Lambton College

EPM-1113 Project Management: Overview and Context

Computer Studies

Course Number:	Co-Requisites:	Pre-Requisites:
EPM-1113	N/A	N/A
Prepared by:	Patti Dauphin, Adjunct Faculty	
Approved by:	Chris Slade, Senior Dean	
Approval Date:	Wednesday, April 12, 2023	
Approved for Academic Year:	2023-2024	
Credit Weight:	3.00	

Course Description

In this course, the student is introduced to project management fundamentals and core concepts providing an understanding of the various project life cycles and processes. This course explores the Project Management Institute website and what it has to offer in terms of certifications, practice guides and the reference site. The student will learn about different certifications available demonstrating effort and commitment to the profession. The newest version of the PMBOK Guide and the Standard for Project Management will be the focus laying a sound foundation for all future program courses. Upon completion the students will be aware of several common project management terms, the project management framework, and the profession itself. The student will have experienced team building and teamwork by applying case study assignments to demonstrate their learnings.

Course Learning Outcomes/Course Objectives

1. Discuss the key historic factors that have led to the rise of Project Management.

    1.1 Define what project management is as opposed to operation management.

    1.2 Compare and contrast the factors that lead to project success with the factors that lead to project failure focusing on the triple constraint.

2. Become familiar with the project management profession by:Navigating the latest edition of the Standard for Project Management and the PMBOK (Project Management Book of Knowledge) Guide as defined by the PMI (Project Management Institute).Becoming familiar with the Supplementary Practice Guides.Using the PM Standards Plus site for reference material.Being aware of the available certifications.

    2.1 Discuss the history of the PMI and PMBOK, the PMI website and PM Standards Plus in detail.

    2.2 Define the role played by the Project Management Institute (PMI) in the larger context of project management, the benefits of membership and the certification process.

    2.3 Describe the purpose of the Standard for Project Management.

3. 1. Describe value delivery and the components necessary to create value with positive outcomes aligning with an organization's strategic objectives.

    3.1   Describe the value delivery components and the information flow between the various components.

    3.2   Distinguish between a project, program and a portfolio

    3.3   Compare and contrast the types of organizational structures and the three types of matrix structures in terms of function, features, benefits, and drawbacks.

    3.4   Demonstrate an understanding of project roles and responsibilites including sponsors, project managers, project team.

    3.5   Discuss the project environment including internal and external factors influencing value delivery.

    3.6   Describe what product management and the life cycle of a product within a portfolio governance structure.

4. Provide a high level view of the project management framework from start to project completion.

    4.1   Outline the required activiities in creating a high performance team with a focus on commonly used artifacts, models, and methods to build the team.

    4.2   Outline the required activities to prepare to start the project with a focus on commonly used artifacts, models, and methods to plan the project.

    4.3   Outline the required activities to complete the work with a focus on commonly used artifacts, models, and methods to execute the project plan.

    4.4   Outline the required activiities in keeping the team on track with a focus on commonly used artifacts, models, and methods to monitor the project.

    4.5   Outline the required activiities to keep the business in mind with a focus on commonly used artifacts, models, and methods to ensure the deliverables are providing the expected outcome.

5. Examine the twelve project management principles and how they guide behaviour of people.

    5.1   Outline the PMI Code of Ethics and Professional Conduct.

    5.2   Discuss how the twelve project management principles guide behaviour for effective project management.

6. Explore the eight Project Performance Domains and the desired outcome from each.

    6.1   Outline each performance domain focusing on the relevant definitions and the desired outcome of the domain.

    6.2   Demonstrate where each domain fits into the project management framework.

7. Discuss the concept of tailoring to adapt the project management approach, governance, and processes according to the conditions obtained, organization structure, environmental factors, and nature of the work to be completed.

    7.1   Describe what tailoring is and why it needs to occur to ensure delivery of value.

    7.2   Outline the tailoring process.

7.3   Describe tailoring for each of the specific performance domains.

Relationship to Vocational Learning Outcomes

This course provides the opportunity for you to achieve the following Program Vocational Learning Outcomes (VLO's), which will be taught and evaluated at a taught (T), assessed (A) or culminating performance (CP) level:

CPMT - Construction Project Management

VLO 1   Formulate strategies for human resource planning and business management to execute a variety of construction projects. (T, A)

VLO 2   Evaluate construction project activities for compliance with relevant legal, regulatory and contractual obligations, and industry and organization standards, policies and codes for quality assurance, health and safety, and economic, social and environmental sustainability. (T)

VLO 3   Assess work practices and risk when formulating project/operational requirements. (T, A)

VLO 4   Communicate effectively with all stakeholders to achieve project goals. (T, A)

VLO 5   Apply principles and best practices in project management throughout the lifecycle of a construction project to control costs, time and scope. (T, A)

VLO 6   Lead interdisciplinary teams throughout the project lifecycle using negotiation and problem solving skills when required. (T)

VLO 8   Implement structured approaches in project management knowledge areas, processes, phases, concepts, tools and techniques to a comprehensive list of projects as defined by project stakeholders. (T, A)

PMES - Advanced Project Management - Environmental

VLO 1   Manage project goals, constraints, deliverables, performance criteria, quality control needs, communication, negotiation, collaboration, and resource requirements with all stakeholders to ensure the successful completion of environmental projects. (T, A)

VLO 2   Drive organizational change and promote a positive organizational culture by managing relationships, resolving conflict, and facilitating communication. (T, A)

VLO 3   Work collaboratively with team members to provide service excellence and problem-solve effectively, while maintaining and improving project team performance in a Canadian environmental setting. (T, A)

VLO 5   Integrate cultural sensitivity into project plans for environmental projects within Canada. (T, A)

PMIO - Advanced Project Management - Information Technology

PMIT - Advanced Project Management - Information Technology

VLO 1   Manage project goals, constraints, deliverables, performance criteria, quality control needs, communication, negotiation, collaboration and resource requirements with all stakeholders to ensure the successful completion of information technology projects. (T, A)

VLO 2   Align management and leadership strategies when working on projects according to internal organizational culture in the information technology industry. (T, A)

VLO 3   Develop and apply teamwork, service excellence, problem-solving and leadership skills to contribute as an effective information technology project team member in a Canadian setting. (T, A)

VLO 4	Ensure compliance of Canadian ethical and professional standards when managing information technology projects. (T, A)
VLO 6	Apply Information Technology Infrastructure Library and software development frameworks to effectively manage and deliver information technology operational projects. (T, A)
VLO 7	Apply systematic information technology development methodologies and principles to successfully manage projects and team collaborations in the information technology development and operations space. (T, A)

PMLM - Advanced Project Management and Strategic Leadership

VLO 1	Manage project goals, constraints, deliverables, performance criteria, quality control needs, and resource requirements as defined by the project stakeholders (T, A)
VLO 2	Align management and leadership strategies when working on projects according to internal organizational culture. (T, A)
VLO 3	Adapt management and leadership style in response to issues that arise when managing projects. (T, A)
VLO 4	Facilitate communication, negotiation, and collaboration with all stakeholders to ensure the successful completion of projects. (T, A)
VLO 6	Manage relationships and resolve conflict to establish motivation and promote positive organizational change. (T, A)
VLO 7	Display an appreciation of cultural differences and respect for diversity when managing projects. (T, A)

PMLO - Advanced Project Management and Strategy Leadership

PMLS - Advanced Project Management and Strategy Leadership

VLO 1	Manage project goals, constraints, deliverables, performance criteria, quality control needs, and resource requirements as defined by the project stakeholders. (T, A)
VLO 2	Align management and leadership strategies when working on projects according to internal organizational culture. (T, A)
VLO 3	Adapt management and leadership style in response to issues that arise when managing projects. (T, A)
VLO 4	Facilitate communication, negotiation, and collaboration with all stakeholders to ensure the successful completion of projects. (T, A)
VLO 6	Manage relationships and resolve conflict to establish motivation and promote positive organizational change. (T, A)
VLO 7	Display an appreciation of cultural differences and respect for diversity when managing projects. (T, A)

PMLT - Advanced Project Management and Strategic Leadership

VLO 1	Manage project goals, constraints, deliverables, performance criteria, quality control needs, and resource requirements as defines by the project stakeholders. (T, A)
VLO 2	Align management and leadership strategies when working on projects according to internal organizational culture. (T, A)
VLO 3	Adapt management and leadership style in response to issues that arise when managing projects. (T, A)
VLO 4	Facilitate communication, negotiation, and collaboration with all stakeholders to ensure the successful completion of projects. (T, A)
VLO 6	Manage relationships and resolve conflict to establish motivation and promote positive organizational change. (T, A)

VLO 7　　　Display an appreciation of cultural differences and respect for diversity when managing projects. (T, A)

Learning Resources

Note: Resources listed below are used in other courses of the project management program and are not exclusive to this course.

Project Management Institute (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide), (7th Edition), Project Management Institute.

Access to Lynda.com Training Videos

Student Evaluation

Reflective Journals - 15%:
Two Reflective Journals based on class attendance (students must be present in class to submit the reflective journal).
- 1 Reflective Journal @ 5%
- 1 Reflective Journal @10%

Case Study Assignments - 35%
- Assignment 1: Project Charter and a Solution Delivery Package 15%
- Assignment 2: Value Delivery - The Project Plan - 15%
- Group Presentation - 5%

Quizzes and Tests - 50
- Quizz(es) - 25%
- Final Exam - 25%

Grade Scheme

The round off mathematical principle will be used. Percentages are converted to letter grades and grade points as follows:

Mark (%)	Grade	Grade Point	Mark (%)	Grade	Grade Point
94-100	A+	4.0	67-69	C+	2.3
87-93	A	3.7	63-66	C	2.0
80-86	A-	3.5	60-62	C-	1.7
77-79	B+	3.2	50-59	D	1.0
73-76	B	3.0	0-49	F	0.0
70-72	B-	2.7			

Prior Learning Assessment and Recognition

Students who wish to apply for prior learning assessment and recognition (PLAR) need to demonstrate competency at a post-secondary level in all of the course learning requirements outlined above. Evidence of learning achievement for PLAR candidates includes:
- Not Applicable: This course is mandatory for post-graduate programs.

Course Related Information

This course is delivered in the classroom environment using several approaches to learning including traditional instructor-led instruction, discussions, individual and group assignments, and presentations. The student is required to do reading, assignments, and study preparation for testing.

College Related Information

Note: It is the student's responsibility to retain course outlines for possible future use to support applications for transfer of credit to other educational institutions.
Academic Integrity

Lambton College is committed to high ethical standards in all academic activities within the College, including research, reporting and learning assessment (e.g. tests, lab reports, essays).
The cornerstone of academic integrity and professional reputation is principled conduct. All scholastic and academic activity must be free of all forms of academic dishonesty, including copying, plagiarism and cheating.

Lambton College will not tolerate any academic dishonesty, a position reflected in Lambton College policies. Students should be familiar with the Students Rights and Responsibilities Policy, located at lambtoncollege.ca. The policy states details concerning academic dishonesty and the penalties for dishonesty and unethical conduct.

Questions regarding this policy, or requests for additional clarification, should be directed to the Lambton College Student Success Department.

Students with Disabilities
If you are a student with a disability please identify your needs to the professor and/or the Accessibility Centre so that support services can be arranged for you. You can do this by making an appointment at the Accessibility Centre or by arranging a personal interview with the professor to discuss your needs.
Lambton College in Toronto at Cestar College Campus and Lambton College in Mississauga at Queen's College Campus, please identify your needs to the professor and/or student services.

Student Rights and Responsibility Policy
Acceptable behaviour in class is established by the instructor and is expected of all students. Any form of misbehaviour, harassment or violence will not be tolerated. Action will be taken as outlined in Lambton College policy.

Date of Withdrawal without Academic Penalty
Please consult the Academic Regulations and Registrar's published dates.

Waiver of Responsibility
Every attempt has been made to ensure the accuracy of this information as of the date of publication. The content may be modified, without notice, as deemed appropriate by the College.

Students should note policies may differ depending on the location of course offering. Please refer to your study location specific policies:

LAMBTON COLLEGE POLICIES - applicable to all Lambton College students:
- Student Rights & Responsibilities & Discipline policy (2000-5-1)
- Test & Exam Writing Protocol (2000-1-6)

- Evaluation of Students (2000-1-3)
- Policy Link - https://www.lambtoncollege.ca/custom/Pages/Policies/Policies.aspx

CESTAR COLLEGE:
- www.lambtoncollege.ca/policies-tor

QUEENS COLLEGE:
- www.lambtoncollege.ca/policies-miss