
YORK UNIVERSITY
School of Administrative Studies

AP/ADMS 3353 3.0, Fall 2019

Project Management

Section 'A': Location: ACE-005, Time : 4:00pm – 7:00pm Day : Thursday

Instructor: S. Abdullah

Email: sabdulla@yorku.ca

Office Hours : Monday, Appointment time slot: 5:30pm- 6:00pm (office hours last 1.5 hours), Room 242,
Atkinson Building (By appointment)*

Course Websites:

<https://moodle.yorku.ca/>

COURSE DESCRIPTION:

Introduces students to the theory and practice of project management. Applicable to all sectors, this course takes a problem-solving approach to planning, budgeting, implementing and completing small and large-scale projects.

In recent years, there has been a rapidly increasing emphasis on project management concepts, software, training, and expertise as more managers recognize that project management is synonymous with change management. Organizations that want to change their focus or direction increasingly recognize that introducing new products, processes, or programs in a timely and cost effective manner requires professional project management (PM).

This course examines the management of complex projects and the tools that are available to assist managers with such projects. Some of the specific topics we will discuss include life cycle models (including those used by software engineers), project teams, project selection, organizational issues, scheduling and budgeting, project risk, and monitoring and control. In addition, we will discuss commercial PM software products, and the relationship between these products and the requirements of managing risky complex projects in today's economic environment.

* send email at-least 24 hours prior to the office hour.

Course Outline:

The following tentative course outline (all inclusive) is subject to "in class" changes as considered necessary by the Course Director.

Required Textbook:

Project Management, The Managerial Process, 7E, McGraw-Hill Education, ISBN 978-1-259-66609-4
by Erick W. Larson & Clifford F. Gray

Lecture	Date	Topics	Readings	Assignments
1	Sep 05	Introduction, Modern Project Management Organization Strategy and Project Selection	Ch 1 Ch 2	
2	Sep 12	Organization: Structure and Culture	Ch 3	
3	Sep 19	Defining the Project	Ch 4	
4	Sep 26	Estimating Project Times and Cost (with App 5.1) Developing a Project Plan	Ch 5 Ch 6	Quiz #1 (Ch.1,2,3,4)
5	Oct 03	Developing a Project Plan (Cont'd...)	Ch 6	
6	Oct 10	Managing Risk (with App 7.1)	Ch 7	Assignment 1 Due
	Oct 17	NO CLASS – Reading Week		
7	Oct 24	MIDTERM EXAM - Chapters 1, 2, 3, 4, 5, 6, 7 and App 5.1, 7.1 Location : TBA		
8	Oct 31	Scheduling Resources and Costs	Ch 8	
9	Nov 07	Reducing Project Duration	Ch 9	
10	Nov 14	Progress and Performance Measurement and Evaluation	Ch 13	
11	Nov 21	Progress and Performance Measurement and Evaluation (Cont'd...) Project Closure	Ch 13 Ch 14	Assignment 2 Due Quiz #2 (Ch.7 App 7.1, 8,9, & 13part)
12	Nov 28	Review		
13		COMMON COMPREHENSIVE FINAL EXAM	All the above chapters (Cumulative)	
		(Dec 5 - 20) (Date, time & location to be announced on registrar/university website)		

MARKING SCHEME:

2 Quizzes and 2 Assignments (5% each)	20%
Midterm Exam	30%
Final Exam	50%
Total	100%

Note: *There will be no lecture, no quiz, no assignment/s due date and no exams on days when University announced "no classes". If there is any contradiction in above schedule, please bring in my notice, it will be corrected.*

App = Appendix

Classroom Conduct

NO Use of Electronic Gadgets during lectures, all must be switched off

- You are not allowed to use any electronics gadget during lectures, like Laptop, Netbook, Ipad, Tablets, smart Phones, etc.
- If there is something urgent you can leave class room quietly, use and come back without disturbing your class mates.
- No excuse, like I have slides on my gadget, I have e-book, I take notes directly on the gadgets, etc.

General Policy

1. If you must miss a class, it is suggested that you try to obtain any missed notes from a classmate. **NOT all class material will be available online.** Please note that you are responsible for everything discussed in class (whether mentioned/included in the textbook or not).
2. **You are NOT allowed to take pictures or record any content of the lecture.**
3. Concerns regarding marks **will not be accepted after a week** from the releasing of the marks/result not from collecting the work.
4. Due to unavoidable circumstances if any lecture missed, date for make-up lecture will be announced on course web site.
5. In case of a fire alarm, students are to get up instantly, collect their personal belongings and leave the building. (You should not wait until a Professor or an invigilator tells them to do so.)
6. Students will not be allowed to write the mid-term exam, final exam, quizzes or submit assignments, unless they are on the class list / sign in sheet. There will be no exceptions. It is the student's responsibility to ensure that they are properly enrolled.
7. Do not write the midterm or final exam if you do not feel well. Once you write an exam, the mark you receive will be used.
8. **Missed Quizzes and Assignments** - There will be no deferrals.
9. In this course marked assignments and midterm are returned to the students, it is your duty to collect. After final exam is over, work will not be available. I usually bring marked material for only two weeks, if you didn't collect and want to collect you need to send me email with your details and I will bring in next meeting.

10. Missed Midterm Due to Illness

The only documentary evidence that will be accepted to support missing the midterm due to illness is the Attending Physician's Statement available at the following link:

<http://www.yorku.ca/laps/council/students/documents/APS.pdf>

This form must be completely filled out and legible. You must provide this completed document in a sealed envelope **directly to your instructor** at the first opportunity – such as class or office hours – following the midterm. Do not leave it with a faculty secretary or have it placed in the instructor's mailbox.

With acceptably documented justification of absence from the midterm, students will be required to write a more balanced comprehensive final than the rest of the class and will be worth 80% of the final grade.

Quizzes/Midterm Exam/ Final Exam

Quizzes and Exams are closed book and notes, however, a Formula Sheet will be provided, if required.

Answers for Multiple choice and True False must be recorded on SCANTRON by pencil within designated time of the Testing components, NO EXTRA time will be granted to bubble Scantrons. No Excuse, like, "I did all, just need to bubble."

If more than one version of Quiz/Exam given it is your responsibility to correctly bubble /mark the correct version on SCANTRON under "Test Form".

Students **MUST** bubble/mark their student number on the scantron sheet properly.

Multiple choice and True False will not be returned to the students, you will get your marks, however you can review your work on individual basis during office hours. To review, you must submit your request via email (quiz 1 by Oct 03, 2019 and quiz 2 by Nov 28, 2019). When reviewing, you are not allowed to take notes, pictures or copy any part of the testing instrument.

Duration and format of testing components:

Quiz : 30 minutes, **Format**: Multiple Choice type questions.

Midterm: 2.5 hours, **Format**: Long Problem/s, and Multiple Choice type Questions.

Final (50% worth): 2.5 hours, **Format**: Long Problem/s, and Multiple Choice type Questions.

Final (80% worth): 3 hours, **Format**: Long Problem/s, and Multiple Choice type Questions.

Students found with any of the following will be deemed to have unauthorized materials as defined in the University Policy on Academic Honesty:

- Cell phones or other communication devices,
- personal information managers (PIMs),
- electronic dictionaries,
- user-programmable calculators (only non-programmable calculators are permitted)
- pencil cases, unless a clear plastic bag

Assignments

1. Assignments must include a cover sheet signed by student. Assignments that do not include the signed cover sheet will not be accepted. The cover sheet will be provided. Cheating will result in zero for all involved students and necessary disciplinary measures outlined in the Senate Policy on Academic Honesty will be applied .
2. Please be advised that Assignments are due on the day and time designated at the **BEGINNING** of classes. Late Assignments will **NOT** be accepted and no extensions will be granted.
3. **Assignments must be TYPED, if you need to draw graph, chart, diagram it must be done by using computer. Hand written/drawn part of Assignments will NOT be considered for marking.**
4. Assignments must be done on an individual basis.
5. No Plenty for early submission, For some reason if you are unable to attend lecture of the day Assignments are due, you can submit your work earlier (till 1pm of the due date) to room 282, Atkinson building in my attention and must send me email after submission.
6. **EMAIL HAND-IN WILL NOT BE ACCEPTED. LATE or NON-TYPED Assignments will NOT be accepted under any circumstance.**
7. **Make sure to sign the list after submission of Assignments.**

RELEVANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS

Applicable to all ADMS and DEMS courses

Deferred Exams: Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf

Attending Physician's Statement form: <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

In order to apply for deferred standing, students must register at

<http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>

Followed by handing in a completed original Deferred Standing Agreement (DSA) form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. Deferred exams might take place during the regular exams period or in subsequent weeks depending on the course; precise dates are known when the Office of the Registrar publishes the final exam schedule of the term. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not.

NOTE: To clarify the deferred standing final exam coverage, the deferred examination will be cumulative and cover all material for the semester.

Academic Honesty: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Grading Scheme and Feedback Policy: The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

In-Class Tests and Exams - the 20% Rule: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

Reappraisals: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Academic Accommodation for Students with Disabilities (Senate Policy)

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Student Accessibility Services (formerly known as Counselling and Disability Services) website at <https://accessibility.students.yorku.ca>

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.