

**OPM 7170 (G01) (3.0 CH)
PROJECT MANAGEMENT
WINTER 2022**

INSTRUCTOR

Name: Kathryn Atamanchuk
Phone: 204-229-2593
Office: SP-327 (Stanley Pauley Engineering Building)
Office Hours: Tues/Thurs 1:00-2:00pm (or by appointment)
Class Time: Monday 6:15-9:30pm
Email: kathryn.atamanchuk@umanitoba.ca

COURSE DESCRIPTION

Topics covered in this course will include project initiating, planning, executing, monitoring and controlling, and closing. Knowledge areas such as scope, schedule, cost, risk, and HR management will be discussed. The course will make use of industrial projects for developing a strong planning and analytical approach pertinent to project management.

This course introduces the fundamental principles and practices of Project Management (PM). The course material will primarily follow the Project Management Institute methodology as presented in the Project Management Body of Knowledge (PMBOK®). Additional PM philosophies such as PRINCE2 and Agile will also be discussed. Case studies, articles, and a team project will provide practical context to supplement the lecture material. As Project Management is a multi-disciplinary field, this course is of interest to anyone who wants a better appreciation of the importance that PM plays in today's competitive environment.

COURSE OBJECTIVES

On course completion, you should be able to:

- 1) Apply the concepts of Project Management (PM) in a corporate or industrial setting.
- 2) Create, analyze, calculate and present planning documentation that defines a project's requirements and its conduct and control in a team environment.
- 3) Evaluate project progress to determine deviations from plan and required actions.
- 4) Understand the importance that communication, risk management, and change management plays in successful Project Management.
- 5) Evaluate a project's outcome to develop a thorough Lessons Learned document.
- 6) Interpret and select from a variety of specialized Project Management methodologies and tools to help attain project success.

AACSB Assurance of Learning Goals and Objectives.

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement for the School and our students. Part of “student improvement” is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the **learning goals and objectives** listed below for the **MBA Program**. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

	Goals and Objectives in the MBA Program	Goals and Objectives Addressed in this Course	Course Item(s) Relevant to these Goals and Objectives
1	Strategic Thinking Students will think critically and creatively about solutions to organizational problems, considering short-term and long-term goals, resources, risks, and opportunities.	X	Case studies, assignments
	A. Students are able to identify situations where strategic thinking is necessary.	X	Case studies, assignments
	B. Students are able to identify different strategies.	X	Case studies, assignments
	C. Students are able to perform a basic strategic analysis.	X	Case studies, assignments
	D. Students are able to recommend strategic alternatives and their implementations.	X	Case studies, assignments
2	Global Perspective Students will adopt a global mindset in considering organizational decisions.	X	HR management knowledge area
	A. Students have an awareness of global diversity, and multicultural awareness.		
	B. Students have an awareness of different global perspectives.		
	C. Students have been exposed to global business environments through course materials		
3	Ethical Mindset Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.	X	Professionalism and Ethics module
	A. Students demonstrate an understanding of the responsibility of business in society.	X	Professionalism and Ethics module
	B. Students demonstrate an understanding of ethical decision making.	X	Professionalism and Ethics module
	C. Students demonstrate moral development in ethical decision making.	X	Professionalism and Ethics module
	D. Students demonstrate an understanding of the responsibilities of a leader's role as it relates to ethics.	X	Professionalism and Ethics module
4	Quantitative and Financial Proficiency Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.	X	Cost Management Knowledge Area, Assignments
	A. Students are able to identify that a problem containing a quantitative aspect exists.	X	Cost Management Knowledge Area, Assignments
	B. Students are able to apply financial methodologies in the answering of business questions.	X	Cost Management Knowledge Area, Assignments
	C. Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.	X	Cost Management Knowledge Area, Assignments
	D. Students are able to interpret the results of a financial analysis.	X	Cost Management Knowledge Area, Assignments

COURSE MATERIALS

The following is a list of required course materials. All materials are available at the UofM Bookstore, unless website links are provided or they are posted to UM Learn (see Course Schedule for details).

1) The REQUIRED textbook for the course is:

Title: Project Management – Achieving Competitive Advantage, 5th Edition (2019) by Jeffrey K. Pinto.

There are two options for purchase of this e-textbook:

a) 180 day e-copy subscription (ISBN 9780134730714) - \$59.50

b) perpetual e-copy (ISBN 9780134730523) - \$84.50

These e-textbooks can be purchased via the following link (just remove the version you do not want):

https://www.campusebookstore.com/integration/AccessCodes/default.aspx?bookseller_id=33&Course=OPM+7170&frame=YES&t=permalink

2) The OPTIONAL textbook for the course is the PMBOK® Guide described below. While it is optional, if you think you will be managing projects in the future, I would highly recommend this as it is an excellent reference book to have on your office bookshelf. It is not currently available the UofM Bookstore but can be found at local and online bookstores such Indigo/Chapters or Amazon.

Title: A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition (2017)

Author/Publisher: Project Management Institute, Inc., ISBN: 978-1-62825-184-5

LECTURE NOTES/HANDOUTS

This course will be set up in UM Learn, and all course material (lecture notes, handouts, assignments, supplemental readings) will be uploaded here. Lecture slides will be posted to UM Learn by no later than 24 hours prior to the assigned lecture slot. Live classes will be hosted via UM Learn WebEx on Tuesdays, and Thursday from 6:15pm-9:30pm.

COURSE ASSESSMENT

Student progress will be assessed through:

- Class Participation – 5%
- Discussion Forum Participation - 15%
- Three (3) Mini-tests – 15%
- Four (4) Individual Assignments – 10%
- Team Project – 25%
- Final Exam – 30%

Class Participation:

Class attendance and participation is required. **Missing more than 20% of this course due to absences may result in a failing grade.** It is your responsibility to inform your professor in advance of your absence and the reason for it (medical documentation or employer note if away for a work commitment) is required. The professor decides how to deal with the impact of missed classes on your

final grade. In addition to attendance, it is expected that you will actively participate in class discussions, breakout sessions and polls. Class Participation will be assigned as 0.5% per class (no mark for the last class of the term (team presentations), but attendance is still required!)

Discussion Forums:

- The Discussion Forums featured in UM Learn will be used to facilitate virtual discussions amongst students on some of the assigned readings.
- There will be 5 Discussion Forums throughout the term worth 3% each.
- Further instructions will be provided in class.

Mini-Tests:

- The course will contain three (3) Mini-tests as per the tentative course schedule below. Each mini-test is worth 5% of your grade.
- Mini-tests will consist of 20 multiple choice questions and will be distributed via the Quizzes function in UM Learn. The quizzes will be open for a 24-hour period, so you can complete them at your convenience during this period.
- There will be no make-up dates provided for missed mini-tests.

Individual Assignments:

- The course will contain four (4) individual assignments that will be posted to the course website on UM Learn. Due dates for the assignments are as defined in the course schedule. Assignments are to be submitted as a **pdf file** via the appropriate Assignment folder on UM Learn.
- Each assignment is valued at 2.5% of your final grade.
- Late assignments will be docked 25% per day beyond the specified due date and time unless an alternate due date is arranged in advance due to extenuating circumstances.

Team Project:

- Thorough project planning is one of the most critical steps in maximizing the success of a project. A team project will be used to help you gain some experience with the rigours of proper project planning. The project will include an electronic submission of a Project Management Plan (worth 20%) and a presentation to the class via WebEx during the June 8 class (worth 5%).
- Peer evaluations will be used as part of the assessment of the Project Management team project. Please note that your individual score can be negatively affected by the peer evaluations you receive from your teammates.
- Late project deliverables (electronic copy, Gantt Chart, presentation slides, or individual peer evaluation submission) will be docked 25% per day beyond the specified due date and time unless an alternate due date is arranged in advance due to extenuating circumstances.
- Further details on the project will be provided in class and posted to UM Learn.

Final Exam:

- The Final Exam will be held during the University scheduled time slot – further details will be provided when available.

Final grades will be assigned as follows;

Cumulative Marks	Grade	GPA	Performance
94.00-100	A+	4.5	Excellent
84.00-93.99	A	4.0	Very Good
75.00-83.99	B+	3.5	Good
70.00-74.99	B	3.0	Satisfactory
65.00-69.99	C+	2.5	Marginal
60.00-64.99	C	2.0	Unsatisfactory
50.00-59.99	D	1.0	Unsatisfactory
Below 50	F	0.0	Unsatisfactory

NOTE: Class attendance is required. Missing more than 20% of this course due to absences may result in a failing grade. It is your responsibility to inform your professor in advance of your absence and the reason for it (medical documentation or employer note if away for a work commitment) is required. The professor decides how to deal with the impact of missed classes on your final grade.

COURSE SCHEDULE

The following is a tentative course schedule that could be subject to change at the instructor's discretion.

Lecture 1: Monday, January 24, 2022

Material Covered:

- Introductions
- Course Outline review
- Introduction to Project Management
- Project Life Cycles and Organization
- Project Management Processes

Required Reading:

- 1) Course Outline
- 2) Pinto Textbook, Chapter 1: Introduction - Why Project Management?
- 3) Pinto Textbook, Chapter 2: The Organizational Context - Strategy, Structure & Culture
- 4) Optional reading: PMBOK® Chapters 1, 2, and 3

Lecture 2: January 31, 2022

Material Covered:

- Project Selection Techniques
- Project Integration
- Project Scope Management – Part 1

Required Reading:

- 1) Pinto Textbook, Chapter 3: Project Selection and Portfolio Management

- 2) Pinto Textbook, Chapter 5: Scope Management (Pages 146-159)
- 3) Pinto Textbook, Case Study 3.1 – Keflavik Paper Company (pg. 115). Questions included with the case will be used for Discussion Forum purposes.
- 4) Optional Reading: PMBOK® Chapters 3, 4, and 5

Deliverables:

- Discussion Forum #1 - Keflavik Paper Company (Pinto text, pg. 115)

Lecture 3: Monday, February 7, 2022

Material Covered:

- Project Scope Management – Part 2
- Schedule Management – Part 1

Required Reading:

- 1) Article: Top Five Causes of Scope Creep...and What to Do About Them (2009 PMI Global Congress Proceedings) – Available at: <https://www.pmi.org/learning/library/top-five-causes-scope-creep-6675>
- 2) Pinto Textbook, Case Study 5.1: Boeing's Virtual Fence (pg. 189). Questions included with the case will be used in a Discussion Forum.
- 3) Pinto Textbook, Chapter 10: Project Scheduling (Pages 330-335)
- 4) Pinto Textbook, Chapter 9: Project Schedule (Pages 299-317 and 320-322)
- 5) Case Study: The Estimating Problem – posted to UM Learn.
- 6) Optional reading: PMBOK® Chapter 6

Deliverables

- Mini-Test #1 (Open from Sunday, February 6 at 6:00pm to Monday, February 7 at 6:00pm)
- Individual Assignment #1 due by 6:15pm
- Discussion Forum #2 - Boeing's Virtual Fence (Pinto text, pg. 189)

Lecture 4: Monday, February 14, 2022

Material Covered:

- Schedule Management – Part 2
- Network diagram exercise
- MS Project Tutorial

Required Reading:

- 1) Pinto Textbook, Chapter 9: Project Scheduling (Pages 299-317 and 320-322)
- 2) Optional reading: PMBOK® Chapter 6

Lecture 5: Monday, February 28, 2022

Material Covered:

- Cost Management

- Earned Value Management

Required Reading:

- 1) Pinto Textbook, Chapter 8: Cost Estimation and Budgeting (Pages 256-266 and 275-281)
- 2) Pinto Textbook, Chapter 13: Project Evaluation and Control (Pages 431-437 and 441-458)
- 3) Optional reading: PMBOK® Chapter 7

Deliverables:

- Mini-Test #2 (Open from Sunday, February 27 at 6:00pm to Monday, February 28 at 6:00pm)
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Lecture 6: Monday, March 7, 2022

Material Covered:

- Quality Management
- Resource Management

Required Reading:

- 1) Article: Quality Management – the Project Managers Perspective by John L. Patterson – Available at: <https://www.pmi.org/learning/library/quality-management-key-concepts-assurance-5715>
- 2) Optional reading: PMBOK® Chapter 8
- 3) Pinto Textbook, Chapter 6: Project Team Building, Conflict, and Negotiation (Pages 186-214)
- 4) Pinto Textbook, Chapter 4: Leadership and the Project Manager (Pages 115-135)
- 5) Pinto Textbook, Case Study 4.3: Problems with John (pg. 149). Questions included with the case will be used for Discussion Forum purposes.
- 6) Optional reading: PMBOK® Chapter 9

Deliverables:

- Individual Assignment #2 due by 6:15pm
 - Discussion Forum #3 - Problems with John (Pinto text, pg. 149)
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Lecture 7: Monday, March 14, 2022

Material Covered:

- Risk Management
- Change Management

Required Reading:

- 1) Pinto Textbook, Chapter 7: Risk Management (Pages 223-240)
 - 2) Enabling Change Through Strategic Initiatives. Available at: http://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/organizational-change-management.pdf?sc_lang=temp=en
 - 3) Optional reading: PMBOK® Chapter 11
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Lecture 8: Monday, March 21, 2022

Material Covered:

- Communication Management
- Stakeholder Management

Required Reading:

- 1) The High Cost of Low Performance: The Essential Role of Communications. Available at: <http://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/the-essential-role-of-communications.pdf>
- 2) Case Study: Office Communications – to be posted to UM Learn. Questions included with the case will be used for Discussion Forum purposes.
- 3) Optional reading: PMBOK® Chapters 10 and 13

Deliverables:

- Individual Assignment #3 – due by 6:15pm
 - Discussion Forum #4 - Office Communications - posted to UM Learn
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Lecture 9: Monday, March 28, 2022

Material Covered:

- Procurement Management

Required Reading:

- 1) Chapter 18: Procurement Management – posted to UM Learn
- 2) Article: Real World Project Management: Procurement Management by Joseph Philips. Available at: <https://www.projectsmart.co.uk/real-world-project-management-procurement-management.php>
- 3) Article: Vendors May Cost You More than Your Project: How to Avoid Vendor Risks (Karen A. McIsaac, 2009 PMI Global Congress Proceedings) – Available at: <http://www.pmi.org/learning/library/vendors-cost-more-project-prevent-risks-6949>
- 4) Optional reading: PMBOK® Chapter 12

Deliverables:

- Mini-Test #3 (Open from Sunday, March 27 at 6:00pm to Monday, March 28 at 6:00pm)
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Lecture 10: Monday, April 4, 2021

Material Covered:

- PRINCE2 Methodology
- Agile Project Management
- Professionalism and Ethics in PM
- Project 'Uglies'

Required Reading:

- 1) PRINCE2 Methodology – A Basic Introduction and Diagram. Available at: <http://lambie.hubpages.com/hub/PRINCE2-methodology-a-basic-introduction-and-diagram>

- 2) How PRINCE2® Can Complement PMBOK® and Your PMP. Available at: <http://www.corpedgroup.com/resources/pm/HowPrince2CanComplement.asp>
- 3) Agile Project Management for Dummies. Available at: <http://www.dummies.com/how-to/content/agile-project-management-for-dummies-cheat-sheet.html>
- 4) PMI Code of Ethics and Professional Conduct. Available at: <https://www.pmi.org/about/ethics/code>
- 5) Article: Ten Uglies of Projects – Posted to UM Learn

Deliverables:

- Individual Assignment #4 due by 6:15pm
- Discussion Forum #5 - Lessons Learned

Lecture 11: Monday, April 11, 2022

Material Covered:

- Group PM Plan presentations
- The Path to a PMP
- Course review and wrap-up and evaluations

Deliverables:

- PM Plans and infographics due by 6:15pm (Peer Evaluations due Tuesday, April 12, by 5:30pm)
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ACADEMIC REGULATIONS AND STUDENT SERVICES

HUMAN ETHICS APPROVAL FOR DATA COLLECTION

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM's Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. When in doubt, please talk to your instructor.

Instructions and forms to apply for human ethics approval can be found at:

<http://umanitoba.ca/research/orec/ethics/guidelines.html>

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

If you will be collecting data only from other students in the class, you do not need REB approval. If you have any questions, please contact humanethics@umanitoba.ca or your instructor.

UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee's approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

STUDENT SERVICES AND SUPPORTS

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

For Information on...	...follow this link
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	MBA Course Information
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 18 of the MBA Student Handbook</i>	MBA Student Handbook
Help with research needs such as books, journals, sources of data, how to cite, and writing	Library Resources
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	Writing and Learning Support
Support and advocacy for students with disabilities to help them in their academic work and progress	Student Accessibility Services
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	Copyright Office
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	Academic Integrity
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	Student Discipline
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	Student Advocacy
Your rights and responsibilities as a student, in both academic and non-academic contexts	Your rights and responsibilities
Full range of medical services for any physical or mental health issues	University Health Service
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	Health and Wellness
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	Student Counselling Centre
Support services available for help regarding any aspect of student and campus life, especially safety issues	Student Support Case Management
Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	Live Well @ UofM
Help with any concerns of harassment, discrimination, or sexual assault	Respectful Work and Learning Environment
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	Violent or Threatening Behaviour

ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty involving a graduate student (i.e. MBA, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

FACULTY BIOGRAPHY

I.H. Asper School of Business, The University of Manitoba

Kathryn Atamanchuk, P.Eng., MBA, PMP, FEC is an Engineer-in-Residence and the Industry Partnerships Facilitator for the Price Faculty of Engineering at the University of Manitoba. She earned her B.Sc. (Mech Eng), MBA, and MSc. (Biosystems Eng) degrees at the University of Manitoba. Kathryn holds a Project Management Professional designation with the Project Management Institute. She has also received Foundation certification in PRINCE2.

Prior to joining the University of Manitoba, Kathryn worked at StandardAero for 13 years in roles such as Service Engineer, Project Engineer, Engineering Manager, and finally as Director of Engineering Services. In her capacity as an Engineer-in-Residence at the University, Kathryn supports Manitoba's Aero-Engine Test and Advanced Digital Manufacturing sectors through delivery of industry related courses and facilitation of research initiatives between the University and industry partners. Kathryn is also actively involved in several committees as part of the Engineers Geoscientists Manitoba.

She currently teaches courses in applied instrumentation, operations management, and project management.