Midterm 2 (Chapters 6 – 11)**	
14 Nov	Midterm Review	
19 Nov	Chapter 12	Project Communication and Documentation
21 Nov	**In-class Exercise 5**	
26 Nov	Chapter 13	Project Management Organizational Structures
28 Nov	**In-class Exercise 6** ***Project due**	
3 Dec	Group presentations	
5 Dec	Group presentations	
10-18 Dec	Exam week	

Please Note: Date and time allotted to each topic is subject to change.

Required Skills & Abilities
Enrolment in the Business Administration program and courses, requires the following skills and abilities:

Behavioural
· Ability to work independently or as a member of a group or team
· Engage with self and others to create a safe environment.
· Respond appropriately in situations that are stressful or that involve conflict
· Ability to listen and follow instructions
· Ability to manage time and meet deadlines

Cognitive
· Remember and recall information over a brief period of time.
· Remember and recall information over an extended period of time.

Environmental Ability to function in the presence of each of the following commonly encountered and unavoidable environmental factors:
· distractions
· noise
· unpredictable behaviour of others

Psychomotor
· perform repetitive movements and tasks
· perform complex sequences of hand-eye coordination

Technical
· Ability to use a desktop/laptop computer
· Ability to navigate the college's online Learning Management System(Moodle) and other publisher-specific LMS.

Performance Requirements

Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the Keyano College credit calendar.

More specific details are found in the Student Rights and Student 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 Student Code of Conduct Policies.

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience.   Second, attending class is a good way to keep informed of matters relating to 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.

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.

Academic Misconduct

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

- Plagiarism or the submission of another person's work as one's 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
- Handing in the same unchanged work as submitted for another assignment
- 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 Student 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 Student Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on ilearn.keyano.ca. Then print the certificate, sign it, and show it to each of your instructors. Your course work will not be graded until you show this signed certificate.

Specialized Supports

The Student Academic Support Services (SASS) department: Accessibility Services, Skill Centre and Wellness Services, work together to support student success at Keyano College.

Accessibility Services (CC167) supports student success through group and individualized instruction of learning, study and test taking strategies, and adaptive technologies. Students with documented disabilities, or who suspect a disability, can meet with the Learning Strategists to discuss accommodation of the learning barriers that they may be experiencing. Students who have accessed accommodations in the past are encouraged to visit our office at their earliest opportunity to discuss the availability of accommodations in their current courses. Individual appointments can be made by calling 780-791-8934

Skill Centre (CC119) provides a learning space where students can gather to share ideas, collaborate on projects and get new perspectives on learning from our tutorial staff. Students visiting the centre have access to one-to-one or group tutoring, facilitated study groups, and assistance in academic writing. The Skill Centre's Peer Tutor program provides paid employment opportunities for students who have demonstrated academic success and want to share what they have learned. Tutoring is available free to any students registered at Keyano College on a drop in basis, from 9:00 am to 5:00 pm Monday through Friday. Additional evening hours are subject to tutor availability and are posted in the Skill Centre.

Wellness Services (CC260) 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 offer a safe and confidential environment to seek help with personal concerns. The Mindfulness Room in CC260 is available as a quiet space for students to relax during regular office hours. Wellness Service welcomes students to participate in any of the group sessions offered throughout the academic year addressing such topics as Mindfulness and Text Anxiety. Individual appointments can be made by calling 780-791-8934.

Please watch your Keyano email for workshop announcements from our Student Academic Support Services team.