INSTITUTE OF MANAGEMENT & INNOVATION

Elective Course

IMI2003HY

PROJECT MANAGEMENT: PRACTICE & TOOLS

Duncan Jones

Summer Term, 2023

INSTITUTE OF MANAGEMENT & INNOVATION
UNIVERSITY OF TORONTO MISSISSAUGA

IMI2003HY – Project Management: Practice & Tools

Course Outline (Summer 2023)

Class Location:	On-line with in-class final presentation and exam
Class Times:	Wednesdays, 6:30-9:00PM
Instructor:	**Duncan Jones,** MSc, MBA, PMP
Office Hours:	Wednesdays 6:30-9:00 PM by zoom
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Course Description

The Project Management Institute (PMI) defines project management as "the use of specific knowledge, skills, tools and techniques to deliver something of value to people." They go further, stating "All projects are a temporary effort to create value through a unique product, service or result. All projects have a beginning and an end. They have a team, a budget, a schedule and a set of expectations (scope and quality) that the team needs to meet. Each project is unique and differs from routine operations—the ongoing activities of an organisation—because projects reach a conclusion once the goal is achieved."

Through a series of lectures, case discussions and a final project, students will learn about the practice of project management and the complimentary tools. They will also gain experience participating in the designing, execution and tracking a real project on- or off-campus.

Course Objectives

Upon completion of this course, students should be able to—

- o   Prepare, analyse and strengthen the underlying business case for a project;

- o   Apply the common framework of project management and the associated terminology to the planning and execution of a new project;

- o   Leverage an array of tools (Gantt, PERT, RACI, *etc.*) to assist in the tracking, communications, execution, contingency planning and problem-solving that a major project requires; and

- o   Evaluate a portfolio of projects and allocate resources appropriately.

Reading Materials

Textbook: *Project Management: Achieving Competitive Advantage*, 5th Edition (2019) by Jeffrey K. Pinto, Pearson (ISBN 978-0134730332, 978-1292269146) Paperback *or* eTextbook, $75-95. Also, the Indian version (ISBN 978-9389552034), $52.

Marking Scheme

A. Class participation **15%**
    1) General contributions 5%
    2) Pre-read quizzes 5%
    3) Quickwrite exercises 5%

B. Individual Project plan **20%**

C. Group project, report and presentation **30%**

D. Final exam **35%**

TOTAL **100%**

Attendance for All Students

All students are required to login before 6:30PM, *i.e.*, at the start of the lecture. Only viewing the recording of a presentation is considered **ABSENT** unless you have prior approval. You must be virtually present for the event to receive attendance credit. Any effort to forge or misrepresent your attendance will be treated as an academic offence. We understand that absenteeism for work events or "networking" events does occur hence the leniency outlined above.

Class Participation

Students are expected to actively participate in class discussions and to ask questions. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Contribution is expected to be relevant to the current discussion and includes asking questions pertinent to the lectures and presentations, clarifying difficult concepts, answering questions, and advancing the discussion to a new issue. Just as important is listening attentively to your classmates and critiquing ideas constructively.

Pre- & Post-lecture Assignments

Prior to each lecture relevant *Pre-read* articles and short 5-6 question quiz will be posted to Quercus to be completed before class. Following each lecture, the *Quickwrite* responses, where students are given 1 minute or so to write down their thoughts on a topic or response to a question posed in the lecture should be posted to Quercus by 6:00PM before the next class. In addition, a short summary of your *In-class Participation* is also to be posted to Quercus.

Individual Project Plan

Each student is to prepare a project charter and project plan including communication, schedule, cost, and risk plans as well as example progress reports, and change requests on a case selected from the textbook. The written portion of this report is to be approximately of 10 pages in length (Margins: all 2·54 cm, 1·5-line spacing, New Times Roman 12-point, additional Figures, Tables, References and Appendices can also be included). The report will be marked by the instructors for completeness, quality and value, in addition to the rubric.

Group Project, Report and Presentation

Each individual or team (2-4 students per team) must identify and assist with the

management of a real project that is to be conducted within the timeframe of the course and involve other people (*i.e.*, an on- or off- campus event, including at work). At the conclusion of the term, you will be responsible for—

o A report covering the planning, management and lessons learned is to be completed. The written portion of this report is to be approximately of 10 pages in length (Margins: all 2·54 cm, 1·5-line spacing, New Times Roman 12-point, additional Figures, Tables, References and Appendices can also be included). The report will be marked by the instructor for completeness, quality and value.

o A 15-minute PowerPoint presentation to the class highlighting the lessons learned.

Assignment Due Dates

All assignments (individual report, peer-review report, final individual report and group report) are due by 6:00PM on the assigned date as outlined in this syllabus. Any updates to the Course Outline will be announced to the class and posted on Quercus. Assignments are to be submitted to Quercus in the specified format (PDF, MS Word, MS PowerPoint). **Late penalties equal to 15% per day** (24-hour period) will be accessed until the assignment is submitted.

Recording

The lectures will be recorded, and the slide decks will be posted to Quercus in order to assist in notetaking and study for **personal use only**. The lectures are the intellectual property of the instructor or presenters, and the use of recordings and slide decks must respect this. More specifically, students are not to upload the recordings or slide decks to a shared drive, folder or hosted platform such as YouTube or Facebook, nor publish an instructor's or peer's notes to a website or sell them.

Re-marking

Requests for remarking will be entertained. This may result in a higher or a lower grade than that initially given. Requests for remarks are to be provided to the professor within one week of receipt of the grade and each request is to be accompanied by a written explanation (up to one page) from the student outlining why he/she believes the paper is worthy of a higher grade.

Missed Assignments and Tests

In the event a student fails to submit an assignment or misses the final exam due to illness or domestic tragedy, the student must contact the professor and submit a completed University of Toronto official "Student Medical Certificate" (available at: http://www.utm.utoronto.ca/access/medcert.pdf indicating type of illness and date of illness (or other applicable documentation for domestic situations) to the **MBiotech** office within 48 hours of the due/test date, if possible.

Academic Misconduct

Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the University. Any student abetting or otherwise assisting in such misconduct may also be subject to academic penalties.

Students agree that by taking this course all required papers may be subject to

submission for textual similarity review to https://www.ouriginal.com/ for the detection of plagiarism. The terms that apply to the University's use of this tool are described at https://teaching.utoronto.ca/ed-tech/teaching-technology/pdt/pdt-faq/

SCHEDULE OF ACTIVITIES

NOTE: *The dates are fixed, however the order of the presentation of the various topics may change. Notification of all changes will be made on Quercus as early as possible.*

#	Date	Material	Proposed Readings
1	14-Jun	**What is a project? Why project management?**	Ch. 1
2	21-Jun	**Project scheduling**	Ch. 9 & 10
3	28-Jun	**Scope and quality management**	Ch. 5 & 2
4	5-Jul	**Communications and teamwork**	Ch. 4 & 6
5	12-Jul	**Risk management**	Ch. 7
6	19-Jul	**Cost and resource management**	Ch. 8 & 12 + PP
7	26-Jul	**Control, change and completion**	Ch. 13 & 14 + Interim
8	2-Aug	**Advanced topics: agile and critical chain**	Ch. 11
9	9-Aug	**Program and portfolio management**	Ch. 3, Readings
10	16-Aug	**Group project presentations (in person)**	+ Report
11	TBD	**Final exam (in person)**	(or switch of 10 & 11)