SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SAULT STE. MARIE, ONTARIO

COURSE OUTLINE

COURSE TITLE:	Human Resources and Project Communications
CODE NO. :	PMG105 **SEMESTER:** 13W
PROGRAM:	Project Management Certificate
AUTHOR:	Brent Pusch
DATE:	January 2013 **PREVIOUS OUTLINE DATED:**
APPROVED:	"Laurie Poirier" January 2013

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CHAIR   **DATE**

TOTAL CREDITS:	1
PREREQUISITE(S):	
HOURS/WEEK:	3

Human Resources and Project   PMG105
Communications

I.   COURSE DESCRIPTION:
Exploring the "project life cycle" specific human resource and communication requirements, this course emphasizes how to build the skills and knowledge needed to plan an effective project group, recruit quality people to staff it and build them into an effective team. Focus will also include communicating to the right audience, the right way, at the right time.

UNITS OF STUDY
- **Human Resource Management:** Understanding Human Resource processes
- **Developing a Human Resource Plan:** Identify and document Human Resource components
- **Acquire, develop and manage project teams:** Components of Human Resource availability and team make ups
- **Communication Management overview:** Identify stakeholders, plan communications, distribute information, manage stakeholder expectations and report performance

II.   LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

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

1.   Potential Elements of Performance: Understand the manager, the organization and the team
   - Organizational models
   - Project Management vs. General Management
   - Project Manager-Line Manager Interface
   - Working with Executives

2.   Potential Elements of Performance: Develop a Human Resource Plan and understand its components
   - The projects team: PM's, functional managers, employees and executive's roles and responsibilities
   - Organizational charts and position description
   - The Matrix-based chart

3.   Potential Elements of Performance: Determine elements in choosing project teams that benefit the organization and create positive project outcomes.

- The project team: matrix team problems and intra-team conflict
- Integrated product/project team and virtual project team
- Roles and responsibilities defining the positions, skills, and competencies that projects demand
- Selection of the projects team
- Developing project teams through tools and techniques

4. <u>Potential Elements of Performance:</u> Manage project teams allowing for good staff performance through fostering teamwork and integrating the efforts of team members the create high-performance teams
   - Team performance assessments and reports
   - Understanding team development tools
   - Conflict management and its role in team development

5. <u>Potential Elements of Performance:</u> Understand communication and its elements. Develop communication plans and manage conflict and communication
   - Identify all stakeholders
   - Communication plan
   - Managing conflict and communications
   - Distribute information and managing stakeholder expectations
   - Report performance

III.   TOPICS:

1. Human Resource Management
   - Organizational structures
   - The movement towards matrix organizations
   - H.R.'s role in project teams
   - Project Managers - Functional Managers interface
2. Human Resource Plan
   - Selection of a project manager
   - P.M's roles and responsibilities
   - Team members
   - Tools and Techniques

3. Acquiring a project team
   - The project manager as a planning agent
   - Negotiating with functional departments
   - Developing good teamwork and training initatives

4.   Managing teams and conflicts
- Skills and knowledge required by the P.M.
- Tracking performance
- Communication and conflict management

5.   Communication Management
- Identify stakeholders interests, involvement and impact on project success
- Determine stakeholder's information needs
- Distributing information
- Managing stakeholder expectations

IV.   REQUIRED RESOURCES/TEXTS/MATERIALS:

1. A Guide to the Project Management Body of Knowledge (PMBOK Guide). 4th ed. 2008. Project Management Institute Inc. (USA)

2. Kerzner, Harold. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", 10th ed. Hoboken, NJ: Wiley, 2009.

V.   EVALUATION PROCESS/GRADING SYSTEM:

Participation	**20%**
Assignments (4 @ 10%)	**40%**
Final Exam (Multiple Choice)	**40%**

Participation
Attendance is an important component, as it enables students to contribute effectively to classroom learning. For instance, asking questions, sharing ideas and engaging in learning exercises and the opportunities provided.

Assignments
A total of four assignments will be distributed in this course. These must be typewritten and submitted via email. No late submissions will be accepted.

Final Exam
The final exam will be a series of multiple-choice questions.

The following semester grades will be assigned to students:

Grade Point

Human Resources and Project
Communications

PMG105

Grade	Definition	Equivalent
A+	90 – 100%	4.00
A	80 – 89%	
B	70 - 79%	3.00
C	60 - 69%	2.00
D	50 – 59%	1.00
F (Fail)	49% and below	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.   SPECIAL NOTES:

Course Outline Amendments:
The professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Retention of Course Outlines:
It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

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Prior Learning Assessment**:**
Students who wish to apply for advance credit transfer (advanced standing) should obtain an Application for Advance Credit from the program coordinator (or the course coordinator regarding a general education transfer request) or academic assistant. Students will be required to provide an unofficial transcript and course outline related to the course in question. Please refer to the Student Academic Calendar of Events for the deadline date by which application must be made for advance standing.

Credit for prior learning will also be given upon successful completion of a challenge exam or portfolio.

Substitute course information is available in the Registrar's office.

Disability Services:
If you are a student with a disability (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your professor and/or the Disability Services office. Visit Room E1101 or call Extension 2703 so that support services can be arranged for you.

Communication:
The College considers **WebCT/LMS** as the primary channel of communication for each course. Regularly checking this software platform is critical as it will keep you directly connected with faculty and current course information. Success in this course may be directly related to your willingness to take advantage of the **Learning Management System** communication tool.

Plagiarism:
Students should refer to the definition of "academic dishonesty" in *Student Code of Conduct.* A professor/instructor may assign a sanction as defined below, or make recommendations to the Academic Chair for disposition of the matter. The professor/instructor may (i) issue a verbal reprimand, (ii) make an assignment of a lower grade with explanation, (iii) require additional academic assignments and issue a lower grade upon completion to the maximum grade "C", (iv) make an automatic assignment of a failing grade, (v) recommend to the Chair dismissal from the course with the assignment of a failing grade. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

Student Portal:
The Sault College portal allows you to view all your student information in one place. **mysaultcollege** gives you personalized access to online resources seven days a week from your home or school computer. Single log-in access allows you to see your personal and financial information, timetable, grades, records of achievement, unofficial transcript, and outstanding obligations. Announcements, news, the academic calendar of events, class cancellations, your learning management system (LMS), and much more are also accessible through the student portal. Go to https://my.saultcollege.ca.

Electronic Devices in the Classroom:
Students who wish to use electronic devices in the classroom will seek permission of the faculty member before proceeding to record instruction. With the exception of issues related to accommodations of disability, the decision to approve or refuse the request is the responsibility of the faculty member. Recorded classroom instruction will be used only for personal use and will not be used for any other purpose. Recorded classroom instruction will be destroyed at the end of the course. To ensure this, the student is required to return all copies of recorded material to the faculty member by the last day of class in the semester. Where the use of an electronic device has been approved, the student agrees that materials recorded are for his/her use only, are not for distribution, and are the sole property of the College.

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.

Tuition Default:
Students who have defaulted on the payment of tuition (tuition has not been paid in full, payments were not deferred or payment plan not honoured) as of the first week of June will be removed from placement and clinical activities. This may result in loss of mandatory hours or incomplete course work. Sault College will not be responsible for incomplete hours or outcomes that are not achieved or any other academic requirement not met as of the result of tuition default. Students are encouraged to communicate with Financial Services with regard to the status of their tuition prior to this deadline to ensure that their financial status does not interfere with academic progress.

Apply the concepts learned in this course to enhance your ability to manage project quality, ensuring quality results!