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

Instructor

Instructor Name: Pratik Tripathi
Phone number: 780-715-3913
Instructor email: pratik.tripathi@keyano.ca

Hours of Instruction
Tuesday   10:30 a.m. – 11:50 a.m.
Thursday   10:30 a.m. – 11:50 a.m.

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 (Presentation)	10%
In-class Exercises	20%
Midterm Examination 1	20%
Midterm Examination 2	20%
Final Examination (comprehensive)	30%
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.

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
	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

Week	Reading	Topic
1	Course outline	Course outline review
1	Chapter 1	Project Management Concepts and Framework
2	**In-class Exercise 1**	
2	Chapter 2	Identifying and Selecting Projects
3	Chapter 3	Developing Project Proposals
3	**In-class Exercise 2**	
4	Chapter 4	Defining Project Scope, Quality, Responsibility, and
4	Chapter 5	Developing the Schedule
5	**In-class Exercise 3**	
5	**Midterm 1 (Chapters 1 – 5)**	
6	Midterm Review	
6	Chapter 6	Resource Utilization
7	Chapter 7	Determining Costs, Budge, and Earned Value
7	Chapter 8	Managing Risk

8	**In-class Exercise 4**	
8	Chapter 9	Closing the Project
9	Chapter 10	The Project Manager
9	Chapter 11	The Project Team
10	**Midterm 2 (Chapters 6 – 11)**	
10	Midterm Review	
11	Chapter 12	Project Communication and Documentation
11	**In-class Exercise 5**	
12	Chapter 13	Project Management Organizational Structures
13	**In-class Exercise 6** ***Presentation Due**	
13	Group presentations	
14	Group presentations	
15	Exam week	

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

Performance Requirements and Student Services

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. The Keyano College credit calendar also has information about Student Rights and Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and 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 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; and
- 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 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 Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, <u>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.</u> Your course work may not be graded until you show this signed certificate.

Specialized Supports

The Student Services Department is committed to Keyano students and their academic success. There are a variety of student supports available at Keyano. Due to the continuing situation with the Covid-19 pandemic, the offered support services will be implemented through a model to respond to the restrictions in force at the time. In-person and virtual services will be offered. All Alberta Health Services guidelines will be followed for in-person appointments—wear a mask, maintain two meters of physical distance, use hand sanitizer, and stay home if you are unwell.

All student services are available during Keyano business hours: Monday to Friday, 8h30-16h30. The College is closed for statutory holidays. If you require support

outside of regular business hours, please inform the support service team, and we will do our best to accommodate your needs.

Accessibility Services: provides accommodations for students with disabilities. Students with documented disabilities, or who suspect a disability, can meet with a Learning Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact us to request them for the semester. Please note that requesting accommodations is a process and requires time to arrange. Contact us as soon as you know you may require accommodations. For accessibility supports and to book an appointment, please contact accessibility.services@keyano.ca.

Accessibility Services also provides individual and group learning strategy instruction for all students, as well as technology training and supports to enhance learning. Meet with a Learning Strategist to learn studying and test-taking strategies for online classes. Schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing accessibility.services@keyano.ca

Wellness Services: 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. Students may access services virtually and in-person.

Wellness Services welcomes students to participate in any of the group sessions offered throughout the academic year addressing topics including mindfulness and test anxiety.

Individual appointments can be made by emailing wellness.services@keyano.ca.

Library Services: provides students with research and information supports as they engage in their studies. Library staff are available to support you both online and in-person throughout the semester. For a detailed list of library supports and services, go to www.keyano.ca/library. For all inquiries, please email askthelibrary@keyano.ca or chat with us online.

Begin your research with the Library's FIND page. Search for information and sources for your assignments using the OneSearch, the Library's Catalogue, or by searching in a specific database selected from the A-Z Database List.

Individual support with us is available. For support with citations, research and other information needs, appointments can be booked using the online Book A Librarian Calendar. For support with Moodle, educational tools for assignments, Microsoft Office, Zoom, Teams and more, book an appointment using the online Educational Technology Support Calendar.

Research and subject guides are helpful resources when beginning your research, assignment, using new educational technology, or addressing other information needs. To view a subject or course-specific guide, check out the complete listing of online Subject Guides.

To access additional research resources, including Citation Guides (APA, MLA, Chicago, or IEEE), go to the Research Help Library page.

The Loanable Technology collection is available to support students in their learning pursuits, whether online, in person or both. Items available for borrowing include mobile projectors, webcams, noise-cancelling headphones, Chromebooks, and laptops. For an up-to-date list of technology available for borrowing as well as support available, go to the Library's Loanable Technology webpage.

Academic Success Centre: The Academic Success Centre is a learning space in the Clearwater Campus (CC-119) at Keyano College. Students can gather to share ideas, collaborate on projects, get new perspectives on learning from our Academic Content Specialists, or use the Centre's educational resources. The Academic Success Centre provides academic support services to students registered in credit programs at Keyano College in the form of individual tutoring, writing support groups, facilitated study groups, workshops, and study space. Services are **free** to Keyano students.

Academic Content Specialists are available in the areas of Math, Science, Human Services, and English/Humanities. This covers all courses offered at Keyano. The Academic Success Coach can also be found in the Academic Success Centre.

For the most up to date information on how to book a session, please view the Keyano Academic Success Centre homepage.

> **Academic Integrity:** The goal of the Academic Success Centre is to foster a student's ability to learn effectively and independently. Students registered at Keyano College are welcome to drop by the

Centre to visit with any of our Academic Content Specialists to discuss their academic concerns.

Availability: Monday to Friday: 8:30 a.m. – 4:30 p.m. Flexible times may be available upon request. Virtual and in-person sessions, please email to get in contact with our Academic Content Specialists. For the most up to date information on how to book a session, please view the [Academic Success Centre homepage](#).

Academic Success Coach: offers you support and access to resources for your academic success to help you to find the Keys to your Success. The Academic Success Coach will work with you to develop an academic success plan, develop your study and time management skills, and connect you with the right resources here at Keyano. Academic.success@keyano.ca is the best way to access resources during blended service delivery. The Academic Success Coach is located in the Skill Centre in CC-119 at the Clearwater Campus.

E-Learning

Technology and internet will impact your online learning experience. It's important that you can watch an online video and other course materials, take online quizzes and participate in a live class with your instructor and other students. Live/virtual classes will be hosted in Microsoft Teams or Zoom.

For all course delivery types, you will access your course resources on Keyano's learning management system, **Moodle (iLearn).** Login in using your Keyano username and password.

Keyano College operates in a Windows based environment, and having the correct tools for online learning is important. Here's a list of recommended system requirements.

Internet Speed

Minimum Internet speeds of 10 Mbps.

Recommended Internet speeds of 25 Mbps (especially if you are sharing your internet at home).

Check your internet speed with Fast.com.

System requirements:

Microsoft Windows	Apple
Minimum Requirements: A Windows 10 **computer/laptop** · Minimum 4GB of RAM. · 10GB+ available hard drive storage. · Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees. · Microphone, webcam and speakers. A headset with a microphone is recommended. · System updates must be regularly installed. · Anti-Virus / Anti-Malware software	**Minimum Requirements:** A Macintosh (V10.14 and above) **computer/laptop** · Minimum 4GB of RAM. · 10GB+ available hard drive storage. · Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees. · Microphone, webcam and speakers. A headset with a microphone is recommended. · System updates must be regularly installed. · Anti-Virus / Anti-Malware software.
Recommended Requirements · 8GB of RAM · A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is	**Recommended Requirements** · 8GB of RAM · A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you
Chromebooks are **not** recommended as they are not compatible with testing lockdown browsers. A Microsoft Surface or iPad or iPad Pro may be possible alternatives in some program areas.	

Specific Department Requirements:
Business and OA programs require Windows 10.
Other programs may utilize Windows based tools as well.

Computer Software

Students will be able to get access to Microsoft Office 365 for free using Keyano credentials by clicking here.

Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or by Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not share, distribute, or publish any of the lectures or course materials, this includes any recordings, slides, instructor notes, etc. on any platform. Thus no student is allowed to share, distribute, publish or sell course related content (instructor, or students) without permission. It is important to recognize that the Canadian Copyright Act contains provisions for intellectual property. The Academic Integrity Policy provides additional information on Keyano College's expectations from students as members of the intellectual community.

ITS Helpdesk

If you are having issues with your student account, you can contact the ITS Helpdesk by emailing its.helpdesk@keyano.ca or calling 780-791-4965.