

OPM 7170 (G01) (3.0 CH)
PROJECT MANAGEMENT
SUMMER 2022

INSTRUCTOR

Name:	Narendra Malalgoda	Office Location:	TBD
Phone:	4318777492	Office Hours:	(T&R) 4:00 - 6:00
Email:	Narendra.malalgoda@umanitoba.ca	Class Room:	DRAKE CENTRE 104
		Class Time:	(T&R) 6:15 - 9:30

COURSE DESCRIPTION

This course explores into topics including project initiating, planning, executing, monitoring, and controlling, and termination. Essential project management tools for budgeting, procuring, scoping, modelling, measuring, and reporting will be discussed. This rigorous and hands-on of course gives you the skills to ensure your projects are completed on time and on budget while giving the user the product they expect.

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™). Learners will complete a series of projects and assignments that will identify and manage the product scope, build a work breakdown structure, create a project plan, define and allocate resources, manage the project development, identify and manage risks, and understand the project procurement process.

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 and execute project work plans, define project scope and deliverables, determine project resources and staffing requirements, set project milestones, develop budget proposals, and successfully close a variety of projects.
- 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 Utilize project management technologies and analytics to streamline and ease process

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	Global ethics subject area
	A. Students have an awareness of global diversity, and multicultural awareness.	X	Group Discussions
	B. Students have an awareness of different global perspectives.	X	Group Discussions
	C. Students have been exposed to global business environments through course materials	X	Group Discussions/Guest speaker
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 and procurement management
	A. Students are able to identify that a problem containing a quantitative aspect exists.	X	Cost and procurement management
	B. Students are able to apply financial methodologies in the answering of business questions.	X	Cost and procurement management
	C. Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.	X	Cost and procurement management
	D. Students are able to interpret the results of a financial analysis.	X	Budgeting 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.

2) Optional reading: Contemporary Project Management 4th Edition by Timothy Kloppenborg, Vittal S. Anantatmula, and Kathryn Wells

COURSE ASSESSMENT

Student progress will be assessed through:

- Class Participation — 5%
- Group work and discussion forums --- 10%
- Three (3) Mini-tests — 20%
- Four (2) Individual Assignments — 10%
- Team Project — 20%
- Final Exam — 35%

Final grades will be assigned as follows;

Cumulative Marks	Grade	GPA	Performance
93-100	A+	4.5	Excellent
90-92.99	A	4.0	Very Good
85-89.99	B+	3.5	Good
80-84.99	B	3.0	Satisfactory
75-79.99	C+	2.5	Marginal
70-74.99	C	2.0	Unsatisfactory
60-69.99	D	1.0	Unsatisfactory
49.99 and below	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. In the event of a skewed distribution of grades, the course marks for the class may be curved up or down as necessary (the weighting of each component will remain unchanged).

Group work and discussion forums:

Out of the group work done in class, two will be graded randomly. The days of the assignments will be discussed ahead, and no makeup assignments will be given.

Mini Tests:

Three mini tests will be held during class time. A mini test will be held after completion of Chapter 3, 5 and 7 respectively. These tests will include approximately 20 multiple choice questions. More details of the tests will be shared through UM learn and in class. There will be no make-up dates provided for missed mini-tests.

Individual Assignments:

The course contains two individual assignments to be submitted on the dates discussed in the first day of class. Guidelines and instruction will be posted through UM learn. Each Individual assignment is valued at 5% of your total grade. Late submissions will be accepted with a penalty of 25% per assignment.

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 rigors of proper project planning. The project will include an electronic submission of a Project Management Plan (worth 15%) and a presentation to the 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. Additional details on the project will be provided in class and posted to UM Learn.

Final Exam:

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

COURSE SCHEDULE

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

<i>Date</i>	<i>Material Covered</i>	<i>Required Reading</i>
Week 1		
May 3 rd	Course outline review Introduction to Project Management Why are projects important Product life cycles Organizational structure and stakeholder management Creating project management dashboards.	Chapter 1: Introduction: Why Project Management? Chapter 2: The Organizational Context: Strategy, Structure and Culture
May 5 th	Group discussions on Project Screening and Selection approaches Financial models for project selection decisions Portfolio management	Chapter 3: Project selection and portfolio management
Week 2		
May 10 th	How to Lead a project	Chapter 4: Leadership and the project manager

	<i>New project leadership Project management and ethics</i>	
<i>May 12th</i>	<i>Why scope management is important for projects Project management and sustainability</i>	<i>Chapter 5: Scope Management</i>
Week 3		
<i>May 17th</i>	<i>Why do teams fail? Conflict management and negotiation Cross functional cooperation</i>	<i>Chapter 6: Project team building, Conflict and Negotiation</i>
<i>May 19th</i>	<i>Risk identification and Risk mitigation Project risk management Creating risk maps</i>	<i>Chapter 7: Risk Management</i>
Week 4		
<i>May 24th</i>	<i>Group discussions on developing networks for projects</i>	<i>Chapter 10: Project Scheduling: Lagging, Crashing, and Activity Networks Chapter 11: Advanced Topics in Planning and Scheduling: Agile and Critical Chain</i>
<i>May 26th</i>	<i>Group Assignment</i>	
Week 5		
<i>May 31st</i>	<i>Resource constraints Managing resources in multi-project environments</i>	<i>Chapter 12: Resource Management</i>
<i>June 2nd</i>	<i>Monitoring project performance Earned value management Human factors in project evaluation Group Presentations</i>	<i>Chapter 13: Project Evaluation and control</i>
Week 6		
<i>June 7th</i>	<i>Types of project termination Natural termination Early project termination Final project report</i>	<i>Project Closeout and Termination</i>

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 Behavior

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 misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct 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 misconduct. 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 misconduct involving a graduate student (i.e. MBA, MFin, MScM, 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

Name: Narendra Malalgoda
Department of Supply Chain Management
I.H. Asper School of Business

After graduating from the North Dakota State University in 2020 with a Ph.D. in Transportation and Logistics, Dr. Malalgoda is currently a Postdoctoral Fellow at the Department of Agribusiness and Agricultural Economics, University of Manitoba. He is also working as a sessional instructor at the Asper School of business. His research interests are in the areas of Transportation and production economics, Public Transportation, and Ridesharing. He has published his research in journals including Transportation Research Part A, International Journal of Public Administration, and Transport & Health.