



**COURSE OUTLINE – Spring 2014**

<b>INSTRUCTOR:</b>	<b>COURSE NO:PADM 306</b>
<b>COURSE NAME: Project Management Skills for Local Government Professionals</b>	
<b>COURSE LOCATION: Off-Campus</b>	
<b>PROGRAM:Local Government Programs</b> The School of Public Administration local government programs are designed for professionals currently employed by a municipality, regional district, improvement district, First Nations government or supporting agency in British Columbia. The purpose of the program is to provide opportunities for participants to gain increased knowledge of the political and organizational realities of local governments in BC and to identify and support opportunities for change within these systems. It is expected that participants will be more effective managers, leaders and change agents as a result of their involvement in our programs.	
<b>TEL:</b>	<b>SECTION:</b>
<b>E-MAIL:</b>	<b>CREDITS: 03</b>

**COURSE FORMAT:**

A six day course held in-person in two 3-day sessions held 6 to 8 weeks apart, with on-line contact in between via Moodle.

**COURSE PREREQUISITE:**

None

**COURSE LEARNING OUTCOMES:**

Many local government professionals are involved in multiple projects as part of their everyday workload. A project is defined broadly as a temporary endeavor undertaken to create a unique program, service or result. As the complexity continues to grow within local government organizations and in the services they deliver, organizing work as projects is critical to increasing efficiency and achieving goals effectively.

Project management skills are recognized as a necessary core competency within organizations worldwide. Project success has been linked to the level of skill and experience of the project manager assigned to the project. These skills include planning, scheduling/time management, budgeting, communication, conflict resolution and project team leadership. While skill and experience by themselves are extremely valuable, local government professionals also need a strong foundation of knowledge to guide them in managing projects efficiently and effectively in their organizations.

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

1. Understand project management skill set and certifications and how the project management discipline applies in different private sector industries and differences in the local government sector.
2. Describe the phases of a project and the steps required to effectively manage projects' life cycle, with an emphasis on the initiation and planning phases.
3. Prioritize projects and ensure projects fit with organization's plans and strategies.
4. Differentiate between project management organizational structures and determine the most appropriate structure for a given local government scenario.
5. Explain how to effectively balance the trade-offs between project management constraints of cost, scope and time.
6. Define the requirements for a project using a scope statement and Work Breakdown Structure (WBS). Critically assess other requirements in the local government structure (e.g. approvals and reporting).
7. Estimate the effort required and budget needed for project using common estimating approaches in local government.
8. Create Gantt charts and resource graphs.
9. Develop schedules using Microsoft Project.
10. Analyze resource needs and sources and assess stakeholder involvement requirements for a local government project.
11. Report on project performance using approaches that are appropriate in the local government context.
12. Assess project risk and report project risk using tools such as the Risk Severity Matrix, and understand risks applicable in the local government context (e.g. liability, *Freedom of Information and Protection of Privacy Act*).
13. Define terms and explain procedures for project procurement and tendering in the local government sector.
14. Close a project and assess the project's effectiveness using a project audit and other approaches relevant in the local government context.
15. Develop approaches to creating and maintaining effective relationships with the project team and other project stakeholders.

Through these outcomes and course assignments, students will demonstrate competence in critical and strategic thinking; research and analysis; team building; project scoping, planning and delivery; oral presentation skills and report preparation.

#### **REQUIRED TEXTS AND OTHER RESOURCES:**

Project Management Institute. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fifth Edition*. Project Management Institute, 2013.

The required text will be distributed on the first day of class. Additional readings will be provided by the course instructor in class and electronically.

Moodle - Course material, announcements and communications in between in-class sessions will be on course site. Link: <http://moodle.capilanou.ca> For help click on "student help".

**EVALUATION PROFILE:**

	<b>Assessment / Assignment</b>	<b>% of Final Grade</b>	<b>Individual/ Group</b>
1	<u>Paper #1</u> Project Scope Statement on an individual student project. Students will be required to demonstrate key project initiation and project planning techniques and concepts.	15%	I
2	<u>Paper #2</u> Project delivery methodology and schedule and individual student project. Students will be required to demonstrate knowledge of project planning and execution techniques and concepts.	30%	I
3	Group Project and oral presentation Group Project based on a team member's complex project example from their organization. Final presentation is a mock presentation to Council/Senior Executive team to 'sell' the project and obtain necessary resources to complete the project successfully.	30%	G
5	Quizzes	15%	I
4	In-class participation Contribute to group discussions and participate in small group and class exercises.	10%	G
	<b>Total</b>	100%	

**GRADING PROFILE:**

<b>A+</b>	<b>90-100%</b>	<b>B+</b>	<b>77-79</b>	<b>C+</b>	<b>67-69</b>	<b>D</b>	<b>50-59</b>
<b>A</b>	<b>85-89</b>	<b>B</b>	<b>73-76</b>	<b>C</b>	<b>63-66</b>	<b>F</b>	<b>Below 50%</b>
<b>A-</b>	<b>80-84</b>	<b>B-</b>	<b>70-72</b>	<b>C-</b>	<b>60-62</b>		

**COURSE CONTENT/SCHEDULE:**

Topics listed below cover the major areas of study. This list does not necessarily include all subject matter to be presented by the instructor or guest speakers throughout the term. Please refer to individual weekend agendas for details on final topics and speakers.

**DAY 1      MODULE 1: Introduction to Project Management**

- Project Management Institute and Project Management Body of Knowledge (PMBOK) Guide.
- Organizational strategic planning and the role of projects.
- Project management tools and concepts.
- Key project management principles and terms.
- Five phases of a project: initiation, planning, execution, monitoring and reporting, and closing.

**DAY 1      MODULE 2: Project Initiation**

- Project Scope Statement as a key tool within this phase.
- Project size and complexity.

- Clarify business opportunity/problem, assumptions/constraints (scope, budget, schedule).
- Confirm alignment of the project with organizational strategy.
- Procurement of contractors and other organizational policies required for the project.
- The key roles and responsibilities of the project manager and project sponsor during this phase.

**DAY 2-3      MODULE 3: Project Planning**

- Detailed project plan and schedule as the key tools of this phase.
- Stakeholder identification, analysis and engagement.
- Project risk and complexity factored into project plans.
- Formation of the project team.
- Role and responsibilities of project manager, sponsor, and team during this phase.
- Gantt Charts.

**DAY 4      MODULE 4: Project Execution**

- Project execution essentials.
- Project management meetings and ongoing project team engagement.
- Risk and issue management.
- Role and responsibility of project manager, sponsor, and team during this phase.

**DAY 5-6      MODULE 5: Project Monitoring and Reporting**

- Project weekly and monthly reports.
- Software tools for project reporting.
- The role of project steering or governance committees.
- Issues and risk escalation processes.
- Key Performance Indicators for the project.
- Role and responsibility of project manager, sponsor, and team during this phase.

**DAY 6      MODULE 6: Project Close**

- Project Close Report.
- Lessons Learned workshops.
- Project team celebrations and project management career paths.

**UNIVERSITY POLICIES**

Capilano University has policies on Academic Appeals (including appeal of final grades), 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 Public Administration has the following policies governing the management of our classes and curriculum.

**PROGRAM POLICIES – SCHOOL OF PUBLIC ADMINISTRATION**

**Attendance:** Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials. Absences are only acceptable in emergency or extreme circumstances and only with the prior approval of the instructor.

**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 Library, the Writing Centre and is published on the Capilano University website.

**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 Capilano 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 Faculty of Global and Community Studies. 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 on the Capilano University website.

**Missed Exams and Quizzes:** Where applicable, missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor.

**English Usage:** All assignments are marked for correct English usage, proofreading and formatting. No assignment requiring extensive correction of grammar or spelling will be accepted.

**COURSE LEVEL POLICIES**

In addition to the Capilano University policies and the School of Public Administration policies, the following policies govern the management of our classes and curriculum.

**Assignments:** Homework assignments are due at the *end 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.