Course ID:	Course Title:	Winter 2018
BUS 470	Project Management	Prerequisite:
		Credits: 3

Class Information		Instructor Information		Important Dates	
Days:	Mondays	Instructor:	Mrs. Uche Dennis, MBA, MSc.	First day of classes	Mon Jan, 13
Time:	6:30pm to 9:30pm	Email:	uche.dennis@ambrose.edu	Family Day (no classes)	Mon Feb, 17
Room:	RELL 124	Phone:	NA	Last day to request revised time for a final exam	Mon Mar, 9
Lab/ Tutorial:	N/A	Office:	Sessional	Last day to withdraw from courses without academic penalty	Fri Mar, 20
		Office Hours:	NA	Last day to apply for extension for course work	Mon Mar, 30
Final Exam:	April 16th - 9am Room A2212			Last day of classes	Mon Apr, 06
				Easter Monday (no classes or exams)	Mon Apr, 13
				Final Exams (incl. Sat)	Tues-Sat, Apr 14-18

Course Description

Introduction to project management is intended to expose students to the theories, methods, tools and techniques of project management. Project management requires practice in order to build confidence. As such, this course will make use of cases and a final project to enable students to apply their learnings.

Expected Learning Outcomes

1. Go through in detail project management from project initiation, planning, execution, monitoring and controlling and closure.
2. Students will also have the opportunity to deliver a team project that will be concluded with a team presentation to a mock-up customer(s).

Textbooks

Project Management – A Managerial Approach, 10th Edition, Jack R. Meredith, Samuel J. Mantel Jr., and Scott M. Shafer, Wiley 2017, ISBN: 978-1-119-36911-0

E-text - instructions on how to access has been posted on Moodle

The student companion site: http://bcs.wiley.com/he-bcs/Books?action=index&itemId=1119369118&bcsId=11047

Course Schedule, Deliverables, Timelines and Grade Weights

ID	Date	Topic	Deliverable	Due	Preparation and Details	Grade %
1	Mon-Jan-13	Projects in Contemporary Organizations	Mini Cases - Team discussion	In-class	1. Read Chapter 1 2. Read Mini Case for in-class team discussion. Please read based on the first letter of your last name as follows: 2.1) A Unique Method for Traveler-Tracking at Copenhagen Airport - Last Names A-E 2.2) The Smart-Grid Revolution Starts in Boulder, Colorado - Last Names F-M 2.3) The Olympic Torch Relay Project - Last Names N-Z	5%
2	Mon-Jan-20	Strategic Management & Project Selection			Read Chapter 2	0%
3	Mon-Jan-27	The Project Manager	In - Class Quiz on CH 1 & CH 2	In-class	Read Chapter 3	5%
4	Mon-Feb-03	Managing Conflict and the Art of Negotiation	Mini Cases - Team discussion	In-class	1. Read Chapter 4 2. Read Mini Case for in-class team discussion. Please read based on the first letter of your last name as follows: 2.1) Quickly Building a Kindergarten through Negotiation - Last Names A-E 2.2) Stakeholder Involvement at Nemours Children's Hospital - Last Names F-M 2.3) Negotiation in Action—The Quad Sensor Project Mantel, Cons. Project - Last Names N-Z	5%

5	Mon-Feb-10	The Project in the Organizational Structure	In - Class Quiz on CH 3, CH 4 & CH 5	In-class	Read Chapter 5	5%
6	**Mon-Feb-17**	**No class**				
7	Mon-Feb-24	Activity Planning: Traditional and Agile	Develop a RACI Matrix	Mon-Mar-02	1. Read Chapter 6 2. Individual activity, develop a RACI matrix for the mini Case: Agile Project to Create Website Following Earthquake See: Sample RACI – Fig 6.9, pg. 207	5%
8	Mon-Mar-02	Budgeting and Risk Management	1.) Develop a Risk Matrix **OR** 2.) Estimate a Budget	Mon-Mar-09	1. Read Chapter 7 2.1 Individual activity, develop a Risk matrix for the mini case: Risk Analysis vs. Budget/Schedule Requirements in Australia **OR** 2.2 Individual activity, develop a Budget for the Incidents for Discussion: Preferred Sensor Company *Note:* Sample Templates will be provided during the class.	10%
9	Mon-Mar-09	Scheduling	Develop a WBS Chart	Mon-Mar-16	1. Read Chapter 8 2. Individual activity, develop a WBS Chart for mini case: Hosting the Annual Project Management Institute Symposium *Note:* A sample template will be provided during the class.	5%
10	Mon-Mar-16	Resource Allocation	Work on Team Presentation		Read Chapter 9	0%
11	Mon-Mar-23	Monitoring and Information System and Project Control	Work on Team Presentation		Read: 1.) Chapter 10 (Pg. 390-393 & 411) & 2.) Chapter 11 (Pg. 426, 442 & 447)	0%
12	Mon-Mar-30	Project Auditing and Project Closure and Benefits Realization	Work on Team Presentation		Read: 1.) Chapter 12 (Pg. 468) & 2.) Chapter 13	0%

13	Mon-Apr-06	Submission of team report and presentation slides, due latest on Friday, Apr 03, 2020 (11:59 pm)	**Class Presentations (Team project presentations)**	25%
14	**Mon-Apr-13**	**No class**		
15	Tue-Apr-14		**Final Exam**	25%
	-		**Class Attendance (1% per class for a maximum of 10%)**	10%
			Total	**100%**

Assignment Requirements and Grading Rubric

Assignment Notes:

- There are 3 Individual assignments for this course, with a percentage weight total of **20%**. The assignments include:
  - RACI matrix for the mini Case: Agile Project to Create Website Following Earthquake **(5%)**
  - Risk matrix for the mini case: Risk Analysis vs. Budget/Schedule Requirements in Australia **(10%)**
    OR
  - Budget for the Incidents for Discussion: Preferred Sensor Company **(10%)**
  - WBS Chart for the mini case: Hosting the Annual Project Management Institute Symposium **(5%)**
- The project concepts, tools & templates will be taught in class. It is advised to commence the assignment only after the concept has been taught.
- All assignment reports should be a maximum of 2 pages, double-spaced, typed using Times Roman and a 12 pitch font, and page margins 2.54cm). References must be provided as Endnotes. Appendices, Exhibits and References, do not count towards the page maximum.
- All assignments also require a cover page, with your name, last name and the assignment name.

Grading:

The following grading will be applied to all the assignments.

Element	100% (Excellent)	75% (Good)	50% (Minimal Pass)
Understanding of the course concept evidenced through a clear and concise explanation of the tool/template; what it is, what it is used for, why it is a useful tool for the Project manager. This should be a short summary / intro, no more than 100 words	Clear and succinct	adequately defined	ambiguous and unclear
Understanding of course concept evidenced through the correct application of the template. (i.e. not forcing a square peg into a round hole.)	advanced	adequate	minimal
Understanding of the case evidenced through sound reasoning as to how the criteria (tool) were met or were not met.	advanced	adequate	minimal
Appendices / References/ Exhibits *outside sources, the course text etc. are permitted, however _only the templates provided_ should be used. *no page limit requirement.	Included	Included	Missing

Presentation Topics:

1. Repsol Sport Centre Roof Replacement - https://www.calgary.ca/CS/CPB/Pages/Projects-and-initiatives/Repsol%20Sport-Centre-Roof-Replacement.aspx

2. Targeted grazing: using goats for weed control - https://www.calgary.ca/CSPS/Parks/Pages/Planning-and-Operations/Pest-Management/Weed-control-using-goats.aspx

3. Downtown Cycle Tracks - https://www.calgary.ca/Transportation/TP/Pages/Cycling/Cycling-Route-Improvements/Downtown-cycle-track-pilot-project.aspx

   - Your team needs to determine all the elements to determine if this project was successful. This should include but not be limited to; the goal, cost, schedule, stakeholders, risks, regulatory (applicable by-laws and such), and current state (if the final output is still being used today).
   - The final deliverable is a presentation to a panel.
   - Your teams for this project will be assigned on the first class on Jan 13 2020.

Presentation & Report Requirements:
Presentation:
- Duration - 13-15 mins maximum. Teams will be stopped at the 15mins mark
- Slides - Approximately 10-15 slides.

Report:
- Your team needs to prepare a written report. Maximum of 5 pages, double-spaced, typed, using Times Roman and a 12-point font, and page margins 2.54cm). References must be provided as Endnotes. Appendices, Exhibits and References, do not count towards the page maximum.
- Penalty for late submission and over limit pages will be 5% per day / per extra page.

Submission - team presentation slides and the written report also need to be submitted to **moodle**, latest on Friday, Apr 03, 2020 (11:59 pm), as the report as well as the delivery of the presentation slides will be graded.
Other notes – Kindly include the full names of all team members on the cover page of your presentation and final report.

Presentation and Report should contain the following Information & page/ slide requirements:

ID	Topic	Report	Presentation
1.	Problem definition	¼	1
2.	Project Objective	¼	1
3.	Scope definition	½	1
4.	Stakeholders	½	1
5.	Sponsor & Project Team	¼	1
6.	Plans for (communication, change, resource management) - optional	½	1

7.	Project Schedule	½	1
8.	Cost	¼	1
9.	Risk Matrix	½	1
10.	Success criteria, benefits realization and	½	1
11.	project performance	1	1
12.	Acknowledgement (team members specific roles in the project *(**Does not count towards the maximum slide count)*	No limit	No limit
13.	Appendices, References, Exhibits *(**Does not count towards the maximum slide count)*	No limit	No limit
	Total	**5 pages**	**12 slides**
	Note: The page requirement is a recommendation only. There is no penalty if the report does not adhere to this recommendation, but complies with the overall *page maximum*.		

Grading:

Report document - 15% (awarded equally to the team)

- This is a team effort and as such the entire team will receive an equal weight for the report
- The report elements above will be assessed as per the rubric below.

Element	100% (Excellent)	75% (Good)	50% (Minimal Pass)
1. Problem definition	Clear and succinct	adequately defined	ambiguous and unclear
2. Project Objective	Clear and succinct	adequately defined	ambiguous and unclear
3. Scope definition	Clear and succinct	adequately defined	ambiguous and unclear
4. Stakeholders	Clear and succinct	adequately defined	ambiguous and unclear
5. Sponsor & Project Team	Clear and succinct	adequately defined	ambiguous and unclear
6. Plans for (communication, change, resource management) - optional	Clear and succinct	adequately defined	ambiguous and unclear
7. Project Schedule	Clear and succinct	adequately defined	ambiguous and unclear
8. Cost	Clear and succinct	adequately defined	ambiguous and unclear
9. Risk Matrix	Clear and succinct	adequately defined	ambiguous and unclear

10. Success criteria, benefits realization and project performance	Clear and succinct	adequately defined	ambiguous and unclear
11. Acknowledgement (team members specific roles in the project)	Included	Included	Missing
12. Appendices / References	Included	Included	Missing
Notes	- Significant Evidence that research was done '- Alternate sources consulted and adequately referenced '- Application of course concepts evident	- Some Evidence that research was done '- Some alternate sources consulted and adequately referenced '- Application of course concepts evident	- Minimal Evidence that research was done '- Little or no alternate sources consulted and referenced '- Minimal application of course concepts

In-person presentation - 10% (awarded equally to the team)

- This should be a team effort and as such the entire team will receive an equal weight for the presentation.
  - All team members **must** contribute directly or indirectly to the presentation. e.g. a team member may have put the slides together, but some one else does the presenting in person.
  - Each contributor **must** be noted at the end of the presentation, under 'acknowledgements'.
- Ps: in the event a team member(s) fail to contribute in a manner that seems adequate to the team, this should be raised as soon a possible and latest before the due date, so that it can be addressed accordingly.

Grade Summary:

The available letters for course grades are as follows:

% Grade	Letter Grade	
95% to 100%	A+	
90% to 94%	A	Excellent
85% to 89%	A-	
80% to 84%	B+	
76% to 79%	B	Good
72% to 75%	B-	
68% to 71%	C+	
64% to 67%	C	Satisfactory
60% to 63%	C-	
55% to 59%	D+	
50% to 54%	D	Minimal Pass
0% to 49%	F	Failure

Because of the nature of the Alpha 4.00 system, there can be no uniform University-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Ambrose University Academic Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline;** please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period.   A grade of "W" will appear on their transcript.

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Exam Scheduling

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4)

extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones.   Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devises in class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean.   If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a course Extension from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of $50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.