

The University of Western Ontario

Project Management

CS/SCI 3377 B Department of Computer Science

Course Outline – Winter 2019 – Revision 1 January 10, 2019 – Rev 1 changes highlighted

Instructor: Kevin McGuire, M. Eng., P. Eng., PMP

Description:

This under-graduate level course is an introduction to the most widely accepted project management practices in the workforce today. It is based upon the guide published by the Project Management Institute known as “The Project Management Body of Knowledge” – or PMBOK. Project Management lends itself to being taught properly in either one of two ways. It can either be analyzed sequentially across the five phases of a project (initiating, planning, executing, monitoring and controlling, and closing) or it can be decomposed into its 12 areas of necessary expertise for the professional practitioner and then imparted. We choose this second approach. We do so for several reasons, not least of which is that this is in keeping generally with the order in which most scholarly works tackle the subject. The course content will be primarily lecture and discussion based although multi-media and interactive content materials will be included. One possible multi-media tool among these the instructor might apply is the “serious game” Sharkworld™ where if applied students will compete for Project Management supremacy in the classroom. (This “game” may be previewed online at Sharkworld.nl) Course materials will be stored in Owl Sakai for both pre and post lecture access. Assignments will be a mix of individual and group efforts.

Course Goals: The course is intended to reveal and develop project management best practices. The student will learn the industrially accepted techniques associated with the management of time, cost, and scope in order to achieve total project stakeholder satisfaction. In absence of formal project management training, professionals in the work place can and do successfully run projects of all types – construction, information technology, manufacturing, etc. The goal in this course is to expose the class to the most efficient, and widely recognized, project management practices and in so doing greatly increase their likelihood of managing **successful** projects during their careers. The expected outcome will be to develop workforce ready minds that easily integrate into any corporate culture. It is intended that the acquisition of skills developed in this course will prepare the student for pursuing the designation Project Management Professional, or at the very least, prepare the student to more effectively contribute to project type work.



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Course Objectives: At the completion of this course, the students will be able to:

- Apply themselves and foster in others an appreciation for project management best practices in the carrying out of academic scientific research.
- Clearly communicate the difference between a process and a project and thereby know when to apply project management practices.
- Attain familiarity and confidence with the management of integration, cost, time, scope, quality, human resources, risk, and communication on projects.
- Understand and practice the commonly accepted professional standards of project management.
- Articulate a knowledge of, and understand what activities are required during project initiating, planning, executing, controlling, and closing.
- Apply themselves and foster in others an appreciation for project management best practices in the work place.
- Understand what is expected of them from a professional project manager.
- Understand the roles and responsibilities of a professional project manager.

Course Content:

1) Introduction

- The Argument for Formally Studying Project Management
- The Definition of a Project
- Contrasting the Role of the Manager with the Role of the PM
- The Triple Constraint
- The Five Phases of a Project
- Project Stakeholders
- The History of Project Management
- The Future of Project Management
- The Project Management Body of Knowledge and PMI
- Project Management in London Ontario
- The Role of the Project Manager
- Enterprise Environmental Factors

2) Project Life Cycle and Organization

- Organizational Cultures and Structures
 - i. Projectized
 - ii. Strong Matrix
 - iii. Weak Matrix
 - iv. Composite
 - v. Functional
 - vi. Balanced
- Project Selection Methods
- Public Private Partnerships (P3)
- Project Management Phase Diagram
- Project Management Process Groups
 - i. Initiating
 - ii. Planning



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- iii. Executing
 - iv. Monitoring and controlling
 - v. Closing
- 3) Project Scope Management & LEAN Project Management
- Writing a Scope Statement
 - Taxonomy and Project Management
 - Creating a Work Breakdown Structure
 - Estimating Work Durations
 - Scope Verification
 - LEAN, waste, and value
- 4) LEED Projects
- Definition
 - Raison d'être
 - The 7 categories and 110 credit possibilities
 - Paths through the green building council
 - The future of green building
 - Application in sharkworld
 - Integration of LEED in standard project models
- 5) Project Time Management
- Proposal and Plan Documents for Computer Science Projects
 - Scheduling Logic - resource availability etc.
 - Network Diagrams
 - Network Ladders to Compress Computer Science Coding Projects
 - Gantt Charts
 - Monte Carlo Method
 - Other Probabilistic Methods in Scheduling
 - Milestone and Task Timeline Distribution
 - Crashing
- 6) Project Cost Management
- I.T. Consulting Firms
 - i. Structure
 - vi. Overheads
 - vii. Billing Rates and Utilization Targets
 - Determine the Budget
 - Cash flow and Revenue Generation
 - Progress Billing and Statements of Value
 - The Project Spending Curve
 - Task Progress Evaluation
 - Earned Value Analysis
 - Deliverable Properties for Software Earned Value Analysis
 - Dealing with Sunk Costs
 - Dealing with the Project Management Office
 - Forecasting



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- 7) Project Risk Management
 - Stakeholder Risk
 - Qualitative Risk Responses
 - Quantitative Risk Responses
 - DFMEA / PFMEA
 - Cost Benefit Ratio Calculations

- 8) Project Integration Management
 - Project charters - Development and Application
 - Teamwork
 - Virtual Teams
 - Performance Reporting
 - Coaching, Rewarding, and Recognition
 - Integrated Change Control – Change Orders

- 9) Project Human Resources Management
 - Classic Negotiation Methods
 - Training staff
 - Assignment and reassignment
 - Resource Leveling
 - Maslow's Hierachy of Needs
 - Myers-Briggs personality Types
 - Emotional Intelligence
 - Goals and Accountability

- 10) Project Communications Management
 - Conflict Resolution Strategies
 - Project Communication Matrix
 - Communication Models
 - Effective Meetings
 - Effective Information distribution
 - Effective Communication
 - Robert's Rules

- 11) Project Procurement Management
 - Bid Documents
 - The Basic Elements of a contract - review
 - Types of Contracts and the distribution of Risk
 - Sample I.T. Construction contract
 - Bonding and Insurance for I.T. construction
 - Analysis of Bids and Award of Contracts
 - Tendering and Contract Execution
 - Common Law Benchmarks regarding Contracts
 - Supreme Court of Canada Decisions Regarding Tendering Practices



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12) Agile Project Management

- Light and Heavy Software Development Techniques
- Methodologies
- SCRUM
- Discussion – SWOT as we remove PM features
- 12 Principles
- Roadmap
- Roles

Tentative Class Schedule

Date Section 001	Time	Hours
Wednesday, January 9, 2019	7:00 pm - 10:00 pm	3
Wednesday, January 16, 2019	7:00 pm - 10:00 pm	3
Wednesday, January 23, 2019	7:00 pm - 10:00 pm	3
Wednesday, January 30, 2019	7:00 pm - 10:00 pm	3
Wednesday, February 6, 2019	7:00 pm - 10:00 pm	3
Wednesday, February 13, 2019	7:00 pm - 10:00 pm	3
Wednesday, February 20, 2019	Reading Week – no class	0
Wednesday, February 27, 2019	7:00 pm - 10:00 pm	3
Wednesday, March 6, 2018	7:00 pm - 9:00 pm	2
Wednesday, March 13, 2018	March Break	0
Wednesday, March 20, 2018	7:00 pm - 10:00 pm	3
Wednesday, March 27, 2018	7:00 pm - 10:00 pm	3
Wednesday, April 3, 2018	7:00 pm - 10:00 pm	3
Wednesday, April 10, 2018	7:00 pm - 10:00 pm	review

*Proposed mid-term date in red

Texts & References:

1. Project Management - Gray and Larson 6th Edition - Not Mandatory to purchase – reference only
2. Project Management Body of Knowledge (PMBOK) 6th edition – suggested for purchase – explore the possibility of low cost / no cost internet download if ethically obtainable.



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Evaluation:

Assignments (3):	15%
Sharkworld or Major Assignment	20%
Mid Term Online	25%
Final Examination	40%
Total	100%

Notes on assignments (papers and reports):

- Some Assignments are group assignments. You MUST join a group on our Owl site under Site Info. The front page of each assignment will indicate whether or not it is a group assignment.
- Must be academic in style and content
- Must have a clear focus
- Must present ideas in a logical and well thought-out flow
- Arguments, analysis and conclusions must be based on clearly identified research and sources
- Must cite all references from other sources
- Must be in paragraph format
- Must be double-spaced, and typewritten

Grading:

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	below 50	Fail

Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at The University of Western Ontario. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). If you are caught cheating there will be no second warning. Academic penalties will be applied up to and possibly including expulsion from the program.



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Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com

How often will the instructor communicate with me?

The instructor will be available to meet every evening for ½-1 hour after each lecture either in the classroom or in assigned office space. Any student may raise any issue at this time without the need for an appointment. Students will note the published schedule included herein. Supplemental arranged meetings are possible, but may require several days advance co-ordination.

The instructor will also be available via e-mail at kmcgui5@uwo.ca. The instructor will check e-mail a minimum of 3 times per week and the students should as well. E-mail will be checked at minimum once per weekend, as well as once early in the work week, and once late in the work week. All e-mails will receive a response. For detailed comprehensive responses, bring forward questions that affect the entire group. These are the preferred type of questions to be brought forward. Detailed questions relating to your work specifically will receive individually tailored responses.

Please feel free to initiate supplementary Owl Sakai chats via Elluminate Live! Bridge with the instructor by sending an e-mail or arranging a time. The instructor will not be available via Skype.

The students will not typically have telephone access to the instructor although this can be arranged if the necessity arises.

Students must use their Western (@uwo.ca) email addresses when contacting their instructor.

How do I hand in assignments?

All assignments will be submitted electronically through Owl Sakai using the assignment drop box in the course area unless instructed otherwise by the instructor. Failure to meet deadlines without the instructor's written permission will result in a reduction of marks. Assignments received after the due date will be reduced 5% per day (including weekends). Except in exceptional circumstances, approved by the instructor before the due date, assignments more than one week late will not be accepted and a mark of 0% will be assigned.

It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive on time.

The Use of English



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In accordance with senate and faculty policy, students may be penalized up to 10% of the marks on all assignments, tests, and examinations, for the improper use of English. In addition, poor written work, with the exception of final examinations may be returned without grading. If resubmission of the work is permitted, it may be graded with marks deducted for poor English and late submission.

Attendance

Any student, who in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean (after due warning has been given). On the recommendation of the department concerned, and with the permission of the Dean, the student will be debarred from taking the regular examination in the course. Please be prepared to discuss your attendance with the instructor after your second missed lecture. It is the student's responsibility to raise the subject of absenteeism with the instructor via email after the first and before the second absence.

Conduct

Students are expected to arrive at lectures on time, and to conduct themselves during class in a professional and respectful manner that is not disruptive to others.

Sickness and Other Problems

Students should immediately consult with the instructor or Department Chair if they have any problems that could affect their performance in the course. Where appropriate, the problems should be documented. The student should seek advice from the instructor or Department Chair immediately regarding how best to deal with the problem. Failure to notify the instructor or Department Chair immediately (or as soon as possible thereafter) will have a negative effect on any appeal.

Please contact the course instructor if you require lecture or printed material in an alternate format or if any other arrangements can make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 661-2111 ext. 82147 if you have questions regarding accommodation.

The policy on Accommodation for Students with Disabilities can be found here:

www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_disabilities.pdf

The policy on Accommodation for Religious Holidays can be found here:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_religious.pdf

[Optional] Students who are in emotional/mental distress should refer to Mental Health@Western (http://www.health.uwo.ca/mental_health) for a complete list of options about how to obtain help.



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Owl Sakai Help - Who to contact

1) Application Problems

If you have problems with an application on this system please call the Help Desk at **(519) 661-2111 extension 83800**.

2) ITS Help Page: <https://owl.uwo.ca/OwlSakai/urw/lc18180897021.tp0/cobaltMainFrame.doOwlSakai>

Email Addresses

The website for Registrarial Services is <http://www.registrar.uwo.ca>.

In accordance with policy, <http://www.uwo.ca/its/identity/activatenonstudent.html>, the centrally administered e-mail account provided to students will be considered the individual's official university e-mail address. It is the responsibility of the account holder to ensure that e-mail received from the University at his/her official university address is attended to in a timely manner.

Confidentiality and University Indemnification

The University of Western Ontario, Kevin McGuire (your instructor), and your classmates take no responsibility for the confidentiality of information that you present in any educational context, such as online, in-class or in your submissions or postings.

It is up to you, the student, to ensure that you are not breaching any confidentiality situations with any information you present including those which might pertain to ongoing research of which you are a part of or have been a part of in the past.

Enjoy the Course

The course is designed to contribute to the student's professional development. The student should view this course as a set of tools for navigating through an increasingly complex professional workplace. Some of the skills learned can be subject to debate as they are merely the commonly accepted best practices of project management. No laws, rules, or statutes are in existence to regulate the practice of project management. For this reason all materials taught in the curriculum are consistent with the Project Management Body of Knowledge 6th edition, the most commonly accepted collection of guidelines for success in this field. With that said, please attend lectures with an open mind and be prepared to contribute to the discussion. With your contribution the lectures will not only be informative, but they should be more enjoyable as well.



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Student Run Support Services

Additional student-run support services are offered by the USC, <http://westernusc.ca/your-services>.

