
MOS 9330 Project Management
Course Outline: Section – 001 / Fall-Winter

1. Course Information:

Class Location and Time:

Thursday 9:00am – 12:00pm **every other week (starting Sept 7)**
WALS classroom (UCC 66)

Instructor: Dr. Johanna Weststar

Office: SCC 4427

Phone: 519-661-2111 x86148

Office Hours: Mon & Thurs 12:30-3:00 or by appointment

Email: weststar@uwo.ca

Course Website: <https://owl.uwo.ca>

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

2. Textbook

- Kloppenborg, T. (2015). Contemporary Project Management, 3rd Edition. Stamford, CT: Cengage Learning.
- Additional readings on OWL

3. Course Objectives and Format

3.1. Course objectives

The objective of this course is to prepare students for a project management regime of organizing work and people either as the initiators of such a regime (i.e. project managers or team leads) or as workers within that regime.

The first half of the course (fall term) is designed to follow the project life cycle where topics will be arranged to cover the stages of initiation, planning and execution. Topics include: scheduling, budgeting, project control and workflow, resource allocation, the roles and responsibilities of the project manager, negotiation and conflict management.

The second half of the course (winter term) takes a Community-Engaged Learning (CEL) approach where student project teams will be paired with a community organization to plan and manage a real-world project.

3.2. Learning Outcomes

Upon successful completion of MOS 9330 students will be able to:

- Describe the evolution of the project-based organizational structure vis a vis other managerial models
- Describe the framework of a project-based workplace and its implications for other components of management (i.e., recruitment and selection, compensation, motivation, leadership, employee development and career management)
- Use the lexicon and professional standards of project management as per the globally recognized Project Management Body of Knowledge (PMBOK)
- Apply the guidelines and procedures learned to a large term project
- Apply knowledge of PM principles to understand real world industries
- Work successfully in diverse project teams
- Conduct themselves appropriately in a professional environment

3.3. Course format

This course has been structured in a problem-based learning format with a Community Service Learning (CEL) element. This means that students will work in project teams throughout the course to create and perhaps partially execute a Project Management Plan for an organization in the local London community. Depending on the requirements of the organization and the project, each team will work at their own pace through the course material and rely on the resources provided by the instructor as well as external resources to meet their learning goals and the deliverables contracted to the community partner. The course requires active learning and that students come to each class prepared to engage in class and group discussion and work on tasks at hand. A final written Project Management Plan is a major deliverable in the course, but the intention and focus throughout will be on learning the material and practicing the techniques; therefore, our attention will be on the process through which this takes place rather than the product per se.

3.4. Email policy

Always include MOS 9330 in the subject line of your emails and send your email from your Western email address otherwise my spam filter may delete your emails. I am not responsible for diverted emails if you do not follow this procedure.

I will try to respond to email promptly, however I reserve the right to not respond to student email over the weekend or late at night. If you have important questions before tests, due dates or client meetings, you must send them to me in a timely fashion to ensure you will get a timely response.

4. Evaluation

You will be evaluated based on the following:

Project Management Plan	40%
Learning Journal	25%
Tech Showcase	10%
Content Exam	25%

Project Management Plan (CEL Project) (40%)

Within your project teams you will work with your assigned community partner to produce a comprehensive Project Management Plan for the project selected by your community partner. You will determine the scope and the deadline of the project with the community partner representative who will act as the project sponsor. You will also conduct stakeholder and risk analyses and prepare a communication plan. Depending on the scope and deadline of the project you may also engage in some or all of the execution of the project. More details are contained in the document "Project Management Plan Assignment" posted on OWL. Project Teams will make presentations to the class on the last day of class. Project sponsors will be invited to attend.

Learning Journal (25%)

As an individual you will maintain a learning journal that documents your learning process during your CEL project. This learning journal will facilitate acts of metacognition and self-reflection that are essential to self-directed and purpose-based learning. The emphasis will be on quality over quantity in these journal entries, though you will be required to write six entries as a minimum. There will be a few specific entries that you are required to make and these will be announced in class. I will collect and assess the journals two times throughout the winter term. More details are contained in the document "Learning Journal Assignment" posted on OWL.

Tech Showcase (10%)

In a group you will research and present to the class one technology-based project management tool. These presentations will introduce you to tools that you may choose to use for your CEL project. More details are contained in the document "Tech Showcase Assignment" posted on OWL.

Content Exam (25%)

An exam based on the content covered in the fall term will be held during the regular exam period. The exam will consist of short answer questions.

*Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. Extra assignments to improve grades will **NOT** be allowed. Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.*

5. University Policy Regarding Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

6. University Policy on Cheating and Academic Misconduct

- 6.1.** Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.
- 6.2.** The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

7. Procedures For Appealing Academic Evaluations

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the DAN Program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

8. Snow Policy

If the University is closed, our class is cancelled, otherwise, plan to attend. The University will post weather updates on Western's homepage (www.uwo.ca), the University's official Facebook and Twitter sites, and via local radio stations.

9. Support Services

- 9.1. The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>
Student Support Services (*including the services provided by the USC listed here*) can be reached at:
<http://westernusc.ca/services/>
Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

- 9.2. Students who are in emotional/mental distress should refer to Mental Health@Western
<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

10. Other Issues

10.1. Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

10.2. Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

10.3. Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>

11. Lecture and Examination Schedule

The following table outlines a weekly outline for course content (readings), activities and due dates. This schedule could change depending on the pace and needs of each class.

FALL TERM

Date	Topic	Readings	Class Exercises	Deliverables
Sept 7 (class 1)	<ul style="list-style-type: none"> Welcome & Introductions Overview of Project Management Project Charter 	<p>Ch 1, 2 & 3</p> <p>Ch 4</p>		
Sept 21 (class 2)	<ul style="list-style-type: none"> Project Scope Project Scheduling 	<p>Ch 6</p> <p>Ch 7</p>	Wolf Island Farms exercise	
Oct 5 (class 3)	<ul style="list-style-type: none"> PM Tools Project Resourcing 	<p>Ch 8</p>	<p>Tech Showcase</p> <p>Wolf Island Farms revisited</p>	Tech Showcase presentations due
OCT 12 & 19	NO CLASS – SCHEDULE ADJUSTMENT FOR FALL READING WEEK			
Oct 26 (class 4)	<ul style="list-style-type: none"> Stakeholder Management Risk Management Communication Planning 	Ch 5 & Ch 9	Stakeholder analysis exercise	
Nov 9 (class 5)	<ul style="list-style-type: none"> Project Budgets Project Quality 	<p>Ch 10</p> <p>Ch 11</p>	Budgeting exercise	
Nov 23 (class 6)	<ul style="list-style-type: none"> Project Monitoring & Control Finishing the Project 	<p>Ch 14</p> <p>Ch 15</p>		
Dec 7	<ul style="list-style-type: none"> Community Engaged Learning Project Selection 		Project Fair: Lisa Boyko, CEL Learning Coordinator and Project Sponsors	I will announce groups and project assignments via OWL
Dec 14-21	NO CLASS		Meet with Project Sponsor at least once to discuss project scope and expectations	

WINTER TERM

Date	Topic	Readings	Class Exercises	Deliverables
Jan 11 (class 1)	<ul style="list-style-type: none"> Project Teams PM Approach 	Smith, 2007 Ch 13	Team Charter exercise Team Evaluation exercise Waterfall vs. Scrum Exercise	draft Project Charter
Jan 25 (class 2)	<ul style="list-style-type: none"> CEL Project 		Class reflections Team work Instructor consultation	
Feb 8 (class 3)			Team Audit	Learning Journals
Feb 15 & 22	NO CLASS – SCHEDULE ADJUSTMENT FOR WINTER READING WEEK			
Mar 1 (class 4)	<ul style="list-style-type: none"> CEL Project 		Class reflections Team work Instructor consultation	
Mar 15 (class 5)	<ul style="list-style-type: none"> CEL Project Critical Reflections on PM 	Readings TBD on OWL	Class reflections Team work Instructor consultation	
Mar 29 (class 6)	<ul style="list-style-type: none"> Project Showcase 		Project Presentations	Project Presentations due Learning Journals due
Apr 11	NO CLASS			Project Plan due