

I. COURSE DESCRIPTION:

This course provides a comprehensive overview of Project Management from an Information Technology perspective. The student will study and apply project management techniques from the various Project Management knowledge areas including project integration, scope, time, cost, quality, human resource, communications, risk and procurement management. The student will acquire practical skills in using various tools used in Project Management by applying knowledge learned in case studies and in the aforementioned areas.

II. TOPICS:

1. **Introduction to Project Management**
2. **Project Planning**
3. **Project Control**
4. **Project Execution**
5. **Using Microsoft Project**

III. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

Upon successful completion of this course, the student will demonstrate the ability to:

1. Project Management and the Project Manager (chapters 1 and 2)

Potential Elements of the Performance:

- define Project Management
- explain why projects are challenging to manage
- understand why project management is key to organizational growth
- understand why becoming a certified project manager is beneficial to a career
- identify trends in project management
- understand the roles of the project manager
- describe the key skills of a project manager and why some managers are more successful than others
- understand the common mistakes made by many project managers

2. Defining Successful Projects (chapters 3 and 4)

Potential Elements of the Performance:

- describe the characteristics of a successful project
- describe the characteristics of unsuccessful projects
- understand the valuable tools available to project managers
- understand the importance of defining a project correctly
- understand the questions that must be answered when defining a project
- understand how defining a project relates to planning a project
- describe the essential elements for a Project Definition document
- evaluate whether a project has been properly defined

3. Planning a Project and Developing the Work Breakdown Structure (chapters 5 and 6)

Potential Elements of the Performance:

- understand the key principles of effective project planning
- learn the important questions that project planning should answer
- understand the essential elements of a project plan
- understand how to avoid common project planning mistakes
- describe a work breakdown structure (WBS)
- understand why the WBS is considered the most important tool of a project manager
- describe an effective WBS
- Understand the common mistakes when developing a WBS

4. Estimating the Work and Developing the Project Schedule and Budget (chapters 7, 8 and 9)

Potential Elements of the Performance:

- understand the importance of estimating to project success
- understand how estimating is used to manage project risk
- understand the importance of estimating to project success
- describe the reasons for poor estimates and how to avoid them
- understand the key estimating techniques and methods
- understand bottom-up estimating
- understand how to properly ask for an estimate
- understand how to deal with uncertainty
- understand the best estimating practices

Potential Elements of the Performance cont'd:

- understand why the project schedule is vital to a successful project
- understand the process and characteristics of a realistic schedule
- understand how to avoid common mistakes when building a schedule
- understand the options for effectively presenting your schedule to others
- understand why the project budget is important to project success
- determine how to create a realistic budget
- understand the key project budgeting principles
- understand the common mistakes that are made when building a project budget

5. Controlling a Project and Managing Changes (chapters 10 and 11)

Potential Elements of the Performance:

- describe project control
- understand why project planning is important to project control
- understand the principles to an effective project control system
- understand techniques to simplify project control
- understand why earned value management is the best technique for measuring project performance
- understand the principles of project status reporting
- understand project “change” and project change control
- understand why scope changes occur
- understand why good project managers take project change control seriously
- understand the key management fundamentals for successfully handling project changes
- understand the components of an effective project change control system
- understand the mistakes with managing project changes and how to avoid them

6. Managing Project Deliverables (chapter 12)

Potential Elements of the Performance:

- understand why managing project deliverables is important to customer satisfaction
- understand the key principles for managing project deliverables
- understand the value of a configuration management plan
- understand the best practices for managing project deliverables
- understand the common challenges for managing project deliverables

7. Managing Project Issues and Risks (chapters 13 and 14)

Potential Elements of the Performance:

- understand why managing project issues is important to project success
- understand why the project manager is the most important element in the issue management process
- understand the difference between managing risks, issues and defects
- understand the key principles and best practices for managing project issues
- understand which data points are essential to an issue management system
- understand the limitations of the common Issue Log approach
- understand why managing project risks is important to project success
- understand the key principles of controlling project risks
- understand the value of managing project risks in a systematic manner
- understand the essential steps and tools for effective risk management
- realize that there is a common set of project characteristics that are responsible for most project risks
- understand why many project risks are actually self-inflicted during the project planning process

8. Managing Project Quality (chapter 15)

Potential Elements of the Performance:

- understand what comprises a “successful” project
- understand why project quality starts and ends with the customer
- understand how project quality management is integrated into all aspects of project management
- understand the key principles of managing project quality
- understand the essential tools, techniques and strategies for implementing project quality

9. Leading a Project (chapter 16)

Potential Elements of the Performance:

- understand the importance of project leadership
- understand the difference between managing and leading a project
- understand why “old school” management approaches don’t usually work on projects
- understand the common behaviours of effective project leaders
- understand where leadership is needed on project
- understand the 12 secrets to better project leadership
- understand why a “servant leadership” approach gives the best chance of doing the right work, in the right way, for the right people

10. Managing Project Communications and Expectations (chapters 17 and 18)

Potential Elements of the Performance:

- understand the importance of effective communications
- understand what makes effective project communications difficult
- understand the key principles of managing project communications
- understand what factors affect project communications
- understand the key interpersonal skills required for effective communications
- understand the best techniques for communications plan, meetings and status reporting
- understand the essential components for successfully managing stakeholder expectations
- understand why managing expectations is not the same as managing scope

Potential Elements of the Performance cont'd:

- understand the four critical aspects of stakeholder expectations
- understand why completing the project on time, on budget, and within scope does not guarantee success
- understand expectation issues originate during requirements definition
- understand proven guidelines to better requirements definition and management

11. Keys to Better Project Team Performance (chapter 19)

Potential Elements of the Performance:

- understand the primary traits of high-performing teams
- understand the key principles that lead to better project team performance
- understand the proven techniques to improve project team performance
- understand the effective responses to special situations, including poor performers, high-maintenance team members, and team conflicts

12. Managing Differences (chapter 20)

Potential Elements of the Performance:

- understand the key management principles for cross-functional, cross-cultural, or virtual project environments
- understand the tips and techniques to better lead cross-functional, cross-cultural, or virtual projects
- be aware of the common problems that can arise in these project environments

13. Managing Vendors (chapter 21)

Potential Elements of the Performance:

- understand why managing vendors is important to project managers
- understand the key principles that lead to better vendor management
- learn to avoid the common mistakes made on outsourced projects

Potential Elements of the Performance cont'd:

- understand the tips and techniques for both the client and the vendor organization and project manager
- understand the key skills that have the greatest impact on managing vendor situations
- understand contract fundamentals and how different contract types impact your approach

14. Ending a Project (chapter 22)

Potential Elements of the Performance:

- understand how to properly bring closure to a project
- use the Project End Checklist to ensure your projects end properly
- understand the common challenges to overcome when ending a project
- understand the different reasons a contract and project can end

15. Making Better Use of Microsoft Project and Accelerating Project Management effectiveness (chapters 23 and 24)

Potential Elements of the Performance:

- accelerate your Microsoft Project learning curve
- understand how to make Microsoft Project work for **you**
- understand why Microsoft Project is more flexible than you think
- understand how to avoid common frustrations with Microsoft Project
- understand what to do when you start a new Microsoft Project file
- understand how to improve your reports
- understand how to make resource leveling work
- understand how to manage a project in a project management “lite” culture
- understand what to do when a detailed schedule cannot be developed
- understand how to manage a project with a difficult milestone date
- understand how to deal with difficult resources
- understand the steps to better prepare for and manage turnover
- understand tips for managing a selection process
- understand how to improve any testing process

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

The specific book information for this course text is as follows:

Title: Project Management Absolute Beginner's Guide
3rd Edition
Author: Gregory M. Horine

eText: ISBN-13 9780133115611
Print: ISBN-13 9780789750105

Option 1: Purchase a hardcopy.

The student may choose to purchase a hardcopy of the text from the above sites or from the bookstore.

Option 2: Purchase a subscription to a digital copy (eBook).

The student can purchase a web version or a downloadable version. The most common subscription timeframe is 180 days but this varies depending on the text, publisher and/or web site. After the subscription timeframe has expired, the student no longer can access the text unless they extend/renew the subscription. If the bookstore offers an e-version of the text, the subscription timeframe is unlimited, but the subscription cost may be greater.

The advantages of the eBook version over the hardcopy version are twofold: savings of approximately 40% – 60%, and, no physical text to carry.

eBook Links: 1) <http://instructors.coursesmart.com/basics-of-web-design-html5-and-css3-second/terry-ann-felke-morris/dp/9780133250527>

2) see student portal for availability of e-book version from bookstore

Other Relevant Information:

The following link provides valuable information related to the Sault College computer lab environment:

<http://student.saultcollege.ca/ComputerLabs.asp>

V. EVALUATION PROCESS/GRADING SYSTEM:

◆ Tests	60%
◆ Labs/Assignments	40%

Some minor modifications to the above percentages may be necessary. The professor reserves the right to adjust the mark based upon leadership, creativity and whether there is an improving trend.

- Students must achieve an average grade of **50%** on both the test and assignment portions of the course in order to pass the entire course.
- Assignments must be completed satisfactorily to complete the course. Late hand in penalties will be 10% per day. Assignments will not be accepted past one week late unless there are extenuating and legitimate circumstances.
- The professor reserves the right to adjust the number of tests, practical tests and quizzes based on unforeseen circumstances. The students will be given sufficient notice to any changes and the reasons thereof.

The following semester grades will be assigned to students in postsecondary courses.

<u>Grade</u>	<u>Definition</u>	<u>Grade Point Equivalent</u>
A+	90 – 100%	4.00
A	80 – 89%	4.00
B	70 - 79%	3.00
C	60 - 69%	2.00
D	50 – 59%	1.00
F (Fail)	Below 50%	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field /clinical placement or non-graded subject area.	
U	Unsatisfactory achievement in field/clinical placement or non-graded subject area.	
X	A temporary grade limited to situations with extenuating circumstances giving a student additional time to complete the requirements for a course.	
NR	Grade not reported to Registrar's office.	
W	Student has withdrawn from the course without academic penalty.	

VI. OTHER EVALUATION CONSIDERATIONS:

1. In order to pass this course the student must obtain an overall test/quiz average of **50%** or better, as well as, an overall assignment average of **50%** or better. A student who is not present to write a particular test/quiz, and does not notify the professor beforehand of their intended absence, may be subject to a zero grade on that test/quiz.
2. There will be **no** supplemental or make-up quizzes/tests in this course unless there are extenuating circumstances.
3. Assignments must be submitted by the due date according to the specifications of the professor. Late assignments will normally be given a mark of zero. Late assignments will only be marked at the discretion of the professor in cases where there were extenuating circumstances.
4. Any assignment/projects submissions, deemed to be copied, will result in a **zero** grade being assigned to **all** students involved in that particular incident.
5. It is the responsibility of the student to ask the professor to clarify any assignment requirements.
6. The professor reserves the right to modify the assessment process to meet any changing needs of the class.

VII. SPECIAL NOTES:Attendance:

Sault College is committed to student success. There is a direct correlation between academic performance and class attendance; therefore, for the benefit of all its constituents, all students are encouraged to attend all of their scheduled learning and evaluation sessions. This implies arriving on time and remaining for the duration of the scheduled session. *It is the departmental policy that once the classroom door has been closed, the learning process has begun. Late arrivers may not be granted admission to the room.*

Absences due to medical or other unavoidable circumstances should be discussed with the professor, otherwise a penalty may be assessed. The penalty depends on course hours and will be applied as follows:

Course Hours	Deduction
5 hrs/week (75 hrs)	1.0% /hr
4 hrs/week (60 hrs)	1.5% /hr
3 hrs/week (45 hrs)	2.0% /hr
2 hrs/week (30 hrs)	3.0% /hr

VIII. COURSE OUTLINE ADDENDUM

The provisions contained in the addendum located on D2L form part of this course outline.