

YORK UNIVERSITY
School of Administrative Studies
Winter 2022,
AP/ADMS 3353 Section M, Project Management

Course Director: Shamim Abdullah

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Time: Wednesday, 7:00pm – 10:00pm

Location: CLH - D (In-Class) Curtis Lecture Hall “D”

Office Hours: Prior or after the lecture by appointment.

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:

2 Quizzes (5% each)	10%
2 Assignments (each 5%)	10%
Midterm	30%
Final Exam	50%
Total	100%

- **NOTE:**
- **When class sessions are conducted in person, the use of electronic gadgets such as laptops/notebooks/tablets, smart phones, or cell phones is NOT allowed in the classroom.**
- Please keep your electronic gadgets in your bag, They should not be on your desk.
- If there is anything urgent requiring your attention, you may leave the classroom quietly, without disturbing your classmates, and use your gadget outside.
- No excuses (e.g., use of e-book, use of slides or taking notes directly on the gadget) will be accepted.

Mode of Delivery

1. This class has been previously announced for in-person delivery (LECT). However, in view of the status of the ongoing pandemic, University administration has announced (on January 6) that all Winter 2022 courses are to be delivered in remote format until January 31.
2. When class sessions are conducted remotely, video recordings will be posted on eClass.
3. When class sessions are eventually delivered in the classroom (in person), such in person sessions will NOT be recorded and posted on eClass.

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. 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. (If no work is completed, a mark of zero will be assigned.)
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. If you miss midterm exam, the weight of missed midterm (30%) will be automatically transferred (no documents such as doctor's note needed) to the final examination.

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 Questions must be recorded on a SCANTRON sheet by pencil within the designated time of the testing components. NO EXTRA time will be granted to “bubble in” the Scantrons. No Excuses (e.g., “I answered all questions. Just need to transfer to Scantron.”) will be accepted.

It is your responsibility to correctly bubble on Scantron the quiz/exam version under “Test Form”. Multiple choice and True False will not be returned to the students, you will get your marks. Questions paper for the midterm will not be returned to the students, you will get answer book which will have your MCQs portion of marks. However, you can review on individual basis during office hours. To review you must submit your request via email within five days from the return date not from your collection date. When reviewing you are not allowed to take notes, pictures or copy any part of the testing instrument.

Duration and format of On-class testing components:

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

Midterm : 2 hours, **Format**: Long Problems, and Multiple-Choice type Questions.

Final (50% worth) : 2.5 hours, **Format**: Long Problems, and Multiple-Choice type Questions.

Final (78% worth) : 3 hours, **Format**: Long Problems, and Multiple-Choice type Questions.

If testing components are conducted online then details will be posted on eClass and duration might be different then the above stated times.

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 Penalty 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.

Make sure to sign the list after submission of Assignments.

Course Schedule:

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

Session	Date	Topic	Quiz/Chapters
1	Jan 12	Introduction, Modern Project Management Organization Strategy and Project Selection	Ch 1 Ch 2
2	Jan 19	Organization: Structure and Culture	Ch 3
3	Jan 26	Defining the Project	Ch 4
4	Feb 02	Estimating Project Times and Cost (with App 5.1) Developing a Project Plan	Ch 5, Ch6
5	Feb 09	Developing a Project Plan (Cont'd...)	Quiz#1 – Ch 1, 2, 3, 4 Ch 6
6	Feb 16	Managing Risk (with App 7.1)	Assignment 1- Due Ch 7
	Feb 23	No-Class: Reading Week	
8	Mar 02	Scheduling Resources and Costs	Ch 8
7	Mar 09	Midterm at 7:15pm-9:15pm Location: In Class (to be announced)	Chapters 1, 2, 3, 4, 5, App 5.1, 6, 7 and App 7.1
9	Mar 16	Reducing Project Duration	Ch 9
	<i>March 18</i>	<i>Last date to drop a course without receiving a grade</i>	
10	Mar 23	Progress and Performance Measurement and Evaluation	Ch 13
11	Mar 30	Progress and Performance Project Closure	Quiz#2 – Ch 7, App 7.1, 8, 9, 13 Assignment 2- Due Ch 14
12	Apr 06	Review	
Common Final Examination (Apr 12-29) (Date and time to be announced on registrar's/university website)			Cumulative**

Quizzes will be held at the beginning of the class.

RELEVANT UNIVERSITY REGULATIONS

Should there be any updates to these regulations, you can review the most recent Faculty of Liberal Arts and Professional Studies regulations, which are used by SAS (the School of Administrative Studies) at: <https://www.yorku.ca/laps/sas/academic-resources/common-course-policies/>

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. 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).

IMPORTANT NOTE: Any request for deferred standing on medical grounds must comply with University regulations. At the time of writing of this outline, the requirement for APS forms had been suspended due to COVID-19. If it resumes, the University will inform you of such resumption, and you would include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

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.

Academic Honesty/Integrity: 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.