

YORK UNIVERSITY
School of Administrative Studies
Winter 2021, AP/ADMS 3353 Section M, Project Management

Course Director: Shamim Abdullah

Email: sabdulla@yorku.ca

Time: Wednesday, 7:00pm – 10:00pm

Location: Remote delivery, Virtual Classroom using ZOOM

Office Hours: Please send your questions via email; they will be answered within 24-48 hours. In certain cases, zoom meetings may be arranged to address more complicated questions.

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.

Course Website: <https://eClass.yorku.ca/>

Required Textbook:

Erik W. Larson and Clifford F. Gray. *Project Management, The Managerial Process*, 8th Edition, McGraw-Hill Education, 2020. ISBN 978-1-260-57043-4

Marking Scheme:

Quizzes (4 each 6%)	24%
Assignments (2 each 4%)	08%
Midterm	23%
Final Exam	45 %
Total	100 %

Technical requirements for taking the course:

- Students who are enrolled in this course must have access to a laptop or desktop computer with a camera and microphone and/or a smart device with these features. Students who are enrolled in this course will be expected to use ZOOM software to attend lectures.
- ***Students must also have a stable Internet connection, or they will be facing significant challenges throughout the course.***
To determine Internet connection and speed, there are many tools available online or from your ISP.
- During test/exam students may be asked to turn on camera for confirmation of identity.
- Here are some useful links for student computing information, resources and help:
 - [Student Guide to eClass](#)
 - [Zoom@YorkU Best Practices](#)
 - [Zoom@YorkU User Reference Guide](#)
 - [Computing for Students Website](#)
 - [Student Guide to eLearning at York University](#)

Academic honesty and integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's [Academic Integrity module](#) at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty](#).

General Policy

1. **WARNING: Distribution or uploading of course content is STRICTLY PROHIBITED. All material is copyright protected.**
2. Concerns regarding marks **will not be entertained after a week** from the release of the marks/result.
3. Students will not be allowed to write the quizzes, term tests, or the final exam, unless they are on the class list.
4. Due to unavoidable circumstances if any lecture is missed due to technical reason, date for make-up lecture will be announced on course web site.
5. Please ensure you read all documentation on the course eClass site.
6. It is your responsibility to visit course eClass site on a regular basis.
7. Due to high volume of emails during remote learning, it might be possible that replies to your email queries might take longer than usual. Please expect no (or limited) response to your e-mails during the weekends.
8. Please note that this is now a remote teaching online course. The entire course, including the lectures, participation/discussion and test/exam-taking, will take place on the course website on eClass.
 - the recordings should be used for educational purposes only and as a means for enhancing accessibility;
 - students **do not** have permission to duplicate, copy and/or distribute the recordings outside of the class (these acts can violate not only copyright laws but also [FIPPA](#));
 - all recordings will be destroyed after the end of classes.
9. For some common language about academic integrity, and the online tools used to promote it, please see the text in blue font above.

10. This course might require the use of online proctoring for examinations. The instructor may use an online proctoring service to deliver the exam(s), which would be administered through the Learning Management System (e.g., eClass, Canvas, etc.). Students are required to have access to minimum technology requirements to complete examinations. If an online proctoring service is used, students will need to become familiar with it at least five days before exam(s). For technology requirements, Frequently Asked Questions (FAQs) and details about the online proctoring service will be made available if used. Students are required to share any IT accommodation needs with the instructor as soon as they are able.
11. Several platforms will be used in this course (e.g., eClass, Canvas, Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another. Please review the syllabus to determine how the class meets (in whole or in part), and how office hours and presentations will be conducted.

Students shall note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Technology requirements/Information for eClass can be found here:

<https://www.yorku.ca/eclass/>

*While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the university recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The university encourages students with disabilities to register with **Student Accessibility Services** to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors as necessary. **Please let me know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course.***

Students registered with Student Accessibility Services are instructed to deliver the letter of accommodation to each of their course directors via email within the first two weeks of class.

Quizzes, Midterm and Final Exam Policies

1. All quizzes, midterm and exam will be done **online**.
2. Information concerning the Quizzes, Midterm and Final Exams will be posted on course eClass site.
3. There are **4** Quizzes, dates of which are given in the schedule below. Quizzes will be taken online using Moodle, and will be at the beginning of the class it is scheduled in. Quizzes will be about 20-30 minutes long. **No makeups will be available for each Quiz**. However, there will be an optional cumulative make-up Quiz on the last lecture day of the classes. Student who missed their quiz can take this Cumulative make-up Quiz to replace a missed Quiz.
4. There is a midterm counting for 23% towards the overall grade.
5. Both midterm and the final examination may consist of multiple-choice questions and worded questions (Problem solving Questions).
6. If you miss midterm, the weight of midterm will be automatically (no documents such as doctor notes needed) transferred to the final examination.
7. The final examination will be more comprehensive if you miss midterm. Duration of Comprehensive Final Exam might be different than the Regular Final Exam.
8. A Cumulative Formula Sheet will be posted on your course eClass website. You can use this formula sheet in all of your Quizzes/midterm/Exam.
9. **There are no alternative exam date and times for midterm.**
10. If students miss the Final Examination and have to defer the exam, the deferred exam will be a **comprehensive** examination.
11. Due to concerns regarding copyright issues, online tests (Quizzes/Midterm/Final Exam) are treated as purely **assessment tools**. Hence, the feedback regarding midterm will be given to students as explained in the next two points.
12. Online midterm will be marked online, and the results will be posted on your course's eClass site. If you need to get markers' feedback, you will need to put a request by emailing your professor **within five days from the date the marks are posted**. Any query after five days will not be entertained. It is your responsibility to visit eClass of this course on regular basis.
13. After getting markers' feedback, if you are still not satisfied then you can request your professor to re-appraise the midterm. However, note that the whole midterm, not the part you like will be re-assessed, three outcomes are possible, your marks might stay the same; increase; or decrease.
14. Your solutions need to be hand-written!
15. You are not allowed to use any software to solve and/or type your answer in midterm or Final exam, if used then that it will not be considered the part of the midterm/Exam, hence will not be marked.
16. Once you start any Testing Component (Quizzes, Midterm or Exam) you are digitally signed for that testing components. If you quit after starting a test, then whatever you attempted will be marked and will be in your record.
17. If you need religious accommodations, please follow the York University policy/procedure and once approved, update your professor at least 72 hours prior to the testing component.
18. Quizzes, Midterm and Final Exam will all be online. For the Midterm and Final Exam, you will need to upload on the eClass site a scan or photo of your work as required for each question. (Note: When the allotted time is over, eClass will automatically submit whatever work/files you have **uploaded**. You do not have to send an email to your professor asking to check whether or not your work/files have been uploaded. It is your responsibility to ensure they are uploaded properly within the time provided. Such email inquiries will not be answered.)
19. Due to strict copyright rules Quiz cannot be reviewed online. If you want to, you can apply for re-appraisal, and your professor will re-appraise it and update you of the outcome.
20. While taking your Quizzes/Midterm/Final Exam, the questions might be provided to you in a sequential manner. You will be asked to answer a question and submit your answer, and then move on to the next question. After you submit your answer to a question, there will be no further access to that question in the test.

Assignments


1. Assignments must include a cover sheet signed by student (Type your name). Assignments that do not include the digitally/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 in the Assignment. 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. Assignments need to submit Online, only “pdf” format of files acceptable.
4. **Turnitin** : To promote academic integrity in this course, students will be normally required to submit their written assignments to Turnitin (via the course eClass) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University’s use of the Turnitin service are described on the Turnitin.com website.
5. Assignments must be done on an **individual** basis.
6. Online Submission of Assignments will be marked online, and the results will be posted on your course’s eClass site. Marker will provide feedback onrequest. After reviewing markers’ feedback, if you are not satisfied then you can request your professor to re-appraise the assignment. You will need to put a request by emailing your professor within five days from the date the marks are posted. Any query after five days will not be entertained. However, note that the whole assignment, not the part you like will be re-assessed, three outcomes are possible, your marks might stay the same; increase; or decrease.
7. There will be no deferrals for the Assignments; if you didn’t submit on time and missed then you lost the marks.
8. **EMAIL HAND-IN WILL NOT BE ACCEPTED. LATE or NON-TYPED Assignments will NOT be accepted under any circumstance.**
9. Further instructions and requirements and How to submit? Details will be provided with the Assignment.

Course Schedule:

Note that the course schedule below is subject to change as deemed appropriate/necessary by the Professor during the semester.

On the first lecture scheduled below I will hold a ZOOM session, details of which will be posted on our eClass site “Announcements” section. On this ZOOM session, we will discuss the course outline and the mechanics of how the course will be conducted.

A week before each online remote class scheduled below, related material such as audio/video lecture files and/or lecture notes will be posted on eClass. Students are expected to go over the audio/video files, read the chapter(s) and go over the lecture notes before the class time. For Selected Lectures during the class time I will hold a Q & A session, further information will be posted. There will be NO synchronous Zoom classes.

Session	Date	Topic	Quiz/Chapters
1	Jan 13	Introduction, Modern Project Management Organization Strategy and Project Selection	Ch 1 Ch 2
2	Jan 20	Organization: Structure and Culture	Ch 3
3	Jan 27	Defining the Project	Ch 4 Q1* – Chs 1,2,3
4	Feb 03	Estimating Project Times and Cost (with App 5.1) Developing a Project Plan	Ch 5 Ch6
5	Feb 10	Developing a Project Plan (Cont'd...)	Q2 – Chs4, 5, App 5.1 Ch 6
	Feb 17	No-Class: Reading Week	
6	Feb 24	Managing Risk (with App 7.1)	Assignment 1- Due Ch 7
7	Mar 03	Midterm at 7:00pm-8:30pm  Location: ONLINE on eClass	Chapters 5, App 5.1, 6, 7and App 7.1
8	Mar 10	Scheduling Resources and Costs	Q3 – Ch 6,7, App 7.1 Ch 8
9	Mar 17	Reducing Project Duration	Ch 9
10	Mar 24	Progress and Performance Measurement and Evaluation	Ch 13 Q4 – Ch 8 & 9
11	Mar 31	Progress and Performance Measurement and Evaluation (Cont'd...) Project Closure	Assignment 2- Due Ch 13 Ch 14
12	Apr 07	Review	Q5 – Cumulative
Common Final Examination (Apr 14-28) (Date and time to be announced on registrar's/university website)			Cumulative**

***Qi** refers to Quiz i, i =1,2,3,4. Quizzes will be held at the beginning of the class. As it will be provided using eClass, student's need to be on time, as extra time cannot be provided. Q5 refers to the cumulative makeup quiz to be offered on the last lecture day of the course (only for those who missed any quiz).

** If the student wrote midterm, focus will be on Chs 7, 8, 9, 13, 14. If a student missed midterm, his/her final exam will be a more balanced comprehensive exam.

RELEVANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS

Applicable to all ADMS and DEMS courses

Deferred Final 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>

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

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

<http://sas-app.laps.yorku.ca>

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. **During this time of remote learning, you will be required to submit the forms via email to apsas@yorku.ca.** 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: The deferred examination will be cumulative/comprehensive and cover all material for the semester. This applies to all students writing a deferred Final Exam, including those who wrote midterm.

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.