

YORK UNIVERSITY
Liberal Arts & Professional Studies
Project Management
Winter 2023, AP/ADMS 3353 Section M

Course Director: Shamim Abdullah

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Time: Wednesday, 7:00 pm – 10:00 pm

Location: DB 1005

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

Course Evaluation:

2 Quizzes (5% each)	10%
2 Assignments (each 5%)	10%
Participation/Attendance	5%
Midterm	25%
Final Exam	50 %
Total	100 %

*Send email at least 24 hours before the office hours to make an appointment.

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 announced for **in-person delivery (LECT)**.
2. 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](#).

Attendance

Attendance will be taken during six out of the 11 scheduled class sessions (refer to Course Schedule). Those six sessions will be selected at random, and attendance may be taken at any time within the session. Attendance may be taken twice in one session as well. Once attendance has been taken, no name may be added to the attendance record. Every instance of unrecorded attendance beyond the first will lead to a one percentage point reduction to the Participation/Attendance component (5%) of the grade. No replacement for the attendance if it is missed then it is missed.

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 complied, a mark of zero will be assigned.)
8. **Missed Quizzes, Assignments and Attendances** - 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, there will be **NO** make-up midterm exam, however, the weight of missed midterm (25%) will be automatically transferred (no documents such as doctor's note needed) to the final examination. Duration of Comprehensive Final Exam might be different than the Regular Final Exam.

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.

Format of In-class testing components:

Quiz : Multiple-Choice type questions.

Midterm: Long Problems, and Multiple-Choice type Questions.

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

Final (75% worth): Long Problems, 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. Handwritten/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.
7. **Make sure to sign the Assignment Submission sheet 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 11	Introduction, Modern Project Management Organization Strategy and Project Selection	Ch 1 Ch 2
2	Jan 18	Organization: Structure and Culture	Ch 3
3	Jan 25	Defining the Project	Ch 4
4	Feb 01	Estimating Project Times and Cost (with App 5.1) Developing a Project Plan	Quiz#1 – Ch 1, 2, 3, 4 Ch 5, Ch6
5	Feb 08	Developing a Project Plan (Cont'd...)	Ch 6
6	Feb 15	Managing Risk (with App 7.1)	Assignment 1- Due Ch 7
	Feb 22	No-Class: Reading Week	
8	Mar 01	Scheduling Resources and Costs	Ch 8
7	Mar 08	Midterm Exam Time Slot: 7:00 pm - 10:00 pm Location: TBA Details: TBA	Chapters 1, 2, 3, 4, 5, App 5.1, 6, 7 and App 7.1
9	Mar 15	Reducing Project Duration	Ch 9
10	Mar 22	Progress and Performance Measurement and Evaluation	Assignment 2- Due Ch 13
11	Mar 29	Progress and Performance Project Closure	Quiz#2 – Ch 7, App 7.1, 8, 9, 13 Ch 14
12	Apr 05	Review	
Common Final Examination (Apr 12 - 27) (Date and time to be announced on registrar's/university website)			Cumulative

Quizzes will be held at the beginning of the class.

RELEVANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS

Applicable to all ADMS and DEMS courses

RELEVANT UNIVERSITY REGULATIONS

[University & School Policies](#)

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.