

Project Management

PJMG6250 034

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 the application of appropriate knowledge, processes, skills, tools, and techniques can have a significant impact on project success.

Nowadays, most of the companies are hiring those professionals who have Project Management Professional designations like PMP®, CAPM® etc. or project management certificate. A Project Management Professional with 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 in order 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 knows no bounds.

Course Goals:

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

Other goals include:

- Provide practical project management experience by completing a customized Total Project Management (TPM) Project using the Project Management and Agile Best Practices.
- Produce an enriched collaborative learning environment through open discussions of case studies that allow students to deduce from the broad and diverse experiences of classmates.
- 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:
 - 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 work place.
 - Reviewing plenty of practice questions pertaining to PMP® and CAPM® exam format.
 - PMP® or CAPM® style online exams.

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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.
- 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, projects' 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:

TBA

Reference Books (PMI Standards and Guides):

- OPM3-Organization Project Management Maturity Model- 2nd Edition
- PMCDF-Project Management Competency Development Framework-2nd Edition
- Practice Standard for WBS, 2nd Edition.
- Practice Standard for Earned Value Management-2nd Edition
- Practice Standard for Scheduling-2nd Edition
- Practice Standard for Estimating
- Practice Standard for Project Configuration Management
- Practice Standard for Project Risk Management
- Standard For Portfolio Mgmt-3rd Edition
- Standard For Program Mgmt-3rd Edition
- Code of Ethics and Professional Conduct
- Government Extension to the PMBOK Guide-3rd Edition
- Managing Change in Organizations – A Practice Guide
- Navigating Complexity – A Practice Guide
- Software Extension to PMBOK Guide-6th Edition
- Construction Extension to PMBOK Guide-3rd Edition
- Q & As for the PMBOK® Guide – 6th Edition
- A User's Manual to the PMBOK® Guide, 2nd Edition
- A Project Manager's Book of Forms 2nd Edition
- PMI Lexicon of Project Management Terms
- Agile Practice Guide

Reference Books (Other):

- Achieve PMP® Exam Success, 5th Edition A Concise Study Guide for the Busy Project Manager
- The Ultimate PMP® Exam Prep Kit
- The Ultimate PMP® Exam Prep Guide
- The PMP Exam: How to Pass on Your First Try, 6th Edition
- Project Manager: How to pass the PMP® Exam without dying in the attempt.
- Project Management Process Posters 6th Edition
- Project Management Implementation as Management Innovation: A Closer Look
- Timothy Kloppenborg and Joseph Petrick, Managing Project Quality, Management Concepts.

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2002.

- Adams & Cable, Principles of Project Management, Project Management Institute, Newtown Square, Pennsylvania. 1997
- Gray & Larson, Project Management: A Managerial Process, 7th edition
- Organizing Projects for Success: The Human Aspects of Project Management, Volume One (1995), by Vijay K. Verma.
- Human Resource Skills for the Project Manager, The Human Aspects of Project Management by Vijay K. Verma, Vol 2, 1996 edition.
- Essential People Skills for Project Managers (05) - Steven W. Flannes, Ph.D., & Ginger Levin, DPA.
- Human Resource Management in a Project in "PM World Today" (July 2007: Vol. IX, Issue VII) by Sujit Mishra.
- Everyone is a Coach: Five Business Secrets for High Performance Coaching (1996), by Ken Blanchard and Don Shula.
- Construction Project Management Handbook-FTA-2009
- Project Management Processes, Methodologies, and Economics, 3E by Avraham Shtub & Moshe Rosenwein
- Successful Project Management Seventh Edition by Jack Gido, James P. Clements & Rose M. Baker
- UNDERSTANDING PROJECT MANAGEMENT A PRACTICAL GUIDE Second Edition by David C. Barret
- Project Management from Simple to Complex - distributed under a Creative Commons license (CC BY-NC-SA)
- Project Management Author: Florence Daddey

Evaluation:

Online Participation (Interactive Discussions in Forums and Collaborate)	10%
Capstone Project (Individual or Group)	30%
Project Presentations	5%
Exams (CAPM®/PMP® style ten (11) exams)	55%
Total	100%

Exam Details:

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

**Please note that the answers of exams will be available by 9am on the day following the final submission date.*

Notes on Capstone:

- 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

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- 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% 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 reference list and citations.
- 5% marks are for creative and innovative ideas and thinking.

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 preferable to be 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 sessions will be hosted through the Zoom tool in OWL.

These are informal sessions where teams meet to discuss topics of interest and particularly about 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	<p>The student participates frequently, providing relevant responses more than 30 times spread evenly over the length of the course.</p> <p>Replies to discussion questions, instructor comments as well as the responses of other students in a positive and critical manner.</p> <p>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).</p> <p>Responses are of a high quality, and an obvious effort has been made to research the answer. Responses offer new perspectives on course material and spark discussion amongst the class.</p>

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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. 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 offences; 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 offences 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 behaviour 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 of 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 late project: Typically, a late project policy might entail a 2% of the weight of the report per day

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deduction, including weekends, up to a maximum of 14 days, after which 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 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 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.

Course Schedule:

Module	Lesson Units	Reading **	Evaluation
1.	<p>Introduction</p> <ul style="list-style-type: none"> Project Management Principles Portfolio and Program Management Principles Governance in Projects Information about the Project Management Professional Exam Project Management Institute (PMI) Project Management Body of Knowledge Guide (PMBOK® Guide) <p>Project Management Framework</p> <ul style="list-style-type: none"> Operational work and Project work Programs, Portfolios and Project Management Office (PMO) Projects and Strategic Planning Business and Commercial Aspects of Projects Objectives and Management by Objectives Constraints Stakeholder Management Organizational Influences Product and Project Life Cycle <p>Project Management Processes</p> <ul style="list-style-type: none"> Initiating Process Group Executing Process Group Monitoring and Controlling Process Group Closing Process Group <p>Project Integration Management</p> <ul style="list-style-type: none"> Developing the Project Charter 	<p>PMBOK:</p> <ul style="list-style-type: none"> Chapter 1 (1-35) Chapter 2 (37-49) Chapter 3 (51-68) Chapter 4 (69-128) <p>Project Management, the Managerial Process:</p> <ul style="list-style-type: none"> Chapter 1 (2-25) Chapter 2 (26-64) Chapter 3 (66-99) 	<ul style="list-style-type: none"> Quiz # 1

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	<ul style="list-style-type: none"> • Developing the Business Case • Project Selection (Comparative & Mathematical Approach) <p>Develop Project Management Plan</p> <ul style="list-style-type: none"> • Made up of all the constituent plans and Baselines • Change Control System • Configuration Management Plan • Configuration Management System • Project Documents • Kick Off Meeting • Direct and Manage Project Work • Processes for Making Changes • Close Project or Phase • Inputs/Outputs • Tools and Techniques 		
2.	<p>Project Scope Management</p> <ul style="list-style-type: none"> • Product Scope • Project Scope • Scope Management Plan • Scope Management Process • Plan Scope Management • Collect Requirements • Define Scope • Create Work Breakdown Structure (WBS) • Validate Scope • Control Scope 	<p>PMBOK:</p> <ul style="list-style-type: none"> • Chapter 5 (129-171) <p>Project Management, the Managerial Process:</p> <ul style="list-style-type: none"> • Chapter 4 (102-121) 	<ul style="list-style-type: none"> • Quiz # 2 <p>Milestone #1 Presentation:</p> <p>Capstone Milestone #1:</p>
3.	<p>Project Schedule Management</p> <ul style="list-style-type: none"> • Plan Schedule Management • Define Activities • Sequence Activities • Estimate Activity Resources • Estimate Activity Durations • Develop Schedule • Control Schedule 	<p>PMBOK:</p> <ul style="list-style-type: none"> • Chapter 6 (173-230) <p>Project Management, the Managerial Process:</p> <ul style="list-style-type: none"> • Chapter 5, 6 (128-189) • Chapter 8 (252 – 279) • Chapter 9 (306 – 323) 	<ul style="list-style-type: none"> • Quiz # 3
4.	<p>Project Cost Management</p> <ul style="list-style-type: none"> ▪ 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 <p>Project Control</p> <ul style="list-style-type: none"> ▪ Control Costs, Progress Reporting ▪ Earned Value Measurement 	<p>PMBOK:</p> <ul style="list-style-type: none"> • Chapter 7 (231- 270) <p>Project Management, the Managerial Process:</p> <ul style="list-style-type: none"> • Chapter 5, 6 (128-189) • Chapter 8 (252 – 279) • Chapter 13 (460 – 511) • Chapter 15 (546 – 568) 	<ul style="list-style-type: none"> • Quiz # 4

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5.	Project Quality Management + Presentations <ul style="list-style-type: none"> • 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 	PMBOK: <ul style="list-style-type: none"> • Chapter 8 (271-306) Project Management, the Managerial Process: <ul style="list-style-type: none"> • Chapter 10 (340- 362) 	<ul style="list-style-type: none"> • Quiz # 5 Milestone Presentation #2: Capstone Milestone #2:
6.	Project Resource Management <ul style="list-style-type: none"> • 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 	PMBOK: <ul style="list-style-type: none"> • Chapter 9 (307-358) Project Management, the Managerial Process: <ul style="list-style-type: none"> • Chapter 11 (377- 405) • Chapter 12 (420- 451) • Chapter 15 (546- 568) 	<ul style="list-style-type: none"> • Quiz # 6 Milestone Presentation #3: Capstone Milestone #3:
7.	Project Communications Management <ul style="list-style-type: none"> • 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 	PMBOK: <ul style="list-style-type: none"> • Chapter 10 (359-394) Project Management, the Managerial Process: <ul style="list-style-type: none"> • Chapter 10 (340- 362) • Chapter 11 (377- 405) • Chapter 13 (460- 511) 	<ul style="list-style-type: none"> • Quiz # 7

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8.	Project Risk Management <ul style="list-style-type: none"> • Risk Management • Risk Tolerances and Thresholds • Planning Risk Management • Identification of Risks • Performing Qualitative Risk Analysis • Performing Quantitative Risk Analysis • Planning Risk Responses • Controlling Risks 	PMBOK: <ul style="list-style-type: none"> • Chapter 11 (395-458) Project Management, the Managerial Process: <ul style="list-style-type: none"> • Chapter 7 (208-240) 	<ul style="list-style-type: none"> • Quiz # 8 Capstone Milestone #4:
9.	Project Procurement Management <ul style="list-style-type: none"> • 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 	PMBOK: <ul style="list-style-type: none"> • Chapter 12 (459-502) Project Management, the Managerial Process: <ul style="list-style-type: none"> • Chapter 10 (340- 362) • Chapter 12 (420- 451) • Chapter 13 (460- 511) 	<ul style="list-style-type: none"> • Quiz # 9
10	Project Stakeholder Management <ul style="list-style-type: none"> • Project Organization and Context • Identifying Stakeholders • Stakeholder Analysis • Stakeholder Management Strategy • Planning Stakeholder Management • Managing Stakeholder Expectations • Controlling Stakeholder Engagement • Virtual Project Management • Professional and Social Responsibility • Vision and Purpose • Ethical Application of Project Management • Categories of Professional and Social Responsibility • Aspirational and Mandatory Conduct 	PMBOK: <ul style="list-style-type: none"> • Chapter 13 (503-536) Project Management, the Managerial Process: <ul style="list-style-type: none"> • Chapter 10 (340- 362) • Chapter 11 (377- 405) • Chapter 12 (420- 451) • Chapter 15 (546- 568) 	<ul style="list-style-type: none"> • Quiz # 10 Capstone Milestone #5:
11	Agile Project Management + Presentations <ul style="list-style-type: none"> ▪ 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, resources for agile PM 	Agile Practical Guide Chapter 16 (580- 595)	<ul style="list-style-type: none"> • Quiz # 11 Capstone Milestone #6:

**** Suggested Readings from the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition, Project Management Institute, Inc., 2017**

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