



**VANCOUVER ISLAND
UNIVERSITY**

COURSE OUTLINE

**TRMT 415
PROJECT MANAGEMENT**

FALL 2018

Instructor:	Carson McPherson
Lecture Room:	TBD
Lecture Times:	Mon/Wed 4:00-5:30 PM
Office:	B250/R238
Email:	carson.mcperson@viu.ca
Office Hours:	5:30-6:30 PM Wednesdays

**FACULTY OF MANAGEMENT
RECREATION AND TOURISM**

The Purpose of this Course Outline

The purpose of this course outline is to provide you with information about lecture/seminar details, assignment details, contact details for teaching faculty and information about learning resources. The aim is to provide sufficient information to enable you to study effectively. One of the functions of this course outline is to help you plan your workload by giving you sufficient information at the start of your studies.

It is important to realize that the course outline is just one mechanism to help you with your studies and that you need to utilize the full range of support that is available at Vancouver Island University.

What is a Learning Outcome?

You will note below that this course outline specifies “learning outcomes” for the course. A learning outcome characterizes what it is that you are expected to have learned at the end of the course, if you have successfully completed it. Learning outcomes are specified in terms of what knowledge/understanding and skills you will have acquired. This will then tell you beforehand what the course aims to teach you and what it is that you need to learn in order to succeed.

It is important to realize that the assignments for this course are designed to test your achievement of the stated learning outcomes.

Course Description

This course is designed to build upon previous knowledge and skills by providing learners the skills and tools necessary to deliver successful projects from conception through implementation. It incorporates project management concepts, principles and techniques and engages learners in the application of knowledge.

These classes work best when all participants treat them as their job. This means that there are specific expectations for both the instructor and for the students.

Expectations of the Instructor:

- Will arrive promptly for class.
- Have pertinent lecture slides on Moodle at least 2 weeks before actual class.
- Will respond to emails Monday-Friday from 8am-6pm as quickly as possible and on weekends by the end of each day.
- Will notify students of changes to the syllabus as quickly as possible.

Expectations of the Students:

- Will attend all classes.
 - If you are going to miss class, the instructor appreciates being told of this ahead of time. You are, however, an adult who, I'm sure, is quite capable of making your own choices. Understand that missing a class limits your ability to effectively participate in the required weekly discussions, to do the work required of you by your class team, and more. Thus, it is undoubtedly in your best interest to attend class.
 - If you are going to miss class, you really should let the other members of your term project team know ahead of time.
- Will arrive promptly for class.
- Students are expected to have readings done in time to participate in the class discussion forums.
- Will submit assignments and do so on time by the assigned deadlines. Like a project with a project schedule, coursework and exams are expected to be completed when assigned.

Learning Outcomes

Successful students will have a knowledge and understanding of:

- Summarize the core concepts and explain terminology involved in project management.
- Articulate the competencies of a project manager and justify their importance in the design and delivery of leisure projects.
- Apply project management tools and techniques to initiate, plan, execute, monitor and close a project.
- Initiation including project assessment, obtaining information, identification and analysis of stakeholders, risk and assumption identification, project charters, scope, milestones, and deliverables;
- Planning including assessment of requirements, constraints, work breakdown, budget, scheduling, resource, communication and procurement planning, quality, and risk management;
- Executing including obtaining and managing resources and maximizing team performance;
- Monitoring and controlling including measuring performance, taking corrective actions, and communications.
- Closing including reporting, transferring project outcomes, lessons learned, and project satisfaction.
- Demonstrate techniques to motivate others and embrace their role in project management.

Course Prerequisites

4th Year Standing

Required Reading List

Course Text:

Harvard Business Review “Project Management: Motivate your team, avoid scope creep, and deliver results” (2012).

Course Case Studies:

Montealegre, R., Nelson, H. J., Knoop, C. I., & Applegate, L. M. (1996). BAE automated systems (A): Denver International Airport baggage-handling system. *Harvard Business School Teaching Case*, Retrieved from <https://hbr.org/product/bae-automated-systems-a-denver-international-airport-baggage-handling-system/396311-PDF-ENG>

Sparling, D., & Mark, K. (2015). REfficient: Preparing for Growth. *Harvard Business School Teaching Case*, Retrieved from <https://hbr.org/product/refficient-preparing-for-growth/W14717-PDF-ENG>

Additional readings will be identified as the course progresses.

Grading Scheme

A+	90 – 100%	B+	76 – 79%	C+	64 – 67%	D	Referrals
A	85 – 89%	B	72 – 75%	C	60 – 63%	F	<55 Failure
A-	80 – 84%	B-	68 – 71%	C-	55 – 59%		

Method of Evaluation

Instrument & Weighting and Due Dates

	Instrument	Weight	Due Date
1	Case Study Analysis (2 @ 20% each)	40%	Course Outline
2	Term Project (Written)	25%	Dec 20 th , 11:55 pm via email
3	Term Project (Presentation)	15%	As Assigned
4	Participation	20%	Course Outline
		100%	

Assignment Information

1. **Case Studies:** There are two cases for analysis required by students in this course. The case studies can be found in the required readings section of this document. Students are expected to reflect on and connect elements from the case study with concepts discussed in class. A case summary template will be posted on VIU Learn. Additionally, students will be required to submit their completed case summary report consisting of professional quality writing drawing upon the concepts of project management as covered in the course, displaying a level of critical thinking and analysis expected of 4th year students. Templates for the case summary reports will be provided to students during the course and posted within VIU Learn.
2. **Participation:** Discussion by students of issues arising during lectures is expected. Students should familiarize themselves with the topic for the week by reviewing the relevant readings and other materials prior to the lecture, and demonstrate their awareness of the assigned content as well as the ability to draw upon content from previous lectures as the course progresses. Respectful, participatory dialogue and engagement by students is a key function of this course. Students are expected to attend class on-time, participate in discussions, read assigned material, and survey recent news to stay informed of major projects discussed in the news. In-class activities will be assigned including scenario analysis and problems.
3. **Term Project (Team)** - This two part team project is worth 40% of your final grade and will be marked as a team. Teams will be collaboratively assigned during class, no later than the conclusion of week 3. All group members are expected to contribute and will share the same grade. The term project is designed to give students the experience of working on a small project team and planning a project on their own. This project will demonstrate understanding of project management processes, including initiating, planning, executing and controlling a project using the project management tools and strategies delivered in this course.

The details of the term project requirements will be posted on VIU Learn and reviewed as a group during lecture. In general, teams will need to establish a contract of roles and responsibilities for members as well as clarity & alignment agreements amongst the team. A 3000 word (max) report consisting of professional quality writing is to be submitted on the project. Teams will also deliver a presentation on the project. Team members will be judged on their depth of analysis, content, delivery, and presentation skills.

The Term Project outline, expectations and deliverables will be provided to the assigned teams no later than September 14th.

Academic Standards and Procedures

- Academic Integrity (AI) is one of the most significant foundations of the Canadian University System and violations of AI are taken very seriously. Students are strongly encouraged to familiarize themselves with all aspects of the Student Academic Code of Conduct (<https://www2.viu.ca/facultyhelp/CodeOfConduct.asp>) and to ensure that they act accordingly. (see also: <http://csci.viu.ca/~liuh/AcademicGuidelines.html>)
- Standards of academic integrity include, but are not limited to the following:
 - Independently producing work submitted under one's own name;
 - Properly and appropriately referencing all work; and
 - Identifying all collaborators in work.
- Assignments must be submitted online in D2L and/or by email. Exact process will be confirmed in class.
- Late assignments will be penalized and incur a 10% penalty per day to a maximum of 3 days (including weekends) at which a failing grade will be given.
- Assignments must be free of spelling, punctuation, and grammatical errors. Grades will be lower for assignments containing such errors.
- Extensions will be granted only on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions must be made in writing to the professor prior to the due date. Medical certificates or other evidence must be attached and must contain information that justifies the extension sought.

Academic Misconduct

Academic misconduct will not be tolerated. Academic misconduct includes, but is not limited to: giving or receiving information during any quiz, test or exam; using unauthorized sources of information during any test or exam; and plagiarizing the work of another person. A full version of this policy can be viewed on the Internet at:

https://isweb.viu.ca/policy_procedure/docshow.asp?doc_id=22685

Additional Information

Assessment Extensions: Granted by exception based upon evidence of unforeseen circumstances beyond the control of the student that has reasonably impacted their ability to prepare and submit a particular piece of assessment.

Tutorial Arrangements Students can arrange to see the Instructor by booking an appointment via email, or by attending weekly office hours as posted on room 250/238.

Communication with Students: Information relating to the organisation of the course and for individual students will be disseminated via D2L and email. It is your responsibility to ensure that you remain current with course information.

Students with Disabilities: Alternative assessment arrangements may be made, where appropriate, for students with disabilities; however, these will only be implemented upon the advice of Disability Services. Students with disabilities wishing to be considered for alternative assessment arrangements should contact Disability Services for information on available support. It is also helpful for students with special needs to alert the Instructor as early as possible, so that appropriate arrangements can be made from the start of the course.

Referencing

Plagiarism refers to the practice of presenting the words of another author (it may be a text writer or another student) as your own. This is not permitted. At times you will be asked to learn about and discuss the views or theories of others. This should be done with appropriate acknowledgement of source materials. In other words, you must reference your work. Acknowledge your sources – both direct and indirect quotes – with in-text citations.

Faculty of Management (Business) requires the APA style of referencing for academic papers. Resources for using APA are available from the VIU Writing Centre (Library, Room 474). You can find their hours of operation and access to **online student resources** (including tutorials and a printable Quick Guide) at: <http://sites.viu.ca/writingcentre/>.

Note: **Wikipedia is not an acceptable source** and must not be used.

All references will be assessed for their quality. It is expected that scholarly, peer reviewed journals, professional or trade journals, and textbooks will provide the primary sources used in student work. Consultant or personal web pages should not be used as a substitute for reading and referencing original source documents.

Schedule of Topics and Readings

Week	Topics	Readings
Week 1 Sept 4/6	Introduction to the Course/ Project Management Overview NOTE: NO CLASS SEPT 3/ VIU CLOSED	ASSIGNED READINGS
Week 2 Sept 11/13	Project Management Overview/ The Project Lifecycle Framework	ASSIGNED READINGS Chapter 1
Week 3 Sept 18/20	The Project Lifecycle Framework/ Project Management: Teams, Individuals, Stakeholders Case Study 1 Assigned	ASSIGNED READINGS Chapter 1
Week 4 Sept 25/27	Project Management: Teams, Individuals, Stakeholders	ASSIGNED READINGS Chapter 2, 3, 4, 5,
Week 5 Oct 2/4	Project Management Tools & Resources	ASSIGNED READINGS Chapter 12, 13
Week 6 Oct 9/11	Project Initiation and Planning NOTE: NO CLASS OCT 8/ VIU CLOSED	ASSIGNED READINGS Chapter 6, 7, 8, 11
Week 7 Oct 16/18	Resource and Budget Planning	ASSIGNED READINGS Chapter 9, 10 Case Summary Report: Friday, Oct 19th, 11:55 pm via VIU Learn
Week 8 Oct 23/25	Procurement Management	ASSIGNED READINGS
Week 9 Oct 30/1	Quality Planning Case Study 2 Assigned	See course website
Week 10 Nov 5/8	Communication and Risk Management Planning	ASSIGNED READINGS Chapter 17, 18

Week 11 Nov 13/15	READING WEEK - NO CLASSES	READING WEEK - NO CLASSES
Week 12 Nov 20/22	Project Implementation Project Completion and Celebration	ASSIGNED READINGS Chapter 14, 15, 16, 19, 20, 21
Week 13 Nov 27/29	FINAL COURSE OVERVIEW	ASSIGNED READINGS Case Summary Report: Nov 26th, 11:55 pm via VIU Learn
Week 14 Dec 4	Team Project Presentations NO CLASS ON DECEMBER 6TH	Team Reports Due: Dec 20th, 11:55 pm via VIU Learn