



TOMS 5303 A
Managing Projects
Fall 2017

Instructor:	Abdel Hamou-Lhadj, PEng, MSc, MBA OCEB, CMQ/OE, CGEIT, CGRCM, CGOVP
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Office Hours:	By appointment
Class Location:	Building: Dunton Tower; Room: 328
Class Hours:	Meeting Date: November 06, 2017 to December 08, 2017 Days: Thursday ; Time: 11:35am - 14:25pm

Course Deliverables	Type	Weight	Due Date
Contribution to Learning	Individual	10%	Ongoing
Project Implementation (Report and Presentation)	Group	25%	Dec. 07
Article Analysis (Report)	Group	25%	Dec. 14
Final Exam	Individual	40%	Dec. 21

A. COURSE DESCRIPTION

Organizations of any kind around the world, whether private or public, large or small, for profit or not for profit – achieve their strategic and operational goals by carrying out projects. Successful project managers possess the skills necessary to manage their teams, schedules, risks, and resources to produce a desired outcome. This course introduces some of the foundations and core principles of managing projects and supporting approaches. The emphasis of the course is on the application of project management knowledge, tools, and techniques to the planning, organization, and delivery of projects.

The format of the course consists of a mixture of lectures, class discussions, and presentations to peers. Topics explored include leadership dimensions, project initiation, project definition, organization structure, risk assessment, planning and scheduling, control and reporting systems, and performance measurement and monitoring. The material is organized to enable both technical and non-technical participants to appreciate the value offered by a variety of management practices and planning tools as means for administering, directing, and coordinating international development projects.

B. COURSE OBJECTIVES

Upon completion of this course, students should be able to:

- Develop an understanding of the roles a project manager must balance in order to effectively deliver project results, offer vision and direction to a team, manage the expectations of multiple stakeholders, and motivate participants.
- Develop in-depth knowledge in (1) managing the overall schedule to ensure that a project is completed on time and within budget; (2) identifying, tracking, managing and resolving project issues; (3) proactively communicating project information to all stakeholders; and (4) identifying, responding to and managing project risks.
- Evaluate project performance based on a balanced set of key performance indicators.
- Execute an effective project closure.

C. Course calendar entry from 2017/2018 Graduate Calendar

Foundations and core principles of managing projects with an emphasis on supporting techniques, practices, and methods as means for structuring, analyzing, scoping, planning, executing, monitoring, controlling, and reporting.

D. COURSE PREREQUISITE

Enrolment in the Sprott MBA concentration.

E. COURSE MATERIALS

1. Recommended Textbooks

There is no compulsory textbook for this course. For students looking for supplemental readings to get an in-depth understanding of some of the project management concepts, one of the following books is suggested:

- Project Management Institute (2017): **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)**, 6th Ed, PMI, 756 pages, ISBN: 1628251840.
- Larson, E.W. and Gray C.F. (2017): **Project management: the managerial process**, 7th Ed, McGraw-Hill, 688 pages, ISBN: 1259666093.
- Kerzner, H. (2017): **Project management – A system approach to planning, scheduling, and controlling**, 12th Ed, John Wiley & Sons, 848 pages, ISBN: 1119165350.
- Meredith, J.R., Mantel S.J. Jr., and Shafer S.M. (2015): **Project Management – A managerial approach**, 9th Ed, John Wiley & Sons, 589 pages, ISBN: 1118945832.
- Brown, K.A. and Hyer, N.L., (2010): **Managing projects – A team-based approach**, McGraw-Hill, 415 pages, ISBN: 0072959665.

- Cleland D.I. and Ireland L.R. (2010): **Project manager's portable handbook**, 3rd Ed, McGraw-Hill Irwin, 464 pages, ISBN: 0071741054.

2. Class Notes and Readings

Instructor's lecture notes, as well as any additional materials, will be available for download on CuLearn. All reading articles are available for download through the CU library catalogue: <http://catalogue.library.carleton.ca>

3. Software

Microsoft Project software will be used as a learning aid for planning, scheduling, and tracking project activities. A copy of the software is free for download through CU MSDN academic alliance: https://secure.scs.carleton.ca:4430/msdnaa/index.php?campus=crlu_ssbu&action=signin

F. COURSE EVALUATION

The course evaluation will be based on the following four main activities:

#	Component	Type	Percentage
1	Contribution to Learning	Individual	10%
2	Project Implementation Report and Presentation	Group	25%
3	Article Analysis report	Group	25%
4	Final Exam	Individual	40%

Drop Course Policy:

The deadline for academic withdrawal is the last day of classes (each term).

1. Contribution to Learning (10%)

Each student is expected to positively contribute to the overall learning experience during the classes. Relevant and practical examples or questions are more than welcome.

2. Project Implementation Report and Presentation (20% and 5%)

Students, in groups, will identify a business opportunity for which they will develop a project charter and a project management plan. Each group will hand-in a comprehensive implementation report in which they will address the following themes:

- Executive summary
- Organizational context
- Project charter
- Project management plan (time and cost)

For this assignment, each group will be required to use Microsoft Project software and hand in a report of quality suitable for a consulting practice. The details about instructor's expectations for each of the themes will be discussed in class. The report should be concise and not exceeding 10 typed pages (excluding appendices, 1.5 line spacing, 12 points - Times New Roman font). The Microsoft Project plan must be submitted (in the appendix) with the report.

In addition to the report, each group will share with the rest of the class the details of their project work in a presentation. The presentation will be between 20 to 30 minutes, followed by up to 10 minutes of Q&A and class discussion. For that purpose, the presenting group will be required to prepare and submit (before the start of the class) a set of Microsoft Powerpoint slides.

3. Article Analysis Report (25%)

There are 4 selected articles proposed by the instructor in this course and referenced in a list that is posted on CuLearn. Students (in groups) will be required to hand in a managerial report for one (and only one) of these

articles. The selection of articles will be on the first-come, first-served basis.

The report will provide a comprehensive analysis (from the project management standpoint) of the project described in the article and relate project outcomes to the overall organization's effectiveness and efficiency, addressing the following themes:

- Executive summary
- Organizational context
- Project concept
- Project results and outcomes
- Lessons learned

For this assignment, each group will be required to hand in a report of quality suitable for a consulting practice. The details about instructor's expectations for each of the themes will be discussed in class. The report should be concise and not exceeding 10 typed pages (excluding appendices, 1.5 line spacing, 12 points - Times New Roman font).

Although discussions between participants are encouraged, no collaboration is allowed between groups.

Note:

All reports are handed in on the due date, at the beginning of each class, in both electronic and paper formats. An initial twenty (20) percentage points penalty applies to a late assignment and an additional ten (10) percentage points per day, thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 60% if submitted after the deadline on the due date, 50% if submitted the following day, and so on up to 0%.

Students are advised that reports will not be returned to them after being marked. However, they will be available for consultation at the instructor's office. Be sure to keep a copy for yourself. The time limit for a revision request is one week after the marks are communicated.

4. Final Exam (40%)

The final exam will be scheduled during the exam week. It will be a comprehensive closed-book exam, and will consist of a combination of multiple-choice questions and open questions. Students are advised that exam papers will not be returned to them after being marked. They will be available for consultation only at the instructor's office.

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and/or appropriate documents to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

G. COURSE SCHEDULE

#	Date	Topics	Readings	Deliverables
1	Nov. 09	<ul style="list-style-type: none"> ▪ Introduction to the course ▪ Managing projects: what and why? ▪ Project initiation: setting the stage for action 	<ul style="list-style-type: none"> ▪ Course plan ▪ Reading #1 	
2	Nov. 16	<ul style="list-style-type: none"> ▪ Project definition: creating and using the Work Breakdown Structure 	<ul style="list-style-type: none"> ▪ Reading #2 	
3	Nov. 23	<ul style="list-style-type: none"> ▪ Project planning: organizing and sequencing project activities 	<ul style="list-style-type: none"> ▪ Reading #3 	
4	Nov. 30	<ul style="list-style-type: none"> ▪ Project execution: managing execution of project activities 	<ul style="list-style-type: none"> ▪ Reading #4 	
5	Dec. 07	<ul style="list-style-type: none"> ▪ Project monitoring and control: defining and measuring performance 	<ul style="list-style-type: none"> ▪ Reading #5 	<ul style="list-style-type: none"> ▪ Article analysis report

6	Dec. 14	<ul style="list-style-type: none"> ▪ Project closing: ensuring project activities are closed 	<ul style="list-style-type: none"> ▪ Reading #6 ▪ Reading #7 	<ul style="list-style-type: none"> ▪ Project implementation report ▪ Project implementation presentation
7	Dec. 21	<ul style="list-style-type: none"> ▪ Final exam 		

H. Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of their authors. They are intended for personal use and may not be reproduced or redistributed without prior written consent of the authors.

I. Policy on Mobile Devices

The use of mobile devices is not permitted in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

J. Group Work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills to executing on complex tasks. Therefore, your instructor may assign one or more group tasks/assignments/projects in this course.

Note: Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

K. Person with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision.

If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

L. Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to the instructor for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor. The instructor will make accommodations in a way that avoids academic disadvantage to the student.

Students who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

M. Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

N. Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at:

<https://carleton.ca/registrar/academic-integrity/>.

O. CHANGES TO THE SYLLABUS

Every effort has been made to make the course outline as complete as possible, but there may be occasions when changes are required. The instructor will announce any deviations from the course outline in class and the change will be posted on the course web page.

P. MBA ACADEMIC YEAR

Important dates and deadlines can be found at: <http://sprott.carleton.ca/students/mba/dates-deadlines/>