

COURSE OUTLINE		
TERM: Spring 2019	COURSE NO: <i>NABU 318</i>	
INSTRUCTOR:	COURSE TITLE: <i>Project Management</i>	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3.0
OFFICE HOURS:		
COURSE WEBSITE: moodle.capilanou.ca		

Capilano University acknowledges with respect the Lil'wat, Musqueam, Squamish, Sechelt, and Tsleil-Waututh people on whose territories our campuses are located.

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/CO-REQUISITES

None

CALENDAR 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.

COURSE NOTE

This course is equivalent to BADM 318. Duplicate credit will not be granted for this course and BADM 318.

REQUIRED TEXTS AND/OR 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"

It is the responsibility of the student to check the Moodle teaching website regularly.

COURSE STUDENT LEARNING 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."

On successful completion of this course, students will be able to do the following:

Abilities	Learning Outcomes	Levels*
Analysis & Decision Making	Explain the types of project management career paths available and the skill set, education and certifications desired by employers	
	Explain the steps required to effectively manage projects' life cycle with an emphasis on the initiation and planning phases	1-4
	Prioritize projects, determine an effective project portfolio mix and ensure projects fit with organizational strategy	1-5
	Differentiate between project management organizational structures and determine the most appropriate structure for a given business scenario	1-5
	Explain and be able to balance the trade-offs between project management triple constraints; cost, scope and time effectively	1-5
	Define the requirements for a project using a scope statement and Work Breakdown Structure (WBS)	1-5
	Estimate the effort required and budget needed for a project using both macro and micro estimating approaches	1-5
	Create a schedule and network diagram using the Critical Path Methodology (CPM)	1-5

	Develop and manage project schedules using Microsoft Project	1-3
	Schedule resources efficiently by using resource constrained and schedule constrained leveling techniques	1-4
	Crash a project by determining optimal cost vs. duration trade-offs	1-4
	Report on project performance using the Earned Value (EV) approach	1-4
	Manage and report project risk using tools such as the Risk Severity Matrix, Risk Assessment Form and Risk Breakdown Structure (RBS)	1-5
	Explain the importance of procurement and partnering to meet project objectives	1-4
	Close a project and assess the project's effectiveness using a project audit	1-5
Citizenship, Sustainable & Global Perspectives	Explain 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
	Explain the role of an effective project manager within the global environment	2-5
Social Interaction	Develop and maintain effective relationships with the project team and other project stakeholders	3-6
	Engage and network with project management professionals via guest speakers and/or attending industry events	3-6
Communications	Elicit requirements from project stakeholders	1-4
	Prepare a written project plan and an oral presentation to communicate to project stakeholders	1-4
	Create Gantt charts and resource graphs	1-4

Note: See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six "levels" of comprehension.

COURSE CONTENT

Weeks	Topics	Readings	Due
Week 1	Introduction: Course objectives, process and expectations Acquiring resources – effective and targeted networking		
Week 2	Chapter 1: Defining Project Management Today Panel discussions with industry guests		

Week 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
Week 4	Chapter 3: Organizing Projects Case Discussion	Chapter 3	RA: Chapter 3 Case Study 3
Week 5	Chapter 4: Planning Project Teams and Projects confirmed Application Exercise: Case Discussion	Chapter 4	RA: Chapter 4 Case Study 4
Week 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
Week 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
Week 8	Exam	Chapters 1-6, 8 & 10	
Week 9	Application Exercise: Case Discussion An international project manager's day	Case Study Review and Preparation	
Week 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
Week 11	Final Project	Dress: Business Casual	Projects are due at the start of the class
Week 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
Week 13	Course Conclusion and Review		
Week 14-15	Final Exam Period		

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

EVALUATION PROFILE

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

GRADING PROFILE

A+	=	90-100	B+	=	77-79	C+	=	67-69	D	=	50-59
A	=	85-89	B	=	73-76	C	=	63-66	F	=	0-49
A-	=	80-84	B-	=	70-72	C-	=	60-62			

Incomplete Grades

Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late 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.

Missed Exams/Quizzes/Labs etc.

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.

Attendance

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

English Usage

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

Electronic Devices

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.

On-line Communication

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or Moodle; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS**Tools for Success**

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <http://www.capilanou.ca/services/>

Capilano University Security: download the [CapU Mobile Safety App](#)

Policy Statement (S2009-06)

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

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy S2017-05 for more information: <http://www.capilanou.ca/about/governance/policies/Policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,

- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including [B.401 Sexual Violence and Misconduct Policy](#) and [B.401.1 Sexual Violence and Misconduct Procedure](#).

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.

SCHOOL OF BUSINESS OPERATIONAL DETAILS

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.

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. 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.

Copyright Policy

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