

OPM 7170 (G01/A01) (3.0 CH)
PROJECT MANAGEMENT
WINTER 2023

INSTRUCTOR

Name: Narendra Malalgoda	Office Location: 624
Phone: 204-474-9737	Office Hours: (T&R) 4:00 – 5:00
Email: Narendra.malalgoda@umanitoba.ca	Classroom: DRAKE CENTRE 108
	Class Time: Monday 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 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

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, 5^h 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%
- *Three (3) Mini-tests* — 25%
- *Four group assignments* — 15%
- *Team Project and presentation* — 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 if possible, of your absence and the reason for it:

- 1) if **medical**, self-declaration form must be submitted for an illness lasting 5 consecutive days or less <https://umanitoba.ca/governance/governing-documents-students#self-declaration-for-brief-or-temporary-student-absences>, no later than 48 hours after the end of the brief absence; a medical note from your physician must be submitted for an illness lasting more than 5 days;

- 2) if a **work commitment**, a signed letter on letterhead from your supervisor is required in advance, noting clearly the date(s) you must be away for your work commitment(s);
- 3) if for **student competitions**, an email from your Asper team coach must be received in advance indicating the dates you are away at competition.

The professor will then decide how to deal with the impact of the 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.

Date	Material Covered	Required Reading
Week 1		
January 23 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
January 30 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		
February 6 th	How to Lead a project New project leadership Project management and ethics	Chapter 4: Leadership and the project manager
February 13 th	Guest Speaker and in-class discussions	
Week 3		
February 27 th	Why scope management is important for projects Project management and sustainability	Chapter 5: Scope Management

March 6 th	<i>Why do teams fail? Conflict management and negotiation Cross functional cooperation</i>	<i>Chapter 6: Project team building, Conflict and Negotiation</i>
Week 4		
March 13 th	<i>Risk identification and Risk mitigation Project risk management Creating risk maps</i>	<i>Chapter 7: Risk Management</i>
March 20 th	<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>
Week 5		
March 27 th	<i>Resource constraints Managing resources in multi-project environments</i>	<i>Chapter 12: Resource Management</i>
April 3 rd	<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		
April 10 th	<i>Types of project termination Natural termination Early project termination Final project report</i>	<i>Project Closeout and Termination</i>

Group work and discussion forums:

Out of the group work done in class, four 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. 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.

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 and a presentation to the class.

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.

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.

The following do not require REB approval:

- a) Projects where students are conducting the research on themselves during class time;

- b) Projects involving the use of records or information that is in the public domain, including the use of anonymous secondary data and surveys or questionnaires that have already been published;
- c) Projects involving the use of naturalistic observation where there is no reasonable expectation of privacy (i.e. public park).
- d) Practicum or job training projects where students are fully integrated into the organization's operational practices and are not conducting research;
- e) Projects where the intent is to use the information to provide advice, diagnosis, identification of appropriate interventions or general advice for a client;
- f) Projects where the intent is to develop skills which are standard practice within a profession (e.g. observation, assessment, intervention, evaluation, auditing); or
- g) Projects where the information gathering processes are part of the normal professional relationship between the student and the participants.

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	Asper Graduate Student Resources
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

Narendra Malalgoda is an Assistant Professor of Supply Chain Management at the Asper School of Business, University of Manitoba. He completed his Ph.D. in Transportation and Logistics, with emphasis on Logistics and Supply Chain Systems, in 2020 and holds an MSc in International Agribusiness, both from the North Dakota State University, USA. Before joining the Asper School of Business, Dr. Malalgoda completed his post-doctoral training in the Department of Agribusiness and Agricultural Economics at the UofM.

Dr. Malalgoda has worked on research projects related to public transit efficiency and productivity as well as factors impacting public transit ridership in the U.S. He has administered many consumer surveys and contributed to addressing research gaps with regard to rural transportation in North America. While further expanding his research interests in issues related to the transportation sector's efficiency and productivity, Dr. Malalgoda plans to build research infrastructure needed to use geospatial and other databases for supply chain optimization in response to critical events. Dr. Malalgoda will also use Geographical Information Systems and Remote Sensing techniques for research on strategically managing supply chain systems across Canada with minimal disruption in weather-related and other emergencies.