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Project Management
PJMG6250

Course Outline – Online

Description:

Project Management is a profession that is growing rapidly. There are elements of project management in everything that we do. Many people think that project management is just managing. This is not true. Project Management is both science and art and follows a systematic process. The increasing acceptance of project management indicates that applying appropriate knowledge, processes, skills, tools, and techniques can significantly impact project success.

Nowadays, most companies are hiring professionals with Project Management Professional designations like PMP®, CAPM®, etc., or project management certificates. A Project Management Professional with the right communication tools and techniques can reduce the risk of project failure because he/she will implement project management processes and principles to ensure that the project meets stakeholders' criteria, expectations, and requirements, comes in under budget, and within the specified time schedule.

This course will teach you how to directly apply project management principles to successfully manage and complete projects. This course is consistent with the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition and Agile Practice Guide developed by the Project Management Institute and covers all ten knowledge areas and Agile that are included in the PMP® and CAPM® certification exams. This course is presented using a hands-on case study approach, which blends theory with practical application and understanding. Until you take this course, you will not know what you do not know about project management. This course will make you a versatile project manager.

If you are serious about the knowledge of project management and its career potential, then this course is the right place to start. With this course, your career opportunities in the Project Management community know no bounds.

Course Goals:

The primary goal of this course is to provide students with a foundation and knowledge base of project management skills that they can build upon to provide effective project management in a team-based project environment.

Other goals include:
- Provide practical project management experience by completing a customized Total Project Management (TPM) Project using Project Management and Agile Best Practices.
- Produce an enriched collaborative learning environment through open discussions of case studies that allow students to deduce from classmates' broad and diverse experiences.
- Expose the students to current and prevalent project management practices and templates.
- Develop effective project management skills by using brain-teasing exercises.
- Advance the students in their pursuit of PMP® or CAPM® designation preparation by:
  - o Putting them in contact with course materials based on the processes defined in the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition's text and Agile Practice Guide, which also simulates the typical project management environment in the workplace.
  - o Reviewing plenty of practice questions pertaining to PMP® and CAPM® exam format.
  - o PMP® or CAPM® style online exams.

Course Objectives:

At the completion of this course, the students will be able to:
- Apply the principles of Project Management to everyday life, from clinical research to social housing, from business transformation to construction, and from oil exploration to product development.
- Perform more effectively in a project environment.

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- Demonstrate their expertise in the five process groups and ten knowledge areas.
- Analyze information in a continuously changing managerial environment.
- Appraise and manage a project team in a way that project-desired outcomes are produced.
- Write and pass the Project Management Professional (PMP) ® or Certified Associate in Project Management (CAPM) ® exam.

Resources:
Course pack (Class notes, lectures, case studies, project examples, exercises, discussions, practice questions, videos, templates, research papers, and other resources) is available in OWL. Handouts and study aids will also be provided based on forum discussions and requested needs.

Textbooks: TBD

Evaluation:

Online Participation (Interactive Discussions in Forums and Collaborate)	10%
Capstone Project (Individual or Group)	45%
Project Presentations	5%
Exams (CAPM®/PMP® style ten (11) exams)	40%
Total	**100%**

Note: Only the best 8 (eight) quizzes will be considered for your final Exams Marks.

Exam Details:

Module 1: Foundations of Project Management	Exam # 1
Module 2: Scope Management	Exam # 2
Module 3: Time Management	Exam # 3
Module 4: Cost Management	Exam # 4
Module 5: Quality Management	Exam # 5
Module 6: Project Resource Management	Exam # 6
Module 7: Project Communications Management	Exam # 7
Module 8: Risk Management	Exam # 8
Module 9: Procurement Management	Exam # 9
Module 10: Stakeholder Management	Exam # 10
Module 11: Agile Project Management	Exam # 11

Notes on the Capstone Project:
- The Capstone project is broken down into several graded milestones and a final report
- Must be academic and professional in style and content
- Must have a clear focus
- Must present ideas in a logical and well-thought-out flow
- Arguments, analysis, and conclusions must be based on clearly identified research and sources
- Must cite all references from other sources
- Must be 12 font, left-aligned, one-inch margins on all sides, numbered pages, and typewritten
- Must cite all acknowledgments
- Must follow the rubric provided

Rubric for Capstone Project Report:
- 85% of marks are for technical content.
- 5% marks are for readability and conciseness. Make the report concise and easy to read. Use correct grammar including sentence structure and spelling. Follow the formatting guidelines.
- 5% marks are for using other resources. Provide a reference list and citations.
- 5% marks are for creative and innovative ideas and thinking.

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Project Rubric Sheet

Technical Content	Readability Formatting Conciseness	Reference List Citations	Creativity Innovations
Maximum	Maximum	Maximum	Maximum
25.5	1.5	1.5	1.5

Grading:

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	below	50 Fail

Project Presentations:
During the course, your group will be required to submit two (2) presentations. The presentation can be in any format but is preferable to be in movie format. Any software can be used. A typical presentation will be a fifteen (15) minute video. You will be required to upload the video file to forums to allow your classmates to view and comment.

"Virtual Campfire Chats" Online Sessions:
There will be Bi-monthly "**Virtual Campfire**" live online sessions scheduled throughout the course. These are informal sessions where teams meet to discuss topics of interest and particularly the Capstone Project challenges and ideas. These Sessions will be optional and will be recorded for those unable to attend.

Online Participation Grading Chart:
The following chart will act as a guide for assessing student participation:

Grade	Criteria
9-10	The student participates frequently, providing relevant responses more than 30 times spread evenly over the length of the course. Replies to discussion questions, instructor comments as well as the responses of other students in a positive and critical manner. The student responds in a timely manner (allowing enough time for fellow students to respond, and not posting on the last day of the unit). Responses are of high quality, and an obvious effort has been made to research the answer. Responses offer new perspectives on course material and spark discussion in the class.
7-8	The student participates consistently, providing relevant responses 25-30 times over the length of the course. The student responds in a timely manner (allowing enough time for fellow students to respond, and not posting on the last day of the unit). The student offers new ideas and responds to the contributions of others.
6	The student provides some relevant contributions, 20-25 times over the length of the course. The student responds before the end of the unit. The student occasionally offers new ideas and responds to others.
5	The student's contributions are inconsistent in both quality and timing, 10-15 times over the length of the course. The student's responses are not always on time. The student does not offer any new ideas, and responses to fellow students are few.
4	The student rarely provides contributions to the course, 5-10 times. The student does not always respond on time.

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	The student has difficulty understanding the course content and does not respond to the contributions of the other students.
0-3	The student provides little or no discussion, less than 5 times. Information is contributed only when asked to by the instructor, and responses are negative or disagreeable to the instructor/fellow students. Responses show little in the way of comprehension of course material. The responses are usually limited to "I agree", "Me too" or the like.

Policy on Cheating and Academic Misconduct:
Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at http://www.westerncalendar.uwo.ca. Such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Plagiarism:
All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (http://www.turnitin.com).

Code of Student Conduct:
The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behavior that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: http://www.uwo.ca/univsec/pdf/board/code.pdf.

Policy on Late Assignments or Project Reports:
Please notify me by email along with the valid reason for being late before the due date if your project will be late. The accommodation will be provided as per university policies. The following will be negotiated for a late project: Typically, a late project policy might entail a 2% of the weight of the report per day deduction, including weekends, up to a maximum of 14 days, after which the project will not be accepted and a grade of zero will be assigned unless documentation for accommodation has been provided in advance.

How often will the instructor communicate with me?
The instructor will log on to OWL and respond to emails as early as possible and normally within one business day. For communications, please use the message function through OWL only. This way, a proper log is maintained by the instructor that emails have been replied to in a timely and efficient manner. Please do not use multiple email addresses. For IT-related queries, please contact the office at Continuing Studies.

When will I receive my grades?
Assignments will be marked, and the grades will be availed as soon as possible after submission. Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

How do I hand in assignments?
The final report and all related milestone documents shall be submitted electronically through OWL using the assignment drop box in the course area. Where possible, submissions should be saved in a pdf format. The filename should contain the Title of the Submission and the Group Name. Projects submitted through email will not be accepted. It is the student's responsibility to ensure that milestones and final capstone analysis are forwarded to the instructor and received before the due date.

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Course Schedule:

Module	Lesson Units	Evaluation
1.	**Projects and the Project Manager** • Project Management Principles • Operational work and Project work • Portfolio and Program Management Principles • Project Management Institute (PMI) Project Management Body of Knowledge Guide (PMBOK® Guide) • **Project Lifecycle and Processes** • Initiating Process Group • Executing Process Group • Monitoring and Controlling Process Group • Closing Process Group • **Organizational Influences** **Organization Strategy and Project Selection** • Projects and Strategic Planning • Business and Commercial Aspects of Projects • Project Managers and organizational strategy. • Role projects play towards the strategic direction of the organization. • Working with project priority systems. • Phase gate model. • Project Selection models. • Managing the project portfolio. • Developing the Project Charter • Developing the Business Case • Project Selection (Comparative & Mathematical • Approach) • **Organizational Structure, Culture , and Project Management** • Project management structures. • Project management offices (PMOs). • Projects and the role of organizational culture in managing projects.	• **Quiz # 1**
2.	**Project Scope Management** • Product Scope • Project Scope • Scope Management Plan • Scope Management Process • Plan Scope Management • Collect Requirements • Define Scope • Create a Work Breakdown Structure (WBS) • Validate Scope • Control Scope	• **Quiz # 2** **Milestone #1 Presentation**
3.	**Project Schedule Management** • Plan Schedule Management • Define Activities • Sequence Activities • Estimate Activity Resources	• **Quiz # 3** **Capstone Milestone #1**

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	• Estimate Activity Durations • Develop Schedule • Control Schedule	
4.	**Project Cost Management** ▪ Plan Cost Management ▪ Life Cycle Costing ▪ Value Analysis, Cost Risks ▪ Estimate Costs ▪ Types of Costs (Variable, Fixed, Direct, and Indirect), Cost of Quality ▪ Accuracy of Estimates ▪ Determining the Budget ▪ Contingency Reserve ▪ Management Reserve ▪ Cost Baseline, Cost Budget **Project Control** ▪ Control Costs, Progress Reporting ▪ Earned Value Measurement	• **Quiz # 4**
5.	**Project Quality Management + Presentations** • Definition of Quality • Definition of Quality Management • Quality Theorists, Prevention Over Inspection • Impact of Poor Quality • Grade, Precision Vs Accuracy • Costs of Conformance and Non-Conformance • Plan Quality Management • Manage Quality • Control Quality, Basic Tools of Quality	• **Quiz # 5** **Milestone Presentation #2** **Capstone Milestone #2**
6.	**Project Resource Management** • Roles and Responsibilities • The Project Team • Stakeholders • Human Resource Responsibilities • Human Resource Plan • Staffing Management Plan • Recognition and Rewards System • Acquiring the Project Team • Developing the Project Team • Team Performance Assessment • Managing the Project Team • Project Performance Appraisals • Powers of the Project Manager (Formal, Reward, Penalty, Expert, Referent) • Management and Leadership Styles • Problem Solving Methods • Expectancy Theory • Motivation Theories	• **Quiz # 6** **Milestone Presentation #3:** **Capstone Milestone #3:**

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7.	**Project Communications Management**	• **Quiz # 7**
	• Planning, Distributing, and Managing Project Communications	
	• Planning Communications Management	
	• Occurrence of Communication	
	• Communication Models	
	• Effective Communication	
	• Effective Listening	
	• Communication Technology	
	• Communication Methods	
	• Control of Communications	
	• Meetings	
	• Communication Channels	
	• Communication Management Plan	
	• Managing Communications	
	• Controlling Communications	
	• Tools and Techniques	
	• Project Reports	
	• Lessons Learned Documentation	
	• Managing Global Projects	
8.	**Project Risk Management**	• **Quiz # 8**
	• Risk Management	
	• Risk Tolerances and Thresholds	**Capstone Milestone #4:**
	• Planning Risk Management	
	• Identification of Risks	
	• Performing Qualitative Risk Analysis	
	• Performing Quantitative Risk Analysis	
	• Planning Risk Responses	
	• Controlling Risks	
9.	**Project Procurement Management**	• **Quiz # 9**
	• Legal Aspects in Project Management	
	• The Buyer and Seller	
	• Project Manager's Role	
	• Planning Procurements	
	• The Procurement Management Plan	
	• Contract Types/Important Concepts	
	• Procurement Documents	
	• Conducting Procurements	
	• The Contract/Controlling Procurements	
	• Contract Change Control System	
	• Procurement Performance Review	
	• Claims Administration	
	• Records Management System	
	• Contract Interpretation (Analysis of the Intent)	
	• Termination	
	• Closing Procurements	
	• Formal Acceptance and Closure	
10	**Project Stakeholder Management**	• **Quiz # 10**
	• Project Organization and Context	
	• Identifying Stakeholders	
	• Stakeholder Analysis	
	• Stakeholder Management Strategy	
	• Planning Stakeholder Management	**Capstone Milestone #5:**
	• Managing Stakeholder Expectations	
	• Controlling Stakeholder Engagement	
	• Virtual Project Management	
	• Professional and Social Responsibility	
	• Vision and Purpose	

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	• Ethical Application of Project Management • Categories of Professional and Social Responsibility • Aspirational and Mandatory Conduct	
11	**Agile Project Management + Presentations** 　▪ History, principles, and values of agile PM and the Agile Manifesto 　▪ Understanding agile PM: general practices 　▪ Similarity/Differences Waterfall 　▪ Strengths and weaknesses of the agile approach 　▪ Agile frameworks - working Scrum 　▪ Managing agile projects 　▪ Hybrid life cycles 　▪ Key metrics, and resources for agile PM	• **Quiz # 11** **Capstone Milestone #6:**

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