

SYLLABUS - aps1014h ADVANCED PROJECT MANAGEMENT

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Instructor: Keith Farndale (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: **40%**

Individual essay described below: **25%**

Final exam (a case study, and some questions based on guest speakers, open book, bring any text you wish): **25%**

No mid-term exam.

Required textbook: None.

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. Many students will already have this, but it is a bit light.

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

A Guide to the PM Body of Knowledge, Project Management Institute, known as “*The PMBOK Guide*”.

Individual Essay: A paper describing how you can and will use the project management framework and tools to improve a current or future project or sub-project. Be specific about how it can apply in your environment. The body of the report is 10 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.

Anti-plagiarism submission software: Normally, students will be required to submit their course essays to 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.

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

Saturdays 9am to noon Sat Jan 11 until exam on April 12, except Feb 15.

Jan 11, Jon McGowan, *Mobile Banking Solution*

- Pre-assignment for next week: As Owner, what approach, what project delivery strategy, what types of contracts would you use and why?

Jan 18, Bob Mattia, *Automotive Manufacturing Machining Conversion* In-class: As the appointed project manager, how would you track the progress of engineering & construction?

- Pre-assignment for next week: see my document.

Jan 25, Mark Kozak-Holland, *Lessons From History: Brunelleschi's Dome*.

- Pre-assignment for next week: TBA

Feb 1, John Wieser, David Schlotzhauer, Dave Lehto, *Two National Program Management Initiatives*,

- Pre-assignment for next week: 1. What do you see as the keys to effective project management in your environment? 2. Start by reading http://en.wikipedia.org/wiki/Virtual_team and find other sources, how can we lead and manage virtual teams?

Feb 8, Ashley Pereira, *My Lessons Learned in Aerospace Project Engineering*, and *Managing Virtual Teams*.

- Pre-assignment for next week: read document?

Feb 22, Darya Duma, *PM Maturity Improvement Case Study*, and *Governance*

- Post-assignment 1000 words on governance re OPG Pickering 'A' Return to Service.

Mar 1, Baboo Kureemun, *Agile Project Management*, including simulations.

- Post-assignment: How could you apply the "change-driven", "iterative and incremental", agile approach on your kinds of projects?

Mar 8, TBA

- Pre-assignment for next week: read the case study scenario.

Mar 15, Bettina Wadehn, a case study, IT in financial services, and a lecture/discussion on organizational change management.

- Pre-assignment: Read scenario document, be prepared with answers.

Mar 22, Ralph Blank, *Project Charter*.

- Pre-assignment: Read scenario document, be prepared with answers.

Mar 29, Ram Sriram, *A Corporate EPM Implementation*

- Pre-assignment: Read scenario document, be prepared with answers.

Apr 5, Hamid Faridani, *Electronic Point of Sales Project*, a case study to perform risk assessment on a project to develop and roll out a store PoS system in Europe.

Apr 12, final exam (questions on previous speakers' content, and maybe a case study)

April 19, Due date for individual paper (but no class).