

# SYLLABUS - aps1014h ADVANCED PROJECT MANAGEMENT

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**Instructor:** Keith Farndale ([keith.farndale@utoronto.ca](mailto:keith.farndale@utoronto.ca))

**Prerequisite:** aps1001 Project Management, and equivalent of at least 1 year full-time working experience to be approved by the instructor.

**Office hours:** See “contacts” on the Blackboard portal.

**Course Overview:** Project management itself is not itself an “advanced” discipline. It can be seen as simply a “tool box” of processes and tools which is easy to talk about and to “learn” in theory. What makes project management more “advanced” is our effective application of those processes and tools to actual projects. This course attempts to do so as much as can be done in a classroom. There will be several case studies to read and prepare for each weeks. There will be experienced guest speakers to take up those case studies and to discuss project management in their application areas.

## **Course Objectives:**

Apply the processes and tools of project management to actual and hypothetical projects

**Instructor Bio:** Keith Farndale, MBA, PEng, is President of Procept Associates Ltd., a provider of consulting and corporate training in project management with clients across Canada and with international affiliates. His own clients include engineering-intense organizations AMEC, Vale, and OPG Nuclear. He is active in the Project Management Institute, the Project Management Association of Canada, and the Association for the Advancement of Cost Engineering.

## **Marking Scheme:**

Oral participation discussing case studies: **10%** (There are no participation points for just showing up to class.)

Written individual case study analyses, some of which will be submitted and graded prior to the course drop date: **30%**

Individual essay described below: **60%**

No mid-term or final exam.

**Required reference:** A Guide to the PM Body of Knowledge (PMBOK Guide), Project Management Institute, 5<sup>th</sup> ed, 2013.

**Other references:** Students need access to project management resources such as textbooks, to help with preparation of their written and oral responses to the case studies. Older editions are fine. For example;

*Project Management: A Systems Approach to Planning, Scheduling, and Controlling* by Harold Kerzner is a particularly good reference.

*The Fast Track MBA in Project Management* by Erik Verzuh. It is good, but is a bit light.

*Project Management: A Managerial Approach* by Meredith and Mantel is very good.

**Written individual case study analyses:** It will usually be easy to get an adequate score on these assignments with straightforward answers. I’ll reserve the award of higher scores for any extra insight that I see. When you can, I encourage you to challenge “conventional wisdom” and come up with alternative approaches, or to observe relevant factors which I or the others have not seen or commented upon. I certainly do not need everyone to agree with my view or the guest speaker’s view.

**Individual Essay:** A paper describing how you can and will use the project management framework and tools from the pre-requisite course and from the speakers in this course, to improve your management of current or future projects or sub-projects. Be specific about how it can apply in your environment. The body of the report is 15 pages, followed by possible reference list and possible appendices of tables and figures. If you use tables and figures, they must be discussed in the body text. The body of the report should be double spaced, Times New Roman 12 or similar. Zero tolerance for plagiarism. Tell me the texts

or websites or guest speaker comments you used, as a reference list (cited in your paper) or bibliography (generally used but not cited) in your paper. I recommend you write in first person (using “I”, “we”).

Anti-plagiarism submission software: Normally, students will be required to submit their course essays to [www.Turnitin.com](http://www.Turnitin.com) or similar site for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin.com service are described on the Turnitin.com web site.

Also please submit to me by email in DOC or PDF.

**Outline:** The following is only approximate, it may change slightly.

**Jan 10 Jon McGowan, *Mobile Banking Solution*** (no pre-reading)

- Pre-reading: read the scenario, come prepared to discuss.

**Jan 17 Lloyd McCoomb, *Pearson Airport Re-development Project*** (pre-reading)

- Pre-assignment: Read case study document and come prepared to discuss questions.

**Jan 24 Jean-Claude Audet, *Aircraft Modification and Certification Project Case Study***

- Pre-assignment: Read the posted case study document and come prepared to discuss. Review the Wikipedia entries for “EPCM” and “Front-end Loading”. Review PMBOK Guide 6.7 and 7.4.

**Jan 31 Robert Caputo, *Case Study: Project Controls on a Mining Process Project***

- Pre-assignment: You are a competent Project Manager. As a vote of confidence your manager has put your name forward to be the Program Manager on a new national account to plan, design, tender and oversee the construction of 100 retail stores within 3 years. Under the headings of “People”, “Process” and “Technology”, what would you like to have accomplished in the first 30 days of the program?” Read *PMBOK Guide* sect 1.4, and [http://en.wikipedia.org/wiki/Program\\_management](http://en.wikipedia.org/wiki/Program_management)

**Feb 7 David Schlotzhauer, Dave Lehto, *Program vs Project Managers: Program Management Case Study***

- Pre-assignment: Read scenario document, be prepared with answers. Review chapter 11 Risk in the *PMBOK Guide*.

**Feb 14 Hamid Faridani, *Electronic Point of Sales Project***, a case study to perform risk assessment on a project to develop and roll out a retail “Point of Sale” system in Europe.

**Feb 21** no class (reading week)

- Pre-assignment for next week: read *PMBOK Guide* 2.2.2; read document and come prepared to discuss.

**Feb 28 Darya Duma, *PM Maturity Improvement Case Study***, and *Governance*

- Post-assignment 1000 words on governance re OPG Pickering ‘A’ Return to Service.
- Pre-assignment for next week: Read scenario document, be prepared to discuss.

**Mar 7 Tim Dunn, *Space Robotics Case Studies***

- Pre-assignment: Look at <http://www.caf.com/en> for general familiarity with the Development Bank of Latin America. Read <http://www.fao.org/docrep/009/a0409e/A0409E03.htm> or [www.chavimochic.gob.pe](http://www.chavimochic.gob.pe) (en Español)

**Mar 14 Eduardo Fernandez, *A Large International Development Project: Chavimochic Case Study***

- Pre-assignment??

**Mar 21 Ram Sriram, *A Corporate EPM Implementation***

- Pre-assignment for next week: sections 2.4.2.2, .3, and .4 in *PMBOK Guide* 5th ed, and read the articles provided.

**Mar 28 Kevin Aguanno, *Agile PM vs Other Life Cycle Approaches***

- Post-assignment: How could you apply the “change-driven”, “iterative and incremental”, “agile” approaches on your kinds of projects?
- Pre-assignment for next week: read the article and my document.

**Apr 11 Mark Kozak-Holland, *Lessons From History: Brunelleschi’s Dome***

**April 19** Due date for individual paper (but no class). If you expect convocation in June, please submit by April 12 asking for quicker marking.